



## Meeting of the PSERN Board of Directors (Annual Meeting)

**Location:** To be conducted virtually: Microsoft Teams Meeting

**Date:** Thursday, January 27, 2022

**Time:** 4:00 p.m. – 5:00 p.m.

**Teams Call:** Members of the public are invited to participate in the virtual meeting by telephone or video by using the following phone number and meeting ID: 1-425-653-6586 Meeting ID: 607 105 419#

**Directors:** Lora Ueland, (Chair) Harold Scoggins, Kurt Triplett, Dwight Dively, Chris Elwell, Dan Yourkoski

**Alternates:** Brad Miyake, Kristin Meitzler, Mark Schmidt, Matt Morris, Shawn Hayes (King County no longer has an alternate)

### Agenda Details:

1. Call to Order – Lora Ueland 4:00 p.m.
2. Roll Call – Erin Clarke 4:01 – 4:03 p.m.
3. Approve the Minutes – Lora Ueland 4:04 – 4:05 p.m.

***(Decision: Motion to approve the minutes from the 12-09-21 Regular Meeting of the PSERN Board of Directors)***

4. Public Comment – Lora Ueland 4:06 – 4:10 p.m.

Board Chairperson to open floor for public comment. Members of the public are invited to address the Board of Directors for a period of time not to exceed three minutes.

5. PSERN Year in Review<sup>1</sup> and Executive Director Report – Mike Webb 4:11 – 4:18 p.m.

***(Discussion)***

6. Board Resolutions – Small Works & Federal Rosters – Mike Webb 4:19 – 4:23 p.m.

***(Discussion)***

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<sup>1</sup> 4.3.6 The Board of Directors shall hold an annual meeting to coincide with the first regular meeting each year. During the annual meeting, the Executive Director shall report on the state of the PSERN Operator.

7. Startup Period Staffing and Spending Plan – Mike Webb 4:24 – 4:32 p.m.  
***(Decision)***
8. Financial Advisory Services – Mike Webb 4:33 – 4:43 p.m.  
***(Discussion)***
9. BoD Work Plan Updates – Mike Webb 4:44 – 4:49 p.m.  
***(Discussion)***
10. PSERN Board of Directors Officer Report – Board Officers 4:50 – 4:55 p.m.  
***(Discussion)***
11. Review Action Items – Lora Ueland 4:56 – 4:57 p.m.
12. Executive Session – (If needed) 4:58 – 5:00 p.m.

Next Meeting: February 24, 2022



## Meeting of the PSERN Board of Directors – Meeting Minutes

**Location:** Microsoft Teams Meeting

**Date:** Thursday, December 9, 2021

**Time:** 4:00 p.m. – 5:00 p.m.

**Teams Call:** Members of the public were invited to participate in the virtual meeting by telephone or video by using the following phone number and meeting ID: 1-425-653-6586 Meeting ID: 548 015 410#

### Attendees:

- **Directors:** Lora Ueland, Harold Scoggins, Brenda Bauer, Dan Yourkoski
- **Alternates:** Brad Miyake, Kristin Meitzler, Mark Schmidt, Dwight Dively
- **Other Attendees:** Spencer Bahner, Mahak Chopra, Sean Douglas, Adrian Englet, Hank Krajewski, Dino Lamanna, David Mendel, Kimberly Nuber, Joel Thornton, Zak Tomlinson, Jeremy Waldner (206-450-3196), Ric Meyers (206-375-3137) and Michael Webb.

### Meeting Minutes:

1. Call to Order – Board Chairperson 4:00 p.m.
2. Roll Call – All 4:00 – 4:01 p.m.
3. Approve the Minutes – Board Chairperson 4:01 – 4:02 p.m.  
*(Decision: Motion to approve the minutes from the 10-28-21 Regular Meeting of the PSERN Board of Directors)*
  - **MOTION:** A motion was made to approve the minutes of the meeting held on 28<sup>th</sup> October 2021 by Brenda Bauer. It was seconded by Chief Harold Scoggins. Members unanimously approved the motion.
4. Public Comment – Board Chairperson 4:02 – 4:02 p.m.
  - There were no public comments.
5. Appoint Dwight Dively as Interim Treasurer – Board Chairperson 4:02 – 4:05 p.m.
  - The Chair thanked Brenda Bauer for her extensive work in support of the development of PSERN through participation in both governing boards and her role with King County.
  - (Decision: Motion to appoint Dwight Dively as Interim Treasurer)*
    - **MOTION:** A motion was made to approve the appointment of Dwight Dively as Interim Treasurer by Chief Harold Scoggins. It was seconded by Brad Miyake. Members unanimously approved the motion.
6. Procurement Policy Update – Zak Tomlinson 4:05 – 4:13 p.m.
  - A detailed final version of the procurement policy edits is available with the Board packet materials. Highlights are:
    - The ICA reference was changed to ILA.

- County specific language was removed and PSERN specific references were included.
- Section 5.3.3 waiver language was augmented – when and who can authorize PSERN to wave requirements, source exemptions etc.
- New section – PSERN can enter public contracts of less than \$40,000 without going through the limited public work provisions.
- Section 6.2 Limited and Small Works – “We should have a separate resolution authorizing use of the small public works roster.”
- Section 7 Modifications to reflect change orders changes to contract need to be within the authorized budget.
- Section 8.3 PSERN may purchase Services and Goods from or through a federal agency (including GSA) without going through the additional processes described in this policy. A board authorization is needed if the procurement can’t be via federal agencies.
- Additional edits to Section 9 – Emergency section.
- Section 11 is new, and it addresses Federal and Grant Funding.

***(Decision: Motion to approve the adoption of the PSERN Procurement Policy)***

- **MOTION:** A motion was made to approve the adoption of the PSERN Procurement Policy as shared in the materials packet for the December 9<sup>th</sup>, 2021, meeting by Brenda Bauer. It was seconded by Chief Harold Scoggins. Members unanimously approved the motion.
- The two resolutions (stated below) were deferred to a later time.
  - MOTION to pass a resolution 21-11 authorizing staff to establish a small works roster procedure for Public Works contracts pursuant to RCWs 35A.40.210, 35.23.352, and 39.04.155.
  - MOTION to pass resolution 21-12 authorizing use of federal agency rosters for contracting and procurements.
- **ACTION:** Zak will draft the two resolutions and present it to the Board for consideration and passage.

7. Executive Director Report – Mike Webb 4:13 – 4:15 p.m.

- Mike Webb discussed his recent activities described the report, including:
  - Participation in the Administrator hiring.
  - Efforts to develop the staffing and spending plan for the start-up phase in 2022 and 2023.
  - Outreach efforts – reaching out to Board Members and other stakeholders.
- **ACTION:** Board members are requested to provide feedback on content and format for inclusion in future versions of the report.

8. Administrative Staffing Recruitment Update – Mike Webb 4:15 – 4:17 p.m.

- Two candidates were invited to the second-round interviews for the PSERN Administrative position.
  - The interviews occurred on November 19<sup>th</sup>.
- At the conclusion of the interview process a final candidate was selected.
- An offer is being prepared for the selected finalist, which is pending both background and reference checks.
- Upon successful completion of the screening process, the expected start date will be in late December 2021.

9. Operator 2022 Staffing and Spending Plan – Mike Webb 4:17 – 4:27 p.m.

- PSERN needs to establish its financial management system and capabilities; this is a high priority now that the procurement policy has been approved.
- Working on establishing a job description and classification for the position of a Finance Manager by end of January 2022.
- External advice on various aspects of PSERN's financial structure and practice will be required. Drafting a scope of work for some external advisory services.
- A secondary priority is the hiring of an Operations Manager who will develop PSERN's operational capabilities and manage the transition and hiring of the technical and operational staff that will be needed in early 2023.
  - Due to the unique skillsets, experience and qualifications required of this position, the hiring process is expected to be long and should also commence without delay.
- Startup cost estimation and the development of plans for establishing PSERN's operational and administrative capabilities are underway.
- An initial spending plan for 2022 will be presented for approval at the January meeting, with revisions and updates to occur over the next year.
- Work has not started on reviewing or revising PSERN's operating budgets post FSA; this will be a priority once the underpinning financial management capabilities are in place.
- **ACTION:** As budgets are developed, the Board would like to see projections for additional revenues (e.g. radio site collocation fees) to offset base operating expenses.

10. PSERN Board of Directors Officer Report – Board Officers 4:27 – 4:28 p.m.

- Chief Yourkoski appreciated the conversation with Mike Webb.
- Chief Yourkoski also shared that the new PESRN radios, which were tested a few days back, are immensely better than those on the current system. The reception is great, especially with the portables inside of buildings.

11. Board of Directors Work Plan Updates – Mike Webb 4:28 – 4:29 p.m.

- As staffing and budgetary planning continues, further updates to the Board of Directors workplan will need to be made.
- EIN has been obtained and new government form has been filed.
- **ACTION:** Revised version of the dates to the work plan will be shared with the Board as operating budgets are developed.

12. Review Action Items – Board Chairperson 4:29 – 4:31 p.m.

- Two resolutions related to purchasing and small works will be presented in January 2022.
- Feedback to be provided to Mike Webb on the Executive Director report contents and format.
- Job descriptions of Finance Manager and Office Manager are being developed.
- Information on projected revenue offset to be prepared.
- Updated version of the work plan will be prepared for January's meeting.
- Interim spending plan to be prepared for approval.

13. Executive Session

- There was no executive session.

Next Meeting: January 27, 2022

Adjourn 4:33 p.m.

# PSERN Board of Directors Staff Report

## Agenda Item #5



**Title:** PSERN Year in Review (2021) and Executive Director Report  
**Meeting Date:** January 27, 2022  
**PSERN Staff Contact:** Michael Webb, Executive Director  
**Action:** Discussion

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### **SUMMARY:**

As outlined in the Operator ILA, paragraph 4.3.6, “The Board of Directors shall hold an annual meeting to coincide with the first regular meeting each year. During the annual meeting, the Executive Director shall report on the state of the PSERN Operator”.

This report provides a summary of the work undertaken by the PSERN Operator Board in 2021, including the decisions, actions and board resolutions that were approved since incorporation in 2021.

This report also provides an overview of the priorities and areas of focus for the organization as of the beginning of 2022.

### **ANALYSIS:**

#### 2021 Year in Review

The PSERN Operator organization was incorporated in April 2021.

