Alaska Land Mobile Radio

Executive Council Meeting
October 27, 2005

A FEDERAL, STATE AND MUNICIPAL PARTNERSHIP

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ALMR Executive Council
October 27, 2005

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ALASKA LAND MOBILE RADIO EXECUTIVE COUNCIL
(A Federal, State and Municipal Partnership)

ALASKA MUNICIPAL LEAGUE
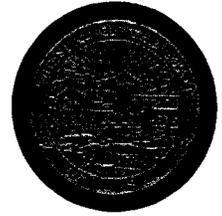
MEMORANDUM FOR ALMR Executive Council   **October 25, 2005**

FROM: DoD Co-Chairperson

SUBJECT: October 27, 2005 ALMR Executive Council Meeting Agenda

TO: See Distribution

1. **Call to Order**: Colonel Clifton, Executive Co-Chairman, will call the meeting to order at 5900 E. Tudor Road at 1:30 PM. Roll will be taken.

2. **Opening Statements and Other Announcements.**

3. **Special Presentations to the ALMR Executive Council.**

    a. **Technology Roadmap Briefing**: Motorola will provide a 30 minute Technology Roadmap Briefing to the Executive Council to facilitate the upgrade decision process for the Executive Council concerning the Municipality of Anchorage's requirement for a Zone on the ALMR system. (Contractors present)

    b. ALMR System Upgrade /Migration/Technology discussion. (Contractors absent)

4. **Approval of Previous Meeting Minutes (June 30, 2005 and September 9, 2005):**

5. **ALMR Project Status:**

    a. **ALMR Project Status**: Implementation activities--see attached report. Status of activities to be provided by State/PM Mr. Callahan, DoD/PM Mr. Woodall, and AML PM Mr. Erickson. (Open)

        1) ALMR Program Performance Metrics: (Open) (ALMR PMs OPR)
        2) ALMR Risk Management Report: (Open) (ALMR PMs OPR)
        3) Progress Report: (Open) (ALMR PMs OPR)

    b. **NIMS documentation**: Mr. Woodall will provide the Executive Council copies of the NIMS materials related to the role and responsibilities of the Communication Lead. (Open)

c. Tri-Borough Project: Mr. Erickson will provide an update on current plans and activities regarding the Tri-Borough Focus Project. (Open)

6. **Executive Council Focus Areas:**

a. Total Cost of Ownership: State/Local centralized funding plan. Mr. Mike Callahan will present a briefing on a proposed Baseline Cost Sharing Model. (Open)

b. Transition Activities:

1) ALMR Communications System Cooperative Agreement Motion: (Open) (EC Voting Members OPR)

EC voting members will report on the status of their review and approval of the Cooperative Agreement. If no changes requested and reviews have been completed the following motion will be voted on: (Open)

Motion: Move to accept and approve for signature and implementation the "Alaska Land Mobile Radio Communications System Cooperative Agreement" Rev 3 dated December 3, 2003, to be finalized with all recommended changes and updates and presented for signature by the Executive Council Voting Members by November 30, 2005.

2) User's Council:

Motion: The DoD and State of Alaska Executive Council members take immediate action to obtain User's Council representation from the organizations currently using the ALMR system. Appointment letters should be submitted to the ALMR Executive Council by 1 October 2005. The purpose of this action is to establish the ALMR User's Council in accordance with the ALMR Communications System Cooperative Agreement.

3) Status of the User's Council: (User's Council Representative OPR)

4) Transition/cutover plan development: (Open)

Motion: The Joint Project Office (State and DoD PMs) through a cooperative approach will develop a transition/cutover plan for each of their member agencies that will operate on the ALMR system. This plan will be a written plan that is made available to agencies that will transition to the system. The plan will also be established and maintained on the Joint Project server. The PM's will identify and report to the EC key transition and critical path issues affecting their ability to successfully transition on to operational sites within 90 days of a site being declared operational. The PM's will propose a report format and content, to be

presented to the EC for approval at the next meeting. An operational site list will be provided with the report that identifies the: sites operational date, what agencies are expected to use the site, and which agencies are currently using the site(s).

    5) <u>Spectrum Conflict, North Zone Transition, Agreements, Cost issues</u>: (PM Team OPR)

    6) <u>"New" Membership and Users' Draft Agreements</u>: (SOA OPR)

    7) <u>Outreach and Training Reports</u>: (Open) (All Agencies OPR). Members will report on major outreach and contact activity undertaken by their respective agencies.