During its first year, the Board of Directors met eight (8) times<sup>1</sup> and addressed the matters summarized below:

- Approved 11 board resolutions:
  - 21-01 – Designate the Chairperson for the PSERN Operator
  - 21-02 – Designate the Officers for the PSERN Operator
  - 21-03 – Adopt Initial Bylaws for the PSERN Operator
  - 21-04 – Adopt Articles of Incorporation for the PSERN Operator
  - 21-04-01 – Ratify and Approve the Articles of Incorporation for the PSERN Operator<sup>2</sup>
  - 21-05 – Adopt the PSERN Operator’s Initial Staff Hiring Methodology
  - 21-06 – Approve the Regular Meeting Schedule of the PSERN Operator Board of Directors
  - 21-07 – Approve the Insurance and Related Agreement for the PSERN Operator
  - 21-08 – Adopt an Agreement Between the PSERN Operator and King County for the Hiring of Staff
  - 21-09 – Approve the Board Chair to Execute a Contract or Letter of Engagement with Pacifica Law Group to Serve as General Legal Counsel for the PSERN Operator

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<sup>1</sup> April 22, May 27, June 24, July 30, August 26, September 23, October 28 and December 9.

<sup>2</sup> Resolution updated to reflect ratification of the form of Articles of Incorporation as submitted and approved by the Secretary of State.

- 21-10 – Approve the Board Chair to Execute a Contract or Letter of Engagement with Busch Law Firm for FCC or other Regulatory Legal Work Related to Land Mobile Radio Communications on Behalf of the PSERN Operator
- Directed and oversaw the recruitment and hiring of PSERN’s Executive Director, resulting in Michael Webb assuming that role on November 1, 2021
- Acquired initial liability and property insurance coverage for the PSERN Operator through Enduris
- Engaged Pacifica Law Group to provide legal consultation services for the PSERN Operator
- Directed and oversaw the recruitment and hiring for an Administrator, resulting in Erin Clarke assuming that role on December 27, 2021
- Developed and approved a Procurement Policy for the PSERN Operator

Late in the year, board member Brenda Bauer (representing King County) announced her upcoming retirement. Dwight Dively was announced as the interim replacement for her on the Board of Directors, and the Board also approved his appointment as Treasurer, on an interim basis.

### Looking Ahead to 2022

The focus of the PSERN Operator in 2021 was on establishing the foundational elements of the organization, as outlined above. These capabilities will enable work in 2022 to develop the administrative and operational capabilities PSERN requires to become operational in 2023. In that sense, 2022 will be a “startup” year for the PSERN Operator.

The organization has recently on-boarded an Administrator – Erin Clarke. Erin joined us from King County DNRP. She is now up and running in her new role and will be focused in several key areas:

- Administrative support for the Board of Directors and Executive Director
- Establishing public records and document management practices for the PSERN Operator
- Working with the PSERN Project team to organize and facilitate transition activities, including the gradual transition and re-focusing of stakeholder outreach activities after agency transitions

Two additional PSERN staff positions will be needed to support startup activities in 2022:

- Finance Manager
- Technical Operations Manager

These positions are discussed further in separate reports being presented at the January 2022 meeting.

An updated workplan for the PSERN Operator and the Board of Directors is also being presented at the January meeting. The workplan describes in significant detail the tasks and activities that will be needed to get the PSERN Operator ready to operate the PSERN radio network and support its users, starting in 2023.

Throughout 2022, PSERN Operator staff will be working closely with our colleagues in the PSERN Project – to support them as user agencies transition to the new network. A key focus over the next year will be to continue our outreach activities and establish relationships with as many PSERN stakeholders as possible.

### Executive Director’s Report – January 2022

Throughout December and January, my focus has been in the following areas:

- Supporting Erin Clarke with her on-boarding activities

- Developing the proposed 2022/2023 Staffing and Spending Plan being presented at the January 2022 meeting
- Soliciting and reviewing proposals for the provision of financial advisory services
- Continuing outreach with Board members and other PSERN committee members and stakeholders
- Discussions with a commercial wireless carrier regarding collocation at PSERN sites

With the successful completion of Pilot Testing, I am eagerly anticipating the first PSERN radio users transitioning to the new network at the commencement of Wave 1 at the end of January. I would like to express my sincere appreciation and offer congratulations to the PSERN Project team and all other PSERN stakeholders that have worked so incredibly hard to achieve this major milestone!

**CONCLUSION:**

This report has provided a summary of the work undertaken by the PSERN Operator Board in 2021, including the decisions, actions and board resolutions that were approved since incorporation in 2021. It also provides an overview of the priorities and areas of focus for the organization as of the beginning of 2022.

**SUPPORTING DOCUMENTATION:**

None

# PSERN Operator Board of Directors Board Resolutions

## Agenda Item #6 - Small Works & Federal Rosters

**Title:** Board Resolutions – Small Works & Federal Rosters  
**Meeting Date:** January 27, 2022  
**PSERN Staff Contact:** Michael Webb, Executive Director  
**Action:** Decision

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### **SUMMARY:**

This report presents, for approval, two board resolutions dealing with the establishment of Small Works rosters and the procurement of goods and services from federal agencies.

### **BACKGROUND/ANALYSIS:**

At its December 9, 2021, meeting, the Board of Directors approved the PSERN Operator's Procurement Policy, developed with support from PSERN's legal counsel – Pacifica Law Group.

The Procurement Policy (6.2.1) authorizes PSERN to establish a small works roster procedure for Public Works contracts consistent with and pursuant to the requirements of RCWs 35A.40.210, 35.23.352 and 39.04.155.

The Procurement Policy (8.3) also allows PSERN to purchase Services and Goods from or through a federal agency without following the additional processes in the policy.

### **RECOMMENDATION:**

In order to authorize these two capabilities, it is recommended that the Board of Directors approve the two resolutions attached to this report:

- Resolution 22-01 – Resolution to Establish Small Works Roster Pursuant to RCW 39.04.155
- Resolution 22-02 – Resolution to Authorize Federal Purchases

### **SUPPORTING DOCUMENTATION:**

**Appendix A: Board Resolution 22-01**

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**RESOLUTION NO. 22-01**

**RESOLUTION TO ESTABLISH SMALL WORKS ROSTER PURSUANT TO RCW  
39.04.155.**

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**A RESOLUTION** of the PSERN Operator Board of Directors to establish a small works roster pursuant to RCW 39.04.155.

**WHEREAS**, RCW 39.04.155 provides authority for the PSERN Operator to establish a small works roster for the procurement of contracts for construction, building, renovation, remodeling, alteration, repair, or improvement of real property in accordance with the requirements of that statute; and

**WHEREAS**, RCW 39.04.155 requires the PSERN Operator to adopt a resolution implementing this authority.

**NOW, THEREFORE, BE IT RESOLVED** by the PSERN Operator Board of Directors as follows:

**Section 1.** The Executive Director is hereby authorized, consistent with the requirements of RCW 39.04.155(2)(a), to establish a small works roster for the procurement of contracts for construction, building, renovation, remodeling, alteration, repair, or improvement of real property in accordance with the requirements of that statute.

**Section 2.** If any portion of this resolution is declared unconstitutional or invalid for any reason, such decision shall not affect the validity of the remaining portions of the resolution.

**Section 3.** This resolution shall take effect immediately upon its passage.

**ADOPTED** at the regular meeting of the PSERN Operator Board of Directors, this 27<sup>th</sup> day of January 2022.

**PSERN OPERATOR  
KING COUNTY, WASHINGTON**

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[Lora Ueland], Chair

**SUPPORTING DOCUMENTATION:**

**Appendix B: Board Resolution 22-02**

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**RESOLUTION NO. 22-02**

**RESOLUTION TO AUTHORIZE FEDERAL PURCHASES**

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A **RESOLUTION** of the PSERN Operator Board of Directors to authorize federal purchases.

**WHEREAS**, RCW 39.32.080 authorizes the PSERN Operator to enter into any contract with the United States of America, or with any agency thereof, for the purchase of any equipment, supplies, materials, or other property, without regard to the provisions of any law requiring the advertising, giving of notices, inviting or receiving bids, or which may require the delivery of purchases before payment; and

**WHEREAS**, RCW 39.32.080 further authorizes the PSERN Operator to designate by resolution any officeholder or employee to enter a bid or bids in its behalf at any sale of any equipment, supplies, material or other property real or personal owned by the United States of America or any agency thereof, and may authorize said person to make any down payment, or payment in full, required in connection with such bidding.

**NOW, THEREFORE, BE IT RESOLVED** by the PSERN Operator Board of Directors as follows:

**Section 1.** The Executive Director is authorized, consistent with with the provisions of RCW 39.32.080, to enter into any contract with the United States of America, or with any agency thereof, for the purchase of any equipment, supplies, materials, or other property, without regard to the provisions of any law requiring the advertising, giving of notices, inviting or receiving bids, or which may require the delivery of purchases before payment;

**Section 2.** The Executive Director or his or her designee is further authorized to enter a bid or bids in its behalf at any sale of any equipment, supplies, material or other property real or personal owned by the United States of America or any agency thereof, and to make any down payment, or payment in full, required in connection with such bidding.

**Section 3.** If any portion of this resolution is declared unconstitutional or invalid for any reason, such decision shall not affect the validity of the remaining portions of the resolution.

**Section 4.** This resolution shall take effect immediately upon its passage.

**ADOPTED** at the regular meeting of the PSERN Operator Board of Directors, this 27<sup>th</sup> day of January 2022.

**PSE&N OPERATOR  
KING COUNTY, WASHINGTON**

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[Lora Ueland], Chair

# PSERN Operator Board of Directors

## Staff Report - Agenda Item #7



**Title:** 2022/23 Staffing and Spending Plan (Startup Phase)  
**Meeting Date:** January 27, 2022  
**Staff Contact:** Michael Webb, Executive Director  
**Action:** Decision

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### **SUMMARY:**

The December 2021 report on this topic provided a broad overview of the initiatives required during the PSERN Operator startup phase (4Q 2021 – 1Q 2023) and the associated staffing and spending requirements.

This report provides several updates to the information in the December report, including revised spending estimates and draft job descriptions and classifications for the PSERN Finance Manager and Technical Operations Manager. The estimated startup expenditures are broadly in line with previous estimates and can be covered by the seed funding previously approved by the Project Joint Board.

Approval by the PSERN Operator Board of the spending plan to address the scope of activities discussed in the December report is being requested. If approved, ongoing reporting against this baseline plan would be provided at future board meetings.

Included in the proposed spending plan is funding to engage financial advisory services and undertake several scopes of work related to developing PSERN’s financial management capabilities. A decision on this is being brought forward under a separate item on the January 2022 meeting agenda.

Approval is also being requested to proceed with hiring of PSERN Finance Manager and PSERN Technical Operations Manager following a similar process to that used for the hiring of the Executive Director and Administrator, under the existing staffing agreement<sup>1</sup> with King County.

The proposed spending plan includes additional expenditures, both one-time and ongoing, beyond those discussed above and in the report on Financial Advisory Services. It is proposed that each new expenditure or funding commitment, above an aggregate value of \$50,000, be brought forward for explicit approval by the Board at future meetings.

### **BACKGROUND:**

The end of 1Q 2023 is an important milestone for PSERN, as it corresponds to Full System Acceptance (FSA) and commencement of operational responsibility by the PSERN Operator. During the fifteen months remaining before FSA, the PSERN Operator organization must undertake a variety of “startup” initiatives using the seed funding (\$1.85M) previously approved by the Project Joint Board. These startup initiatives are aligned with the Board’s current workplan.

The December 2021 board report on this topic discussed the following:

- The initiatives PSERN needs to undertake during the startup phase and associated timing.
- The additional staff PSERN needs to hire during the startup phase and associated timing, including:
  - A Finance Manager or equivalent staff position in the early part of 2022;

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<sup>1</sup> Agreement for Recruitment and Provision of Staff, May 2021.

- A Technical Operations Manager or equivalent staff position in the middle of 2022.
- The estimated spending required in 2022 and 2023 during the startup phase, and the need for those costs to be monitored, reviewed and updated throughout 2022.
- A discussion of the rationale for maintaining the hiring/staffing arrangement with King County to a point in time after the FSA milestone.
- A discussion of HR, IT and facilities services to be provided by King County throughout the startup phase.

The December report also identified the actions that should be taken to ensure rapid progress can be made on startup initiatives:

1. An updated spending plan should be presented for approval at the January 2022 meeting; such approval would authorize expenditures against it on interim or provisional basis.
2. The Executive Director should provide monthly status reports/updates on this plan at each Board meeting that describes:
  - Year-To-Date spending against a baseline plan.
  - Any revisions to expenditure forecasts, including cost estimates and timing.
3. Subject to development of job descriptions, classifications and cost estimates, the Board should approve the hiring of a Finance Manager and Technical Operations manager at the January 2022 meeting.
4. PSERN should establish a financial management system and supporting policy and processes as a matter of urgency.
5. At the point the Finance Manager is on-board, and a financial system established, more standardized or pro-forma reporting can be generated (likely 3Q 2022).

Items 1 – 3 are discussed further in the next section of this report. Item 4 is discussed in a separate Board agenda item and report “Acquisition of Financial Advisory Services”.

#### **ISSUES:**

To move forward with the startup initiatives defined the December report, consistent with the Board’s existing workplan, the Board needs to consider and address the following issues:

**Issue #1: Does the Board approve the revised startup phase spending and staffing plan as outlined in this report?**

**Issue #2: Does the Board support the proposed methodology to approve, track and report on startup expenses prior to establishment of PSERN’s standalone financial management capabilities?**

**Issue #3: Does the Board approve the hiring of a Finance Manager in 2022 as discussed in this report and the December report?**

**Issue #4: Does the Board approve the hiring of a Technical Operations Manager in 2022 as discussed in this report and the December report?**

#### **ANALYSIS:**

The following analysis and discussion addresses the issues identified in the previous section.

**Issue #1: Does the Board approve the updated startup phase spending and staffing plan for 2022 as outlined in this report?**

The Project’s Joint Board has allocated \$1.85M from PSERN levy funds (“seed” funding) to cover the costs the PSERN Operator will need to incur during an eighteen-month startup period (October 1, 2021 – March 30, 2023), i.e. prior to FSA and commencement of network operational responsibility. As of the end of 2021, approximately \$57K of this funding has been spent, primarily on salaries, benefits, legal services and insurance.

The spending plan has been reviewed and updated since the December meeting and the latest version is provided as Appendix A. It continues to show the available seed funding to be sufficient based on current timelines, although this is highly dependent on timing of FSA and assumes that the timing of collection of service fees aligns with the ramp-up of operating expenses.

The spending plan includes the following expenditures in 2022:

- Salaries and Benefits - \$669,100
  - 4 staff – Executive Director, Administrator, Finance Manager (starting 2Q 2022), Technical Operations Manager (starting 3Q 2022)
- Insurance (CGL) - \$5,000
- King County Services - \$54,200
  - Human Resources, IT Support and Office Lease
- External Consulting/Advisory - \$196,400
  - Legal Services, Financial Advisory, Security
- Office/Admin Expenses/Transportation - \$19,400
- PSERN-Specific IT systems - \$98,000
  - Financial Management, Asset Management, Service Management systems
- TOTAL 2022 - \$1,042,100

Several of these costs are preliminary estimates and work is still ongoing to verify them.

Additional startup costs of \$750,000 for 1Q 2023 are also included, as shown in Appendix A. However, those costs do not include any network operating costs or any costs for operational staff (i.e. technical support staff, other than the Technical Operations Manager). Further work is needed to better predict the timing of operating expenses and transition of staff to the PSERN Operator in advance of FSA and determine how to address any potential funding gap. It is possible that additional funding from the PSERN Project may be needed to support operating costs incurred prior to ongoing collection of PSERN service fees.

It is proposed that the Board approve the proposed 2022 spending plan and authorize certain expenditures against it. “Approval” means that it would be recognized as the baseline spending plan for the Operator and as discussed below, further reporting would be provided relative to this baseline.

Specific approval of the following items and expenditures in 2022 are being requested at this time:

- Hiring of a Finance Manager and Technical Operations Manager (discussed below) - \$262,000
- Acquisition of Financial Advisory services (discussed in a separate report) and execution of initial scopes of work - \$60,000

It is also proposed that significant additional expenditures, above a specific threshold, continue to be approved individually by the Board throughout 2022. The initial threshold is proposed to be \$50,000, which represents ~5% of the total expected expenditure for 2022. This threshold can be adjusted as the Board determines.

**Issue #2: Does the Board support the proposed methodology to approve, track and report on startup expenses prior to establishment of PSERN’s standalone financial management capabilities?**

Currently, all PSERN Operator expenditures are being recorded against a specific expense code within the broader PSERN Project accounts/funds in the King County financial system (Oracle). Reports can be run on demand to show expenditures/transactions coded against the Operator.

As discussed above, in the absence of a financial management system and supporting policy and processes for PSERN, it is proposed that the Executive Director should provide monthly status reports/updates at each Board meeting that describes:

- Year-To-Date spending against the baseline spending plan.
- Revisions to expenditure forecasts, including cost estimates and timing.

At the point the Finance Manager is on-board, and a financial system established, more standardized or pro-forma reporting can be generated (likely 3Q 2022).

Significant additional expenditures (\$50,000) would be subject to further Board approval as discussed above.

**Issue #3: Does the Board approve the hiring of a Finance Manager in 2022 as discussed in this report and the December report?**

As discussed in the December report, because PSERN is a distinct, incorporated entity, it needs to be independent of the County from a financial management perspective. This could include establishing its own accounting/financial management system and/or outsourcing certain financial management functions to one or more service providers (including the County, other local governments or private sector service providers).

Obtaining external guidance regarding the optimal approach to setting up PSERN’s financial management policies, processes and systems is the subject of a separate report on Acquisition of Financial Advisory Services.

However, the hiring of a Finance Manager or equivalent staff position in the early part of 2022 is required regardless of the outcome of the financial advisory work and needs to proceed as a matter of urgency. PSERN needs to establish the ability to collect revenue, purchase goods and services, pay suppliers, meet its statutory reporting obligations, and develop and manage budgets. The establishment of these capabilities, along with supporting policies, processes and systems, will be led by the Finance Manager and need to be in place well in advance of PSERN assuming operational responsibility for the network in 2023.

In addition, reviewing and updating the service fees and rates applicable to PSERN user agencies after FSA is an increasingly urgent requirement, as agencies and municipalities have started to enquire about fees applicable during the 2023/2024 biennial budget period. Undertaking the analysis to guide this work will be a primary responsibility of the proposed Finance Manager, with support from the Executive Director, the Board and external financial advisors once engaged.

A draft job description for the PSERN Finance Manager is provided as Appendix B of this report. This job description was developed using similar existing roles and classifications in King County and Valley Com, with certain additions or adjustments to consider the unique aspects of PSERN’s business (e.g. capital asset management, cost allocation methodology).

The classification for this position is currently being assessed by King County IT Human Resources. Alignment with the existing King County “Finance and Admin Services Manager” classification is expected, with a salary range of \$110,000 - \$140,000 (2021 rates). The position would be excluded/non-represented and report directly to the PSERN Executive Director

This position would be recruited and staffed pursuant to the staffing agreement between the PSERN Operator and King County. Recruitment would follow a similar process to that used for the PSERN Executive Director and Administrator, with involvement of the Executive Director, PSERN Project Staff, Board/Committee members and/or Alternates on one or more interview panels.

Assuming Board approval at the January meeting, the target start date is April 2022, which would enable the Finance Manager to participate in the financial advisory work.

Additional financial staff (e.g. Accounting Specialist) are expected be hired in 2023 and would report directly to the Finance Manager. As discussed in the December 2021 report, it is assumed that the hiring/staffing arrangement with King County will continue to a point in time after the FSA milestone and so would apply to these additional positions.

**Issue #4: Does the Board approve the hiring of a Technical Operations Manager in 2022 as discussed in this report and the December report?**

The hiring of a Technical Operations Manager in mid-2022 is required to enable the establishment of PSERN’s operational capabilities prior to the FSA milestone in early 2023. Hiring of this position will also gate activities to hire and transition all technical and operational staff, including the “transitioning employees” defined in the Operator ILA. Because of the specific experience and skillsets required, hiring of this position is expected to take a significant amount of time and should proceed without delay.

A draft job description for the PSERN Technical Operations Manager is provided as Appendix B of this report. This job description was developed from similar roles and classifications in King County and other organizations operating similar radio networks, with certain additions or adjustments to consider the unique aspects of PSERN’s business and operations.