7. <u>New Business</u>

    a. Proposed Motion (attached): This motion provides for the O&M organizational structure required to meet the governance relationships and facilitate the User's Council interaction with the service providers for the ALMR Network Enterprise.

    b. Scope change order process presented by Mr. Mike Callahan

    c. Summary of upcoming demonstration projects by Mr. John Madden.

8. <u>**Next Meeting**</u>: Nov 11, 2005. 1:30 p.m. at the Tudor Road facility.

9. <u>**Adjourn Meeting**</u>:

                                   ——————————————————
                                   KRISTINE M. CLIFTON, Colonel, USAF
                                   Department of Defense, Executive Co-Chair

7 Attachments:

1. June 30, 2005 Executive Council Minutes
2. September 8, 2005 Executive Council Minutes
3. Technology Roadmap Briefing (Motorola)
4. Program Management Reports (State, DOD, AML)
5. Centralized Funding Plan
    a. A Baseline Cost Sharing Model (Briefing Slides)
    b. An Approach for Funding ALMR O&M Costs (Talking Paper)
    c. Projected ALMR O&M Costs (Spreadsheet)
6. Motion – Establishment of an O&M Organization under SOA/DOA
7. Scope Change Order Process

ALASKA LAND MOBILE RADIO EXECUTIVE COUNCIL
(A Federal, State and Municipal Partnership)

MEMORANDUM FOR ALMR Executive Council   **September 14, 2005**

FROM: DoD Co-Chairperson

SUBJECT: September 8, 2005 ALMR Executive Council Meeting Minutes

TO: See Distribution

Executive Council Members Present:

Commissioner Bill Tandeske	Department of Public Safety
Colonel Kristine Clifton	Alaskan Command
Mr. John Madden	Department of Military and Veterans Affairs
Ms. Heather Handyside	Alaska Municipal League

ALMR Project Team Members Present:

Mr. Mike Callahan	State Project Manager
Mr. Tim Woodall	DoD Project Manager
Mr. Trygve Erickson	MOA Project Manager
Dr. Ken Jones	State Deputy Project Manager
Mr. Jim Robinson	DoD Project Manager Support
Mr. Steve Eason (via phone)	SOA Department of Administration
Mr. Chester Ince	Joint Program Management Team
Ms. Ruthi Muffler	Joint Program Management Team
Ms. Melissa Mitchell	Joint Program Management Team
Ms. Sharon White	SOA Department of Administration
Mr. Dean Strid	State ALMR Engineer (DMVA)
Mr. Kyle Sinclair	Joint Program Management Team

Guests Present:

Mr. Del Smith	5 Star
Mr. Ray Mann	5 Star
Mr. Joe Quickel	5 Star
Ms. Julie Stinson	5 Star
Mr. Frank McQueary	Lockheed Martin

1. **Call to Order:** Col Clifton called the meeting to order at 1:32 p.m.

2. Opening Statements and Other Announcements.

a. Col Clifton welcomed the ALMR Executive Council and project team members and thanked them for their attendance. Mr. Woodall added that this date represented the 10-year anniversary of the establishment of the ALMR Executive Council.

b. Meeting Administration: Col Kristine Clifton presented the agenda to the Executive Council. She stated it was an ambitious agenda and 2 hours were scheduled in order to receive a briefing from 5 Star on the ALMR lessons learned from the Alaska Shield/ Northern Edge 2005 (AS/NE 05) exercise and a briefing from Lockheed Martin on the State of Alaska's Strategic Plan for Interoperability. She stated regular business would commence following these briefings.

c. Recognition of departing Federal representative (TSA Federal Security Director), Mr. John Madden: Col Clifton congratulated Mr. John Madden on his retirement from 37 years of federal service, and on his recent appointment as the Deputy Director for the State of Alaska's Division of Homeland Security. On behalf of the ALMR Executive Council and project management team, Col Clifton presented Mr. Madden an eagle statue symbolizing his vision, leadership and dedicated support to the ALMR team for over 2 ½ years. .

d. Federal, non-DoD Representative to the ALMR Executive Council Membership: Col Clifton stated that Mr. Cam Toohey, President of the Alaska Federal Executive Association, was seeking a replacement for Mr. John Madden. Until a replacement is selected, and with Mr. Toohey's approval, Mr. Madden will continue to serve as the Federal, non-DoD representative.