The classification for this position is currently being assessed by King County IT Human Resources. Alignment with the existing King County “IT Enterprise Manager III” classification is expected, with a salary range of \$130,000 - \$160,000 (2021 rates). The position would report directly to the PSERN Executive Director.

This position would be recruited and staffed pursuant to the staffing agreement between the PSERN Operator and King County. Recruitment would follow a similar process to that used for the PSERN Executive Director and Administrator, with involvement of the Executive Director, PSERN Project Staff and/or PSERN Committee members on one or more interview panels.

Assuming Board approval at the January meeting, the target start date is July 2022. The hiring of this position gates the subsequent hiring of technical staff, and the establishment of operational processes and practices for the PSERN Operator.

Up to 17 additional technical operations staff (including radio and network technicians, system administrators and facility maintenance workers) are expected be hired in early 2023 and would report to the Technical Operations Manager, either directly or through subordinate supervisors. As discussed in the December 2021 report and above, it is assumed that the hiring/staffing arrangement with King County will continue to a point in time after the FSA milestone and so would apply to these additional positions.

**RECOMMENDATIONS:**

The following actions are recommended:

1. The Board approves the 2022 spending plan discussed in this report and authorizes expenditures against it, subject to:
  - The Executive Director providing monthly status reports/updates at each Board meeting that describes Year-to-Date spending against plan, and any revisions to expenditure forecasts, including cost estimates and timing.
  - Significant expenditures (>\$50,000) will require further, explicit Board approval.
2. The Board approves the hiring of the Finance Manager and Technical Operations Manager following a similar hiring process as used for the Executive Director and Administrator III hiring, pursuant to the staffing agreement with King County.

**CONCLUSION:**

This report has provided several updates to the information in the December report, including revisions to spending estimates, and draft job descriptions and classifications for the PSERN Finance Manager and Technical Operations Manager. It has also made two recommendations with respect to staffing and spending during PSERN's startup phase.

Estimated startup expenditures are broadly in line with previous estimates and can be covered by the seed funding previously approved by the Project Joint Board. It is important to note that startup cost estimation continues to be a work-in-progress at this point, as are the development of plans for establishing PSERN's operational and administrative capabilities.

It is also important to note that the proposed startup spending plan does not include any operating costs that may need to be incurred prior to Full System Acceptance and commencement of PSERN service fee collection.

The Board is being requested to approve the hiring of a PSERN Finance Manager and PSERN Operations Manager following a similar process to that used for the hiring of the Executive Director and Administrator, under the existing staffing agreement with King County. Hiring of both positions in a timely fashion gates the establishment of the PSERN Operator's financial and operational capabilities that must be in place prior to Full System Acceptance.

**SUPPORTING DOCUMENTATION:**

**Appendix A: Estimate of Expenditures During Startup Phase**

A revised estimate of expenditures during PSERN’s startup phase in 2021, 2022 and 2023 (prior to FSA), covering the staffing and initiatives discussed above and in the December 2021 report is provided in the table below:

Item	One-Time Cost	2021 (actual)	2022 (full year)	2023 (3 months)	TOTAL Startup
<u>Salary &amp; Benefits</u>	No	\$ 39,724	\$ 669,100	\$ 342,400	\$ 1,051,200
<u>Insurance</u>	No	\$ 3,488	\$ 5,000	\$ 1,500	\$ 10,000
<u>King County Services</u>					
<i>HR, IT Support, Office Lease</i>	No	\$ 7,355	\$ 54,200	\$ 29,900	\$ 91,500
<u>Consulting Services</u>					
<i>Legal Services</i>	No	\$ 6,766	\$ 86,400	\$ 28,800	\$ 122,000
<i>Financial Advisory</i>	Yes		\$ 60,000	\$ 30,000	\$ 90,000
<i>Security/ Other Consulting</i>	Yes		\$ 50,000	\$ 30,000	\$ 80,000
<u>Office/Administrative Expenses</u>	No		\$ 12,900	\$ 8,100	\$ 21,000
<u>Transportation Expenses</u>	No		\$ 6,500	\$ 3,300	\$ 9,800
<u>PSERN-Specific IT Systems</u>					
<i>Financial/Accounting</i>	No		\$ 37,700	\$ 16,500	\$ 54,200
<i>Asset Management</i>	No		\$ 54,300	\$ 16,000	\$ 70,300
<i>Service Management</i>	No		\$ 6,000	\$ 9,000	\$ 15,000
<u>IT Equipment (all staff)</u>	Yes			\$ 79,400	\$ 79,400
<u>Vehicle Fit-Out</u>	Yes			\$ 142,000	\$ 142,000
<u>Technician Tools/Equipment</u>	Yes			\$ 12,800	\$ 12,800
<b>TOTAL Startup</b>		<b>\$ 57,333</b>	<b>\$ 1,042,100</b>	<b>\$ 749,700</b>	<b>\$ 1,849,200</b>

This estimate is based on the analysis done by the PSERN Project in 2019, with cost estimates updated to reflect actual or current costs and align with the initiatives and staffing plan discussed above.

In comparison with the last projection of breakdown spending provided to the Board at the August 2021 meeting, this estimate shows an increase in staffing costs (\$1.05M vs. \$689K) and a decrease in operating expenses (\$798K vs. \$1.17M). This difference is attributed to the following:

- Earlier on-boarding of additional management staff (Finance Manager, Technical Operations Manager)
- Reduction in one-time expense associated with vehicle purchase (leasing of vehicles at FSA is now assumed)
- Consulting expenses are slightly increased (\$292K versus \$264K)

The following assumptions are incorporated in these cost estimates:

- 2021 costs are actuals.
- FSA will be achieved as of 1 April 2023; if FSA is delayed and PSERN delays the commencement of user fees, then the requirement for start-up funding will increase.

- One-time costs associated with setting up administrative or operational systems for PSERN and purchase of equipment and tools (outside of PSERN Project scope) are included.
- Costs associated with operating and maintaining the PSERN radio network (either before or after FSA) are excluded.
- Costs for operational or technical staff, other than the Technical Operations Manager identified above, are also excluded.
- Costs for dedicated space to support PSERN technical operations (e.g., warehouse or workshop space) are excluded.
- The following services are assumed to be provided to PSERN by King County throughout the startup phase and beyond:
  - Hiring, staffing and labor relations, as per the staffing agreement.
  - IT support services.
  - Office space for administrative staff.
- King County costs shown for 2022 have been agreed with KCIT Finance and assume no allocations against general King County (non KCIT) funds.

**SUPPORTING DOCUMENTATION:**

**Appendix B: PSERN Finance Manager – Draft Job Description**

## PSERN FINANCE MANAGER

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### Position Summary/Distinguishing Characteristics

This is an FLSA exempt position that is responsible for overseeing all PSERN Operator finance processes and related business functions, including accounting operations, financial reporting and auditing, purchasing/procurement, payroll, employee benefits and retirement plan administration.

This position also coordinates the annual budget and rate-setting process, maintains financial information systems, manages financial assets, and provides input and recommendations to the PSERN Executive Director and Board of Directors related to financial policies and controls.

The incumbent demonstrates strong leadership, initiative and integrity and ensures compliance with governmental regulations, PSERN governing agreements and policies in the financial area. They report to the PSERN Executive Director and supervise subordinate staff, providing oversight and supplemental support and assistance as workload dictates.

This is the most senior classification in PSERN with responsibility for financial, accounting, reporting, audit, budgeting, purchasing and payroll-related functions.

### Duties and Responsibilities

#### Accounting and Financial Operations

- Manage and oversee all accounting operations for PSERN, including accounts payable and accounts receivable functions.
- Oversee, monitor, review and approve all expenditures, billing and payables as required by PSERN financial policies and controls.
- Conduct periodic and year-end verification of financial sustainability and fund solvency.
- Monitor and review contracts, leases and maintenance agreements for compliance with established financial policies, principles and regulations.

#### Financial Policy and Advisory

- Advise the PSERN Board of Directors and the Executive Director on financial management methodologies, internal controls, reporting and audit requirements.
- Develop policies and procedures for accounting and financial activities including pre-audit, posting of expenditures and revenues, payroll, purchasing and other related activities.
- Develop and/or advise on procurement and purchasing policies and procedures; oversees all procurement/procurement activities for compliance with policies, procedures and state guidelines.
- Develop and maintain departmental Standard Operating Procedures in the financial management area.

- Provide technical expertise, advice and information regarding generally accepted accounting principles, practices and policies and the State BARS process.
- Work with stakeholder agency Finance Directors to establish required practice and process for PSERN budgeting, rate setting and financial reporting.
- Provide financial input for Board resolutions as required.
- Identify and recommend amendments and revisions to codes, ordinances and legislation within area of responsibility.

#### Organizational Budget Development

- Develop and manage operating budget and PSERN agency rate calculations according to a schedule and methodology established by the PSERN Board of Directors.
- Prepare and assemble annual operating and capital budgets; validate anticipated changes in revenue, expenditures and salaries and develops supplemental and/or supporting documentation.
- Perform analysis of gathered data to determine potential financial impacts of changes to user agency metrics or service delivery.
- Balance, certify and compile budget for Executive Director and Board of Directors review.
- Incorporate the Board's and Executive Director's changes and develop final budget.
- May assist in presentation and approval of the annual budget as required to inform Board members or clarify budgetary issues.
- Prepare budget-related resolutions for adoption by the Board of Directors.

#### Record Keeping, Reporting and Audit

- Oversee reporting and analysis of financial records related to PSERN's operating and capital budgets, capital assets, and accounting processes.
- Prepare and verify PSERN's Comprehensive Annual Financial Report and other documentation and reports as required by the State Auditor.
- Conduct ongoing internal audit to verify appropriate financial activities.
- Oversee fixed/capital asset inventory and control; prepare and maintain reports in collaboration with Operations department.
- Prepare and maintain a variety of detailed and comprehensive records, files and reports; perform or direct financial and statistical analysis as necessary.

#### Financial Management Systems

- Implement, oversee and manage PSERN's financial management IT systems, including applications, databases, interfaces and business processes.
- Maintain familiarity and competency with modern financial and payroll IT systems.

#### HR, Payroll & Benefits Administration

- Implement, oversee and manage PSERN's human resource and payroll IT systems, including databases, interfaces and operational processes; arrange for program changes and corrections as required.
- Review and approve payroll runs to ensure accuracy.
- Oversee all aspects of benefit plan administration.
- Oversee all aspects of retirement plan administration, including coordinating with the State on required reports and fund transfers.

#### Risk Management

- Support PSERN's Risk Management functions in collaboration with the Executive Director and other PSERN internal stakeholders.
- Oversee the acquisition and ongoing administration and review of PSERN's insurance coverage.
- Prepare risk assessment reports for the PSERN Executive Director and Board of Directors.

#### Stakeholder Relations

- Establish, foster and maintain strong and positive working relationships with all PSERN internal and external stakeholders, including other PSERN departments, municipal Finance Directors, the State Auditor, PSERN customers and outsourced service providers and vendors.
- Collaborate with internal and external stakeholders to improve finance and accounting, HR/Payroll, and benefits and retirement plan administration.

#### Organizational and Personnel Management

- Establish and monitor departmental performance, work standards and developmental goals
- Plan, organize, direct, manage and review the activities of PSERN Finance staff and contractors
- Define organizational and reporting structure, positions and duties
- Determine and recommend ongoing staffing requirements and the project-based employment of vendors and contractors
- Oversee and conduct performance evaluations for all direct reports and subordinate staff
- Oversee training, coaching and mentoring of staff
- Authorize hiring and disciplinary actions, including termination of staff in consultation with the Executive Director

#### Investment Management

- Invest PSERN's funds and manage and monitor investments in accordance with applicable statutes and regulations.

### General/Other

- Participate as a member of the PSERN senior leadership team.
- Participate in the development of PSERN annual goals and objectives and the definition and recommendation of an annual operating plan.
- Provide advice and recommendations to the Executive Director.
- Maintain a large amount of confidential and sensitive information in a discrete and professional manner.
- Performs other work and duties as assigned.

### **Qualifications, Experience, Knowledge, Skills**

- Minimum of bachelor's degree in Accounting, Finance, Business Administration or a related field.
- Master of Business Administration or other graduate-level business or financial degree is highly desirable.
- A minimum of five years' experience in a financial management role, with at least two years in local government.
- A minimum of two years of professional-level supervisory accounting experience with demonstrated experience supervising subordinate staff.
- Knowledge and expertise with Government Accounting Standards Board (GASB) standards and practices.
- Knowledge and expertise with accrual (GAAP) accounting for local government organizations.
- Knowledge of Federal, State and local laws, rules, regulations and ordinances pertaining to public fiscal affairs and general and special fund accounting in local government.
- Knowledge of the principles, concepts, and practices of financial administration.
- Knowledge of budgeting, auditing and internal control techniques and principles.
- Knowledge of State's BARS system and ability to assist others in understanding and working within the State BARS system.
- Knowledge of benefits plan administration, government retirement systems and plans, and related Federal, State and County requirements.
- Knowledge of human resource and payroll systems, application systems development and delivery of automated systems in payroll and human resources.
- Knowledge of project management techniques and principles.
- Knowledge of public sector procurement practice.
- Knowledge of the principles and practice of training, supervision, and evaluation of subordinate employees.
- Ability to exercise a high degree of independent judgment in financial problem solving and decision making, and follow-through.

- Skill in organizational and financial policy analysis and design.
- Skill in analyzing financial systems, procedures and controls and recommending improvements.
- Skill in the use of spreadsheets and financial application software to generate reports and perform complex financial analysis.
- Skill in producing annual budgets, reports, financial statements and statistical information and undertaking associated research, analysis and verification.
- Skill in establishing and maintaining effective working relationships with PSERN stakeholders, the financial community and the general public.
- Skill in communicating effectively, orally and in writing.
- Skill in working in a multi-stakeholder public sector environment.
- Skill in preparing and presenting professional business reports and briefings using PowerPoint and other tools.
- Skill in managing an Enterprise Fund.

### **Licensing, Certification and Other Requirements**

- Certified Public Accountant (CPA) or equivalent designation is highly desirable.
- Certified Public Finance Officer (CPFO) designation is desirable.
- Additional licenses, certifications and other requirements determined to be necessary to meet the business needs of the employing unit may be required.

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<b>FLSA Designation</b>	<b>Exempt (Administrative)</b>
<b>Levels within same series</b>	None
<b>Class History</b>	Created 01/2022

**Appendix C: PSERN Technical Operations Manager – Draft Job Description**

## PSERN TECHNICAL OPERATIONS MANAGER

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### Position Summary/Distinguishing Characteristics

This is an FLSA exempt position that is responsible for operational and technical management of the PSERN radio network, including all maintenance, repair and support for radio equipment and site infrastructure, ongoing execution of operational processes, procedures and practices, and management of service delivery to PSERN customers and user agencies.

This position also has overall management and technical decision-making responsibilities for the ongoing design, development, upgrading and implementation of the PSERN radio network, infrastructure and services, including development of PSERN technical standards, policies, documentation and customer training.

The incumbent demonstrates strong leadership and managerial skills and advanced technical knowledge to oversee and direct the work of professional staff through subordinate managers and supervisors, providing oversight and supplemental support and assistance as workload dictates.

The incumbent reports to the PSERN Executive Director, demonstrates initiative and integrity and ensures compliance with governmental regulations, PSERN governing agreements and policies in technical and operational areas. This is the most senior technical position within PSERN and provides input and recommendations to the PSERN Executive Director and Board of Directors related to technical and operational policies and service management practices.

### Duties and Responsibilities

#### Operational Management

- Oversee and direct the delivery of the PSERN radio network services, including the design, development, implementation, operation and maintenance of the radio network and infrastructure in support of public safety and public service users.
- Oversee the development and implementation of operational policies, procedures and processes to maintain and support the PSERN radio system, including documentation, service management systems and training materials.
- Ensure the radio network is operated and maintained in compliance with PSERN performance standards and operational policies, procedures and processes.
- Oversee the development of plan(s) to mobilize resources to respond to system failures or threats caused by external sources, including natural and man-made hazards.
- Oversee the development, planning and implementation of disaster recovery, business continuity and cyber incident response plans for the PSERN radio network and infrastructure.
- Oversee and direct the resolution of complex technical and/or operational issues and incidents related to the radio network and infrastructure.
- Ensure action and escalation plans are developed and implemented on a proactive basis in support of incident resolution and remediation.
- Develop and maintain agreements, service/support plans and effective working relationships with PSERN technical and support vendors at all organizational levels.

- Ensure all routine and ongoing maintenance on systems and infrastructure is completed in accordance with schedules recommended by equipment vendors or PSERN operational policy/practice.
- Direct and monitor service and support activities to ensure that customer service standards are met and customer service, agency transition and operational support issues are appropriately resolved.
- Be available on-call and reachable via work cell phone 24/7 in the event of an emergency affecting the radio network.

#### Organizational and Personnel Management

- Establish and monitor departmental performance, work standards and developmental goals.
- Supervise and direct professional staff, including those reporting through subordinate managers and/or supervisors.
- Plan, organize, direct, manage and review the activities of PSERN technical operations staff and contractors in several functional areas, including operations, engineering, service management, and project teams.
- Approve and administer leave for direct reports.
- Define organizational and reporting structure, positions and duties.
- Determine and recommend ongoing staffing requirements and the project-based employment of vendors and contractors.
- Oversee and conduct performance evaluations for all direct reports and subordinate staff
- Oversee training, coaching and mentoring of staff.
- Authorize hiring and disciplinary actions, including termination of staff in consultation with the Executive Director.

#### Service Standards and Performance

- Oversee the development and implementation of technical standards for the PSERN radio system.
- Ensure performance standards for the radio network, infrastructure, systems and services are established and regularly reviewed.
- Ensure service management processes are developed and implemented in compliance with industry best practices such as ITIL.

#### Customer Service Delivery & Relationship Management

- Plan, organize, direct and manage service delivery and support of the PSERN radio network and related technical services for the benefit of PSERN customers in accordance with applicable Service Level Agreements.
- Develop and maintain effective working relationships with PSERN customer and user agency personnel and other PSERN stakeholders at all organizational levels.

- Support the development of service agreements with customers and coordinate implementation of such agreements with other PSERN departments, vendors and suppliers.
- Support the development of service proposals for existing and new or prospective customers.
- Liaise, consult, and negotiate with customers on ongoing service delivery management matters, including service levels, service requirements, support processes, scheduling, incident management, operational risks and financial implications.
- Liaise with current and potential customers to define financial, technical, functional, performance and operational requirements related to service improvement, enhancement, and expansion initiatives.

### System and Service Development

- Oversee and direct the development, implementation and integration of new or modified equipment, systems and services within the PSERN radio network and infrastructure as part of PSERN capital improvement, construction or service enhancement projects.
- Oversee and direct the development of preferred technical solutions and associated implementation and transition strategies.
- Oversee and direct the specification and acquisition of infrastructure, equipment, software, services, and vendor, contractor and staff resources.
- Plan, develop, negotiate and implement agreements with vendors, service providers, suppliers and consultants in collaboration with other PSERN departments and stakeholders.
- Oversee and direct the development and implementation of network and service management systems and applications within the PSERN technical operations area.
- Provide technical advice as part of the development and approval of business cases and business plans for new or enhanced services, equipment or infrastructure.
- Assess service enhancement requirements and opportunities; evaluate risk, projected costs and benefits and prepare recommendations.
- Analyze and assess future technology and service requirements driven by evolving customer and stakeholder needs, including those associated with evolving legislation, regulation and governmental policy.

### Project Management

- Oversee network, infrastructure and service development projects of varying levels of complexity; define and recommend project milestones and budgets.
- Apply appropriate project management policies, processes and procedures for the initiation, approval and prioritization and projects.
- Provide guidance and direction to staff in applying project management processes and procedures.
- Address and/or escalate significant project issues as necessary to ensure successful project execution.

### Budget Management

- Oversee, monitor and approve expenditures to ensure the PSERN radio network and infrastructure are operated within established and approved budgets.
- Support the annual development and updating of the PSERN operating budget.
- Support the Executive Director in prioritizing allocation of operational funding to ensure optimal service quality, resilience, and efficiency.
- Support the development of project-based capital budgets and manage project expenditures in accordance with budgets once established.

### PSERN Governance and Oversight

- Support and participate in PSERN Operator governance processes.
- Prepare reports for PSERN operational, technical and related oversight committees as established by the PSERN Operator Board; participate in committee meetings.
- Prepare reports to the PSERN Operator Board and Board committees and participate in meetings as required.
- Oversee and direct the collection and reporting of service level metrics and results to the Operator Board and operational and technical oversight committees.