3. Special Presentations to the ALMR Executive Council.

a. ***State of Alaska Strategic Plan for Interoperability Presentation***: Mr. Mike Callahan introduced Mr. Frank McQueary, briefing in place of the previously scheduled speaker, Ms. Janine Jarvis. The following is a summation of the presentation. A copy of the briefing was not provided for the record.

The State of Alaska Department of Military and Veteran Affairs (DMVA) contracted for a Strategic Plan of Interoperability for all emergency responders. The briefer highlighted the various components of the State of Alaska emergency structure. He stated the purpose of the study is to examine the various emergency communications capabilities throughout the state, including some federal and local resources, and determine the benchmark from which to facilitate "Total Cost of Ownership" and Life Cycle costs, points of failure, and interoperability opportunities for the technology, procedures, and administration of these various systems. The final report will provide recommendations on an interoperability strategy. The interim results of the study and recommendations will be presented to Commissioner of the DMVA, Major General Craig Campbell, in October 2005. Mr. Madden asked when the full report would be available for his review. Mr. Callahan responded that an interim report will be presented Commissioner Campbell 45 days into the project, on or around October 1, 2005.

Mr. Woodall reminded members that the purpose of the Lockheed Martin presentation was to address the Executive Council's questions as to why the contractor required all of the historical documentation of the ALMR Executive Council activities. Mr. McQueary related that initially his team requested too many details and focused at too low of a level. The contract was in place for 180 days; with the late start, only 150 days remained, and that may have driven the quest to gather as much information in the remaining time available. Mr. McQueary clarified that the study did not require that level of dissection but only an overview. He stated he received useful information from ALMR project team members such as Mr. Sinclair. He also stated an objective of the study was not to "kill ALMR", as some rumors indicated. His study needed to understand the history of the ALMR project and its current status. Mr. Madden commented that the details Lockheed Martin had requested on the ALMR program had evolved over time. Therefore, he stated he was reluctant to open all of the past documentation Lockheed Martin. He asserted that where the program was four years ago may not be relevant to where the program is today. Wrong conclusions might be drawn from a assessments of past actions, that may have been modified along the way. What is needed is to understand ALMR as it is today and the ALMR planned for the future to effect a proper assessment for strategic purposes.

Mr. McQueary related that information on ALMR total cost of ownership (TCO) was being sought and that most of the systems they were examining did not have that level of information. He stated he had received a copy of the TCO report completed by Marketing Strategy Group from Mr. Callahan and they were examining the TCO analysis and marketing strategy information provided. Mr. Woodall stated a process is needed to ensure legal steps have been followed on the release of any information associated with the ALMR program since this program is a federal, state and local cooperative and the information owner is not solely the State of Alaska. The information released in the TCO report may be subject to the Freedom of Information Act, or other considerations. All requests for information should be submitted for approval to the Executive Council, as was stressed by the Executive Council during the last meeting when the Executive Council was initially informed of Lockheed Martin's request for the ALMR TCO report. Mr. Woodall requested that any documents currently in the hands of the Lockheed Martin contract team be returned to the Executive Council so appropriate information release procedures are followed to include redaction of DoD and municipal information. The ALMR project team will respond to future requests in a manner similar to the process used to support the State of Alaska audit team requests earlier in 2005. Mr. Madden requested Lockheed Martin provide broader requests or questions so that the Executive Council may respond appropriately.

Mr. McQueary related that the Strategic Plan for Interoperability will be a tool to look at all resources and to identify the most significant improvements required. He stated the study questions the need for multiple dispatch centers across Alaska, especially since the state of Washington manages to service 700,000 with a common, single dispatch center. Mr. Madden noted that the state of Washington is the smallest per capita West of the Mississippi and most people live within 100 miles of each other. Conversely, Alaska poses much different geographical challenges.