### General/Other

- Participate as a member of the PSERN senior leadership team.
- Participate in the development of PSERN annual goals and objectives and the definition and recommendation of an annual operating plan.
- Act as delegate (“Second-In-Command”) for Executive Director when/as required.
- Provide advice and recommendations to the Executive Director.
- Keep abreast of trends and developments in Public Safety Communications and Land Mobile Radio technologies.
- Perform other work and duties as assigned.

## **Qualifications, Experience, Knowledge, Skills**

- Bachelor’s degree in a related engineering, scientific or technical discipline, or an equivalent combination of training and experience.
- Advanced knowledge and demonstrated experience in the application of wireless communications systems techniques and principles including analysis, design, development, implementation, maintenance, documentation, and training practices.
- A minimum of 10 years relevant technical and operational experience (or equivalent experience) with a focus on operating capital-intensive infrastructure and executing technology projects.
- A minimum of 5 years management experience leading land mobile radio staff (or equivalent experience) responsible for implementation, maintenance, operations, upgrades, updates, and repair of public safety mission critical infrastructure.

- A minimum of 5 years' experience managing technology personnel (or equivalent experience), including team building, mentoring and organizational development responsibilities.
- Demonstrated experience in leading and guiding the delivery of technology services in an organization owning and operating significant technical infrastructure.
- Demonstrated experience in developing and managing departmental operating and capital budgets (minimum \$2M annual operating budget and \$1M annual capital spend).
- Demonstrated experience in procurement management and contract negotiation experience, with a track record of successful procurements up to \$1M.
- Knowledge of the design and operation of wide area, simulcast, P25 land mobile radio systems.
- Knowledge of public sector procurement practice.
- Knowledge of the principles and practice of training, supervision, and evaluation of subordinate employees.
- Knowledge and demonstrated experience in project management principles and techniques including resource and budget allocation skills.
- Advanced analytical, planning, decision-making, and organizational skills.
- Ability to self-motivate and work unsupervised with minimal direction.
- Skill in communicating effectively, orally and in writing.
- Skill in establishing and maintaining effective working relationships with PSERN users and stakeholders, the broader public safety community, and technology vendors and service providers.
- Skill in applying diplomacy to achieve consensus among diverse groups of individuals.
- Skill in working with complex, highly visible and mission-critical systems and in collaborating others to initiate actions to achieve service and operational goals.

## **Licensing, Certification and Other Requirements**

- Eligibility for registration as a Professional Engineer (P.E.) in the State of Washington is desirable.
- Certification as a Project Management Professional (PMP) from the Project Management Institute is desirable.
- ITIL V3 Foundation (or higher) certification is desirable.
- Drivers license for the State of Washington is required.

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**FLSA Designation**

**Exempt (Administrative)**

**Class History**

Created 01/2022

# PSERN Operator Board of Directors Staff Report - Agenda Item #8



**Title:** Acquisition of Financial Advisory Services  
**Meeting Date:** January 27, 2022  
**Staff Contact:** Michael Webb, Executive Director  
**Action:** Discussion

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## **SUMMARY:**

This report is outlining the need for the PSERN Operator to engage a firm to provide advisory services in several areas related to the setup of its financial management capabilities, processes, and systems. Two scopes of work have been developed and are proposed to be undertaken in 2022.

An inquiry letter was drafted and sent to several qualified to provide financial advisory services. Four proposals were received in response to the inquiry letter and the proposals evaluated using a methodology that considered costs and rates, firm experience and qualifications, and overall proposal completeness and quality.

The evaluation has resulted in the selection of Clark Nuber PS to provide financial advisory services for PSERN and undertake an initial scope of work to establish PSERN's financial management capabilities.

## **BACKGROUND:**

The PSERN Operator has no financial management capabilities of its own at the present time. Currently, all PSERN Operator expenditures are recorded against a specific expense code within the broader PSERN Project accounts/funds in the King County financial system (Oracle). Reports can be run on demand to show expenditures/transactions coded against the Operator. The Project is also executing any financial transactions (payment of invoices, etc.) on behalf of the Operator.

Because the PSERN Operator is a distinct, incorporated entity, it needs to be independent of the County from a financial management perspective<sup>1</sup>. This could include establishing its own accounting/financial management system and/or outsourcing certain financial management functions to one or more service providers (including the County, other local governments or private sector service providers).

To assume operational responsibility in 2023, PSERN needs to be able to commence business and financial operations no later than the end of 3Q 2022, and ideally sooner. Priority capabilities that will need to be in place in this timeframe include:

- Cash management (deposit accounts).
- Purchasing of goods and services, payment of suppliers (accounts payable).
- Financial monitoring, approval, controls and reporting (initial capabilities).
- Development and management of budgets (for 2023 and beyond).

In addition, the ability to collect revenue (i.e. accounts receivable) needs to be in place at the Full System Acceptance (FSA) milestone.

Reviewing and updating the service fees and rates applicable to PSERN user agencies after FSA is an increasingly urgent requirement, as multiple agencies and municipalities are now inquiring about fees

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<sup>1</sup> King County finance staff have indicated that the County may be able to provide Treasury services to PSERN, including cash management and investments. Use of the State's Local Government Investment Pool (LGIP) is also an option.

applicable during the 2023/2024 biennial budget period.

These capabilities are needed to support most of the startup initiatives in the PSERN Operator workplan as discussed in the 2022/23 Staffing and Spending Plan and Operator (BoD) Workplan reports on the January 2022 meeting agenda.

Obtaining external guidance, support and advisory services on these matters is required in the near-term as the necessary resources, expertise and qualifications do not currently exist internally. In December 2021, an inquiry letter was drafted and sent to several firms<sup>2</sup> (Consultants) requesting proposals for the provision of financial advisory services. The letter is provided as Appendix A of this report and calls for work to be broken into several phases or “scopes of work” as outlined below.

- Phase 1 – Financial Start-Up Advisory
  - The Consultant will gather required background information and undertake necessary analysis and assessment to advise the PSERN Operator Executive Director and Board of Directors on the optimal approach to setting up PSERN’s financial management capabilities, policies, processes and systems.
- Phase 2 – Budget Development and Establishment of Service Rates
  - The Consultant will provide advice and support in the development of processes, policies and practices to establish PSERN’s operating budgets and set service fees and rates, including reserve funds.

The inquiry letter also indicated that PSERN may require work and advisory services in several additional areas at some point in the future. This will be dependent on the results of the earlier phases of work and on the timing of hiring of a Finance Manager.

Four (4) responses to the inquiry letter were received and have been evaluated according to the methodology provided in the letter. The range of services offered varies slightly across the four proposals, although all responding firms are qualified to perform the initial scope of work outlined in the inquiry. The highest scoring firm, Clark Nuber PS, has the most extensive public safety experience, including the provision of similar services for EPSCA, Norcom 9-1-1 and several fire jurisdictions in King County. They also provide the broadest range of services, particularly related to financial management IT systems, and have the largest resource pool in the region.

PSERN’s legal counsel has drafted a proposed master service agreement that will be shared with Clark Nuber shortly. Once the master service agreement is executed, individual scopes of work will be defined and authorized in “service engagement agreements” that outline the costs, deliverables, and milestones for each piece of work. The proposed master service agreement would be for a term of one year with two options to extend for further one-year periods.

The proposed agreement with Clark Nuber PS is not exclusive, i.e. it does not constrain PSERN to only using that firm for financial advisory or management services during the term of the agreement. Depending on the outcome of the initial phase of financial advisory work, there may be benefit in PSERN considering one or more of the other respondents for specific, subsequent scopes of work, particularly ongoing outsourced functions such as accounting and reporting.

Funding for the first two phases of work have been included the proposed 2022/23 Staffing and Spending plan.

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<sup>2</sup> The list of firms was taken from the existing King County roster for “Assurance, Audit and Consulting Services”. Because this roster does not have a “piggyback” clause, PSERN needs to select a firm and negotiate a service agreement of its own.

## ISSUES/ANALYSIS:

Prior to the acquisition of financial advisory services for the PSERN Operator, one issue needs to be addressed.

### **Issue 1: Does the Board have any input or feedback on the proposed (Phase 1 and Phase 2) scopes of work?**

The two proposed scopes of work are provided in the inquiry letter in Appendix A and discussed above.

The Phase 1 scope involves the provision of advice and guidance related to financial startup. In this phase, the Consultant will gather required background information and undertake necessary analysis and assessment to advise the PSERN Operator Executive Director and Board of Directors on the following matters:

- Choice of accounting methodology (cash versus GAAP/accrual or hybrid).
- Scope, structure and resourcing of internal financial management functions, including which activities to perform in-house versus out-source.
- Requirements for an accounting and financial management IT system (including accounting, budgeting, capital asset management, receipt of payments, treasury management, purchasing and related functions).
- Requirements for financial reporting to ensure alignment with stakeholder agencies and BARS requirements.
- Design and structure of chart of accounts.
- Accounting considerations and requirements related to transfer of capital assets from King County and assessment of ongoing capital asset management and replacement policies.
- Required or recommended financial policies and internal controls for Board consideration and approval.

In Phase 2, the Consultant would provide advice and support in the development of processes, policies and practices to establish PSERN's operating budgets and set service fees and rates, including reserve funds. This work needs to consider and address the following issues:

- Timing and process for budget development and approval, including budget period (annual, biennial) and update cycle.
- Forecasting and estimation of operating costs based on:
  - Review of previous estimates of operating costs and capital amortization expenses.
  - Inventory of contracts and service agreements established through the PSERN Project.
  - PSERN Operator staffing requirements.
  - Additional operational expenses not previously estimated.
- Requirements and considerations for tools to support budget development and monitoring processes, including requirements for integration with the accounting system.
- Methodology for establishment of service rates, consistent with ILA requirements and other considerations, including:
  - Requirement for, and allocation of rate stabilization funds.

- Requirement for operating and capital replacement reserves and other specifically designated resources.
- Impacts associated with generation of additional revenues beyond service fees defined in the Operator ILA (e.g. radio site collocation revenues).

The primary deliverables from each phase of work would be a report outlining the analysis and recommendations, supported by a presentation by the Consultant to the Board of Directors.

These two scopes of work represent PSERN management's current understanding of the work that will need to be done. This was developed based on input from PSERN Project staff, and King County and other member agency Finance staff.

#### **CONCLUSION:**

This report has outlined the need for the PSERN Operator to engage a firm to provide advisory services in several areas related to the setup of its financial management capabilities, processes, and systems. The proposed Phase 1 and Phase 2 scopes of work have been provided and feedback requested. Over the coming weeks, a master service agreement will be executed with the selected firm, Clark Nuber PS, and a final Phase 1 scope of work will be agreed.

#### **SUPPORTING DOCUMENTATION**

##### **Appendix A: Inquiry Letter Sent to Financial Advisory Firms**



PUGET SOUND EMERGENCY RADIO NETWORK



King County

Puget Sound Emergency Radio Network  
501 5<sup>th</sup> Avenue, Suite 600  
Seattle, WA 98104

December 23, 2021

Name

Title

Company Name

Street Address

City, ST, Zip

Subject: Inquiry for financial advisory services for the PSERN Operator

Dear Mr./Mrs. Name:

The intent of this letter is to request proposals from interested firms to provide ongoing financial advisory and management services to the Puget Sound Emergency Radio Network (PSERN) Operator. The PSERN Operator is looking to acquire services from a single firm that encompass the breadth of financial management issues a small non-profit governmental organization may face in delivering services to multiple local jurisdictions and agencies.

**Background:**

In 2015, King County began a project called the Puget Sound Emergency Radio Network Project (“Project”) to build a new emergency radio communications system to be used by agencies in King County. The network primarily serves fire/EMS, police and 9-1-1 dispatch agencies, but will also be used by hospitals, public transportation providers, utilities, schools and other general governmental agencies to support their operations.

Not only is the Project building this important network, but it also has created a new governmental non-profit organization called the Puget Sound Emergency Radio Network Operator (“PSERN Operator” or “Operator”). The Operator will own, operate, maintain, update, upgrade and repair the infrastructure that has been developed during the project, which includes land mobile radio equipment at over 60 locations across King County, dispatch console equipment at ~20 sites, numerous radio towers, shelters and diesel generators.

The Operator formed in March 2021 after 11 partner cities and King County executed an interlocal cooperation agreement (“Operator ILA”) and appointed directors to the Board of Directors who will govern the Operator. Articles of incorporation have been filed with the Secretary of State and the Board has adopted its bylaws and is meeting on a monthly basis. While the Operator does not take over operations from the County until early 2023, it will need to spend the next 15+ months getting ready to take over operations by getting its financial management processes established as well as many other tasks.

Initially King County will employ staff who will be contracted back to the Operator under a separate agreement, however it is expected that in 2023 or 2024 the Operator will direct hire its own staff and be the employer from that point forward.

Once taking over operations, the Operator will charge user fees to its user agencies which will fund all of its operating expenses.

The PSERN Operator has recently hired an Executive Director, who has been tasked with developing and implementing the administrative, financial and operational capabilities, resources and processes required for the organization to commence operations in 2023.

More information about the Operator and the Project can be found at [www.psern.org](http://www.psern.org)

### **Scope of financial advisory and management services:**

As a start-up organization, the PSERN Operator needs to undertake a program of work to establish its financial management capabilities, processes, systems and policies. It is seeking to acquire financial advisory services from a qualified firm (Consultant) to support this work.

Financial advisory services will be required starting in early 2022 to enable PSERN's start-up work to be substantially complete in early 2023, prior to assuming operational responsibility and commencing business operations. The provision of advisory services is expected to be broken into several phases or "scopes of work" as outlined below.

#### Phase 1 – Financial Start-Up Advisory

This phase will require the Consultant to gather required background information and undertake necessary analysis and assessment to advise the PSERN Operator Executive Director and Board of Directors on the following matters:

- Choice of accounting methodology (cash versus GAAP/accrual or hybrid);
- Scope, structure and resourcing of internal financial management functions, including which activities to perform in-house versus out-source;
- Requirements for an accounting and financial management IT system (including accounting, budgeting, capital asset management, receipt of payments, treasury management, purchasing and related functions);
- Requirements for financial reporting to ensure alignment with stakeholder agencies and BARS requirements;
- Design and structure of chart of accounts;
- Accounting considerations and requirements related to transferral of capital assets from King County and assessment of ongoing capital asset management and replacement policies;
- Required or recommended financial policies and internal controls for Board consideration and approval.

The expected deliverable from this work is a report that includes the following:

- Discussion and recommendations on accounting methodology;
- Discussion and recommendations regarding sourcing of financial functions;

- Discussion and recommendations regarding development of financial policies and controls;
- Considerations and requirements for an accounting and financial management IT system;
- Considerations and requirements for financial reporting format and methodology;
- Considerations and requirements for capital asset transfer and ongoing capital asset management;
- Prioritized financial management workplan for the Executive Director and Board.

The Consultant will be required to present a summary of its key findings and recommendations to the Board of Directors as part of this work.

### Phase 2 – Budget Development and Establishment of Service Rates

This phase will require the Consultant to provide advice and support in the development of processes, policies and practices to establish PSERN’s operating budgets and set service fees and rates, including reserve funds. This work needs to consider and address the following issues:

- Timing and process for budget development and approval, including budget period (annual, biennial) and update cycle;
- Forecasting and estimation of operating costs based on:
  - Review of previous estimates of operating costs and capital amortization expenses;
  - Inventory of contracts and service agreements established through the PSERN Project;
  - PSERN Operator staffing requirements;
  - Additional operational expenses not previously estimated;
- Requirements and considerations for tools to support budget development and monitoring processes, including requirements for integration with the accounting system;
- Methodology for establishment of service rates, consistent with ILA requirements and other considerations, including:
  - Requirement for and allocation of rate stabilization funds;
  - Requirement for operating and capital replacement reserves and other specifically designated resources;
- Impacts associated with generation of additional revenues beyond service fees defined in the Operator ILA (e.g. radio site collocation revenues).

### Future Work and Services

PSERN may require work and advisory services in the following additional areas at some point in the future:

- Design and evaluate internal financial controls and draft financial policies;
- Assistance with audits and reporting to State Auditor’s Office and other stakeholders;
- Assistance with selection and evaluation of financial management IT systems;

- Support the development of job descriptions for PSERN staff in the financial management area (Finance Manager, Accounting Specialist, etc.);
- Undertake certain financial management functions on an outsourced basis (e.g. accounts payable, accounts receivable, drafting financial statements, etc.);
- Support the development of purchasing and procurement processes, procedures and systems;
- Support the establishment of PSERN-specific payroll, benefits and retirement plans.

**Required Experience and Qualifications:**

Firms shall have extensive experience working with the issues contained in the scope above and have knowledge, familiarity and experience related to:

- Governmental Accounting Standards Board (GASB) standards and guidance;
- Washington State statutes regarding operation of non-profit government organizations and interlocal cooperation agreements;
- Applicable federal, state and local legislation, regulations and compliance requirements;
- Supporting local government organizations in Washington State and the establishment of new local government entities;
- Supporting the establishment of organizations managing significant capital assets;
- Implementation of cloud/SaaS-based financial management IT systems;

In addition, experience working with organizations providing public safety communications services, including 9-1-1 and land mobile radio, is highly desired.

Firms interested in supporting the PSERN Operator shall be registered or licensed as may be required by federal law, the laws of the state of Washington or local government agencies.

**Submittal Response:**

The Operator is seeking proposals from firms willing and able to provide services that address the issues described in this letter. If you are interested in submitting for this work, please reply with a letter that addresses the envisioned services and experience detailed above, and includes hourly rates for the following:

- Client engagement lead;
- Partners and associates with financial designations (CPA, etc.);
- Financial specialists, analysts and assistants;
- Any other applicable fees and or rates.

A resume or curriculum vitae no longer than 3 pages for the client engagement lead and other key personnel to be assigned to the PSERN Operator should be included.

Interested firms are also requested to provide a costed proposal for the provision of the advisory services and deliverables for the Phase 1 scope of work, as described above. The proposal should include the following:

- Schedule, workplan and methodology;
- Resumes and qualifications of personnel to be assigned to the work;
- Draft table of contents for the Phase 1 deliverable report;
- Estimate of time and costs by resource type for the Phase 1 deliverables.

Interested firms should identify if they believe that additional or related work items are required to achieve the Phase 1 deliverables above. The PSERN Operator will use the costed proposals to develop a budget and schedule for the first phase of work but is not requesting firm, “not-to-exceed” pricing as the scope of work is subject to change.

**Evlauation and Selection:**

The Operator will evaluate proposals using the criteria set forth in this letter. The Operator reserves the right to request clarification or further information from any of the proposers.

The Operator is not required to award a Contract to the proposer offering the lowest price and/or fees. The Operator will select a preferred proposer based on a weighted assessment of proposals according to the following:

- Firm experience, qualifications and capabilities - 40%
- Completeness of response, including Phase 1 workplan, schedule and methodology - 30%
- Service fees and rates – 30%

The Operator will invite the preferred proposer to enter negotiations for contract terms and conditions, which will be based on the Operator’s standard professional services agreement. In the event negotiations are not successful, the Operator may terminate such negotiations and enter into the negotiations with the next highest-scored proposer.

The Operator shall have no obligations until a Contract is signed between the proposer and the Operator. The Operator reserves the right to (a) award one or more contracts as it determines to be in its best interest; (b) reject any and all proposals; and/or (c) cancel this solicitation at any time.

**Public Disclosure of Proposals:**

This procurement is subject to the Public Records Act, Chapter 42.56 RCW. Proposals submitted in response to this procurement shall be considered public documents unless the documents are exempt under the public disclosure laws.

**Due Date:**

Responses should be submitted by email to [miwebb@kingcounty.gov](mailto:miwebb@kingcounty.gov) no later than 5 PM PST, January 14, 2022. Questions can be sent to the same contact.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Webb". The signature is fluid and cursive, with the first name "Michael" written in a larger, more prominent script than the last name "Webb".

Michael Webb

Executive Director, PSERN Operator  
(206) 240-8882

# PSERN Operator Board of Directors Staff Report - Agenda Item #9



**Title:** Updated PSERN Operator (BoD) Workplan  
**Meeting Date:** January 27, 2022  
**PSERN Staff Contact:** Michael Webb, Executive Director  
**Action:** Discussion

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## **SUMMARY:**

This report provides an update to the PSERN Operator's workplan to capture developments and changes since the last version was distributed to the Board at the May 27, 2021 meeting.

## **BACKGROUND/ANALYSIS:**

The first version of this workplan was presented to the Board at its May 27, 2021. This version captures necessary changes since that time and reflects the Executive Director's current views of required additions, deletions and changes.