Col Clifton suggested the development of this State Strategic Plan for Interoperability may be an effort that the ALMR Executive Council, under its State Interoperability Executive Committee

role, should follow with close interest and potentially endorse. She concluded by acknowledging the study is definitely a worthwhile, value-added effort and that the ALMR Executive Council would do its best to support the State's effort by providing requested information, as long as the information owned by non-State ALMR partners was appropriately reviewed prior to release.

b. *AS/NE 05 After Action Review Presented by 5 Star:* Mr. Woodall stated the DoD contracted 5 Star and Motorola in early July to provide transition and exercise support to the ALMR program team. He then introduced Mr. Joe Quickel, member of the 5 Star Team, who presented the ALMR lessons learned from AS/NE 05. During the presentation, Mr. Quickel reviewed the tasks 5 Star performed and he presented key findings and recommendations associated with the Alaska Shield event. Copies of the slides reflecting the Scope of Work, Readiness Assessment Workflow, Roles & Responsibilities, and Exercise Venues, Media Materials, Exercise User Feedback, Interoperable Communications Assessment Framework, 10 Key Findings, and 9 Recommendations were provided to all attendees, with the exception of Mr. McQueary who departed after he presented his briefing. The following questions/comments/ discussion resulted from the presentation:

Col Clifton suggested the ALMR Executive Council focus its attention on the recommendations and use them to guide preparation efforts for the next Alaska Shield exercise in March 2007. It's important to ensure exercise objectives and scenarios are in place to validate the ALMR technology and operating procedures and NIMS process. All members should use the intervening time to transition users to ALMR and ensure we collectively have processes and procedures in place to employ ALMR day-to-day and during the next state-wide exercise.

Mr. Woodall stated further, that one of the big issues was that the NIMS management structure, to include a logistics director and communications leader, was not formed early enough based on the flow of intelligence. Mr. Madden agreed that there should have been communication leads with auxiliary organizations / agencies. He noted there was no coordination of communication and that this was a critical point to take away from the exercise. Mr. Madden requested that 5 Star provide the Executive Council copies of the NIMS materials related to the Communication Lead role. Col Clifton recommended that the State exercise planners develop specific NIMS-compliance objectives in the 2007 Alaska Shield Exercise Plan, especially since NIMS compliance can lead to grant approval for interoperability initiatives and training.

Mr. Madden recommended that extensive preparations and planning be utilized on the Alaska Shield 2007. All agencies need to have access to the same information. For Alaska Shield 2005, communications was not uniform across responders. There was a method to gather information but not to integrate the communications. He suggested that the buildup for the Alaska Shield 2007 be much different from that which was used in Alaska Shield 2005. Tabletop exercises should be conducted to provide for discovery of pieces that might also be helpful for planning the Alaska Shield 2007.

Discussions showed that those communities that followed a deliberative communications planning process were able to successfully employ ALMR and capitalize on its capabilities. However, despite extensive ALMR support that included training, radios, and gateways, many agencies did not embrace the deliberative planning process and rejected the use of the Tactical

Interoperability Communications Plans developed for each scenario. Commissioner Tandeske commented that Kenai dispatchers wanted nothing to do with ALMR prior to the exercise in Whittier. After participating in the exercise they are now "believers." Mr. Woodall stated that ALMR is a dispatch centric system and during day-to-day operations, exercises, and actual events, the dispatchers are "key" to the success of ALMR and communications for responders in general. Pete Murphy (FBI), had engaged in the deliberative communication planning process prior to the event in Whittier based upon the intelligence information he had and potential communications requirements of the responding agencies. This proved that deliberative communications planning significantly improves communications. Additionally, when an actual emergency occurred during the exercise, the FBI deliberative planning process and knowledgeable dispatchers quickly facilitated communications interoperability between Alaska State Troopers and the Whittier Police Department to execute an evacuation through the Whittier Tunnel.

Ms. Handyside related that for her and the Municipality of Anchorage, there was great confusion. While she and her team had a general understanding of NIMS, there were gaps for the local agencies. She lauded the 5 Star team for their superb support to the Municipality of Anchorage. They helped her team see the ways ALMR could support and not obstruct their success in the Alaska Shield 2005 exercise. She also thanked Mr. Woodall for "pushing" the Municipality of Anchorage to participate in the deliberative planning processes and use the ALMR capabilities.

Col Clifton thanked the 5 Star Team for their phenomenal effort and support during the exercise. She reiterated the need for the Executive Council and program managers to focus on the "lessons learned". She also stated that the ALMR Concept of Operations, TICPs, and public affairs messages developed for this exercise are valuable tools that can be put to good use today and refined for use during the exercise in 2007.