This version is aligned with the initiatives outlined in the report "Preliminary 2022 Staffing and Spending Plan" presented at the December 9, 2021 meeting and the actions defined in the report "2022/23 Staffing and Spending Plan" presented at the January 27, 2022 meeting.

The updated workplan is provided as Appendix A of this report. Changes are highlighted in Red. Black text is unchanged from the May 2021 version.

Changes of note in the updated workplan are as follows:

- Completed items noted.
- Phasing and timing of staff on-boarding updated to align with "2022/23 Staffing/Spending Plan".
- Addition of the need to engage external financial advisory services (Q1/2022).
- Addition of the need to engage external security consulting services (Q3/2022).
- Addition of a coordinated stakeholder communication strategy/plan.
- Various updates to dates to reflect progress to date and projected timelines.

## **CONCLUSION:**

This report has provided several updates to the PSERN Operator workplan.

**SUPPORTING DOCUMENTATION:**

**Appendix A: Updated (Q1 2022) PSERN Operator (Board of Directors) Work Plan**

Responsible, Accountable, Consulted, Informed (RACI) Matrix

Definitions:

**Responsible:** People or stakeholders who do the work. They must complete the task or objective or make the decision. Several people can be jointly Responsible.

**Accountable:** Person or stakeholder who is the "owner" of the work. He or she must sign off or approve when the task, objective or decision is complete. This person must make sure that responsibilities are assigned in the matrix for all related activities. Success requires that there is only one person Accountable, which means that "the buck stops there."

**Consulted:** People or stakeholders who need to give input before the work can be done and signed-off on. These people are "in the loop" and active participants.

**Informed:** People or stakeholders who need to be kept "in the picture." They need updates on progress or decisions, but they do not need to be formally consulted, nor do they contribute directly to the task or decision.

Reference: <https://www.cio.com/article/2395825/project-management-how-to-design-a-successful-raci-project-plan.html>

Table 1 – Updated PSERN Operator/BoD Workplan

Items in Red are new or revised.

#	Task	BoD	ED	Date Due	Status or Update
1	Conclude training for OPMA (for all directors and alternates)	Accountable/ Responsible	Informed	Q2/2021	Complete
2	Acquire initial insurance	Accountable	Responsible	Q2/2021	Complete
3	Hire Executive Director (see adopted Staff Hiring Methodology)	Accountable/ Responsible	Informed	Q3/2021	Complete
4	<del>Perform annual performance appraisals of Executive Director</del>	<del>Accountable/ Responsible</del>	<del>Consulted</del>	<del>Q3-Annually</del>	
5	Adopt purchasing and contracting policies consistent with State Law	Accountable	Responsible	Q3/2021	Complete
6	Hire legal services	Accountable	Responsible	Q3/2021	Complete
7a	Set classifications, create job descriptions and pay levels for initial PSERN staff – ED and Administrator	Accountable	Responsible	Q3/2021	Complete
11	Acquire the Operator’s IRS EIN / Tax ID Number.	Consulted	Accountable/ Responsible	Q4/2021	Complete
13	Hire initial Operator staff – ED and Administrator	Accountable	Responsible	Q4/2021	Complete
14	Submit the New Government Intake Form to the State Auditor.	Accountable	Responsible	Q4/2021	Complete

#	Task	BoD	ED	Date Due	Status or Update
<del>18</del>	<del>Determine any legislative priorities and/or work plans</del>	Consulted	Accountable/ Responsible	Q4 Annually	
12	Set and adopt a PSERN staffing plan that includes the Operator's supervisory structure	Accountable	Responsible	Q3/2021	Q1/2022 Note 1
7b	Set classifications, create job descriptions and pay levels for <u>additional</u> PSERN staff – Finance Manager and Technical Operations Manager	Consulted	Accountable/ Responsible		Q1/2022 Note 1
17	Determine place of employment (office/location)	Consulted	Accountable/ Responsible	Q4/2021	Q1/2022 Note 1
9	Determine what services will be contracted out and what will be done in-house	Accountable	Responsible	Q3/2021	Q1/2022 Note 1
15	Acquire business licenses for the City of Seattle and Washington State	Accountable	Responsible	Q4/2021	Q1/2022
16	Submit year-end tax information to the City of Seattle	Accountable	Responsible	Q4 Annually	Q1/2022
10	Establish a fund or special fund as authorized by RCW 39.34.030	Accountable	Responsible	Q3/2021	Q1/2022 Note 2
	Engage/hire financial advisory services	Consulted	Accountable/ Responsible		Q1/2022 Note 2
	Adopt and implement internal financial controls, policies, procedures and processes	Accountable	Responsible		Q2/2022 Note 2
25	Procure business suite software (financial management system) <del>(if not part of asset mgmt. system)</del>	Consulted	Accountable/ Responsible	Q3/2022	Q2 2022 Note 2, 5
	Open PSERN Operator deposit account(s)	Consulted	Accountable/ Responsible		Q2/2022
	Submit year-end report to the State Auditor	Accountable	Responsible		Q2/2022 (May)
8	Determine any other services the Operator may offer to end user agencies	Consulted	Accountable/ Responsible	Q3/2021	Q2/2022
19	Establish policies related to co-location tenants at radio sites	Accountable	Responsible	Q1/2022	Q2/2022 Note 3
	Develop coordinated (Project/Operator) stakeholder communications plan.	Consulted	Accountable/ Responsible		Q2/2022
	Engage/hire security consulting services (Cyber/technical, physical, personnel) and update Security Assessment Report for PSERN Operator	Consulted	Accountable/ Responsible		Q3/2022 Note 4

#	Task	BoD	ED	Date Due	Status or Update
20	Adopt and implement information assurance controls, policies, procedures and processes	Accountable	Responsible	Q2/2022	Q3/2022 Note 4
21	Set classifications, create job descriptions and pay levels for remaining PSERN staff	Consulted	Accountable/ Responsible	Q3/2022	Q3/2022
22	Perform annual performance appraisals of Executive Director	Accountable/ Responsible	Consulted	Q3 Annually	Q3/Q4 2022 Note 5
23	Perform annual performance appraisals of PSERN Operator staff	Consulted	Accountable/ Responsible	Q3 Annually	Q3/Q4 2022 Note 5
24	Procure an asset management and service management (ticketing) system	Consulted	Accountable/ Responsible	Q3/2022	Q3 2022 Note 6
26	Create policies for central management of encryption keys and archiving of radio templates	Accountable	Responsible	Q4/2022	Q4/2022 Note 6
27	Determine any legislative priorities and/or work plans (2023)	Consulted	Accountable/ Responsible	Q4 Annually	Q4/2022
28	Set after hours service (Duty Tech) policies	Accountable	Responsible	Q4/2022	Q4/2022 Note 6
29	Make take home vehicle policies	Consulted	Accountable/ Responsible	Q4/2022	Q4/2022 Note 6
30	Establish a cyber security incident response plan	Consulted	Accountable/ Responsible	Q4/2022	Q4/2022 Note 4, 6
31	Hire remaining operator staff	Consulted	Accountable/ Responsible	Q4/2022	Q4/2022 Note 6
32	Set the operating budget *	Accountable	Responsible	Q4/2022	Q4/2022 Note 5
33	Set end user agency rates Develop and communicate revised/updated service fees and rates for 2023/2024 *	Accountable	Responsible	Q4/2022	Q4/2022 Note 1, 2, 6
34	Purchase equipment: 1. Tools 2. Test equipment 3. Avalanche materials 4. Wildfire tools	Informed	Accountable/ Responsible	Q4/2022	Q4/2022 Note 6
35	Develop an emergency preparedness and COOP plans	Consulted	Accountable/ Responsible	Q4/2022	Q1/2023
36	Adopt policies defining the approved equipment and subscriber radios authorized for use in PSERN	Accountable	Responsible	Q1/2023	
37	Adopt policies defining mandatory configuration settings that must be set into each authorized subscriber radio	Accountable	Responsible	Q1/2023	

#	Task	BoD	ED	Date Due	Status or Update
38	Develop policies governing the replacement, removal, and addition of equipment under BoD control	Accountable	Responsible	Q1/2023	
39	Adopt policies related to the access of PSERN for mutual aid and/or interoperability purposes	Accountable	Responsible	Q1/2023	
40	Adopt policies governing the change management program (also see SLA section 5.5)	Consulted	Accountable/Responsible	Q1/2023	
41	Procure vehicles	Consulted	Accountable/Responsible	Q1/2023	
42	Acquire long term insurance	Accountable	Responsible	Q1/2023	
43	Establish Operating Board (ILA section 5.0) and any other committees or advisory groups as needed	Accountable	Responsible	Q1/2023	
44	Work in partnership with the end user agencies to develop and regularly report on performance and operating metrics indicating system performance as well as the PSERN Operator's ability to meet the end user agencies service requirements	Consulted	Accountable/Responsible	Q1/2023	
45	Receive transitioned property and documents (including operational and legal documents)	Consulted	Accountable/Responsible	FSA, currently Q1/2023	

\* Note: Budgetary and end user rate issues may have to be set well in advance if the Operator wants to be sensitive to agencies that have biennial budget processes.

Notes:

1. Further discussed in Staffing/Spending report in January 2022 Board meeting package. It is assumed that during the startup phase, the PSERN Operator will acquire the following services from King County (KCIT):
  - i. Hiring/staffing and related HR services (pursuant to the Staffing Agreement)
  - ii. Information Technology (workstation, network and enterprise application) support
  - iii. Office space for administrative staff.
2. Further discussed in Financial Advisory Services report in January 2022 Board meeting package.
3. Report on tower collocation being drafted for March or April 2022 meetings.
4. Further consulting work related to privacy and security required. A report to the Board will be targeted for April or May 2022.
5. King County does performance appraisals for all staff in Q4 (due 10/15), however the Board can elect to do this earlier.

6. Dependent on hiring of Finance Manager and Technical Operations Manager. The following assumptions are being made:
  - a. Finance Manager on-board 2Q/2022
  - b. Technical Operations Manager on-board 3Q/2022
  - c. Remaining Operator staff to be on-boarded as follows:
    - Additional administrative staff – 1Q 2023
    - Technical staff – to be hired by 4Q 2022, transition at or slightly in advance of FSA (end 1Q 2023)
  - d. Business applications will acquired/implemented as SaaS services:
    - Financial management system – 2Q 2022
    - Asset and service management (ticketing) systems - 3Q 2022