4. Approval of Previous Meeting Minutes (June 30, 2005): Col Clifton related that the minutes for the last meeting were not available. She stated the minutes for this and the previous meeting will be provided to the Executive Council members for review and approval by September 15, 2005.

5. ALMR Project Status: Mr. Woodall and Mr. Callahan provided progress reports – (hard copies were provided to Executive Council members).

a. *Contract Progress Report*: Mr. Woodall stated a new services contract will be signed this month to provide program management staff services. By mid September, the DoD will also secure a Systems Management and Maintenance Support Contract to sustain maintenance and management support for the ALMR system for FY06. The System Design and Analysis (SDA) Refresh Phase III has been completed. It provides a system design for the Municipality of Anchorage to ensure the Anchorage system is fully interoperable with ALMR, and is able to operate as a zone off of the ALMR Master Controller. Phase IV of the SDA Refresh will address the remaining ALMR base sites as well as sites in the Matanuska-Susitna Valley and the Kenai Peninsula that will support local government needs. The site walks will begin in October 2005. The 5 Star Team is providing critical plans to include: Roles & Responsibilities, Quality Plan,

Risk Management Plan, Security Management, Operations Plan, Concept of Operations, and Maintenance Procedures. These are key plans needed to move ALMR to beneficial use.

b. *Current Activities*: Mr. Woodall highlighted that Customer Support Plans and Service Level Agreements are being drafted. Cutover plans for Valdez and Fairbanks are 100% complete. DoD has contracted Motorola to provide a plan focused on transitioning the Department of Public Safety Alaska State Troopers, Detachment D in Fairbanks. Mr. Woodall stated he hopes this plan will serve as the model for other trooper detachments to use when they transition to the ALMR system. Successfully transitioning the troopers is a critical requirement since they interact with other radio users throughout the state. Furthermore, transitioning them first eliminate some of the frequency conflicts various ALMR communities face. Mr. Woodall provided ALMR coverage maps to the Executive Council members. These maps highlight the progress of ALMR from last year through the end of 2005. They also depict the current legacy conventional coverage for selected State of Alaska departments like Troopers, Corrections, Fish & Wildlife and provide an ALMR October 2005 coverage overlay that can be used to visualize the coverage now provided by ALMR to support these agencies.

c. *DoD Management Report*:

(1) Transition of users: Mr. Woodall stressed the need to transition users to ALMR as rapidly as possible. There are ALMR contracts in place requiring payment of monthly ALMR infrastructure maintenance, regardless of the size of the customer base.

(2) Spectrum conflicts: Mr. Woodall presented metrics highlighting issues at the various ALMR sites. Commissioner Bill Tandeske asked if transition and spectrum conflict resolution would move "Red" sites to "Green" and if the project team had specific site priorities. Mr. Callahan related that the Anchorage bowl is the highest priority at this time. He noted that the State of Alaska needs more communications engineers and that they are actively seeking to fill the positions. He stated he received only one response and that the positions will be re-advertised. Col Clifton asked the State to please focus maximum effort on resolving spectrum issues affecting DoD operations. The DoD is currently paying for ALMR systems maintenance and support, yet 37% of the collective system is unusable due to frequency conflicts that should have been resolved at this point. Col Clifton reminded the ALMR project team that between Elmendorf AFB and Ft. Richardson, there are 2,400 radios and $7.8 million invested in training, equipment and infrastructure that cannot be employed due to unresolved frequency issues. If the R1 North site is not activated this year, it will also force DoD organizations to invest up to $100,000 to sustain legacy radio systems. The frequency conflicts are negatively impacting DoD operations and are straining fiscal resources. Mr. Steve Eason confirmed that the frequency conflicts and Alaska State Troopers console installations were the highest priority. He and his site preparation team are working hard to stay in front of the Motorola implementation team. He relayed that he received approval from his commissioner for additional staffing positions and that the Department of Administration will soon have a third engineer on their team. Col Clifton thanked everyone for focusing effort on this critical issue. She recommended the DoD, DMVA, and DOA partners meet separately to work out the details on the Spectrum Conflict and North Zone Transition.

d. State of Alaska Progress Report: Mr. Callahan provided attendees a copy of the ALMR site build summary. He stated the State of Alaska DMVA agreed to sign a contract with Motorola for installation of consoles supporting the Alaska State Troopers. The State of Alaska attempted to find a less expensive solution but one was not available. As a result, sufficient funds may not be available to build out all State sites and the list may have to reflect one less ALMR site (to be determined by DoD and State of Alaska). Commissioner Tandeske requested dates for the State Trooper console installations. Mr. Callahan replied he expects a mid-December 2005 installation with a January 2006 tune-up. He also briefed that the State of Alaska worked with AT&T to "bunk in" gear for the winter in the AT&T shelters with a 1-year contract with renewable options for 4 years. This will move site build-out to the Spring 2006 and allow for the shelter vendor to catch up on the orders. Teams are working hard to make scheduled site preparation dates.

e. State of Alaska Outreach Report: Dr. Jones related that potential ALMR subscribers' first question is "what will it cost?" A lot of people are interested and willing to move to ALMR but not willing to "buy a pig in a poke." He stated it was essential for the State of Alaska to engage with local municipalities in order to better articulate their needs in support of getting a statute in place for the state government to fund ALMR for the localities. He suggested that the St. Paul test will further support "local" buy-in. Dr. Jones stated he was looking for the Indiana model legislation (2002 General Assembly HEA 1001) to take to the Alaskan legislature in January 2006. Mr. Robinson provided Mr. Jones a copy of the Indiana legislation at this meeting. Ms. Handyside asked what plans or deadlines were established for the legislature engagement strategy. Dr. Jones responded that he needed the "New" Membership and Users' agreements finalized and then 30 days to work the related strategy for the legislature. Commissioner Tandeske related the various State of Alaska departments are working the 2006 budget right now. He stated he would work with the Department of Administration and the Department of Military and Veteran Affairs to facilitate progress and help identify a champion for this effort. Ms. Handyside offered the Municipality of Anchorage's support for the state-sponsored funding strategy. Commissioner Tandeske recommended that any ALMR funding proposal not be locked to E911 surcharge. Mr. Callahan suggested the Department of Motor Vehicles surcharge may be a viable approach.

Ms. Handyside MOVED that the State of Alaska ALMR Program Manager draft a centralized funding strategy and distribute it, via email, to the Executive Council and other Program Managers for feedback and resolution by September 22, 2005. Mr. Madden SECONDED the motion. Motion PASSED unanimously.

Mr. Woodall recommended the DoD and State of Alaska mature their processes via structured plans and agreements before reaching out to local government at such an aggressive level. He stated a solid system management structure must be in place before bringing on local users. The current lack of solid transition and cutover plans, operations and maintenance procedures, and other processes makes outreach to the local communities premature and risky. Mr. Woodall related that Valdez reverted to their legacy system because ALMR lacked a support structure (Help Desk and procedures) to support their ALMR usage. Ms. Handyside asked who is responsible for developing these plans and procedures. Mr. Woodall replied the DoD and State

of Alaska need to team in this effort since they own, operate and maintain the vast majority of the existing infrastructure.

f. ALMR Program Performance Metrics: Col Clifton called attention to the agenda and the requirement for the Program Managers to develop a performance metrics and risk management reports. She stated it would be helpful if the Program Managers (DoD, State of Alaska, and Municipality) created an executive "Dash Board" that visually reflects progress and provides an executive-level view into the program priorities. Mr. Woodall noted that this requirement resulted from a motion proposed and approved at an Executive Council meeting earlier this year. Mr. Madden agreed that Mr. Callahan, Mr. Woodall, and Mr. Erickson would be the responsible parties. Col Clifton asked the Program Managers to meet and finalize a report format and provide the report and format to the Executive Council at the next meeting.

6. **Executive Council Focus Areas:**

a. Total Cost of Ownership: No report given this meeting.

b. Beneficial Use: Due to time constraints, discussions on progress towards ALMR beneficial use did not occur. However, on September 2, 2005, Col Clifton submitted three motions for consideration by the Executive Council concerning the following topics. She asked the members to please review the motions and submit their concur or nonconcur vote to her by the end of the business day on September 9, 2005.

    1) Communication System Cooperative Agreement Motion
    2) Joint Project Office Transition/Cutover Plan Motion
    3) Users' Council Representation Motion

c. Outreach and Training: The agenda noted that members should conduct outreach within their own agency/area of responsibility and should not cross over into another agency area unless a cooperative agreement has been established to do so. Mr. Madden stated that ALMR organizations, while keeping processes "within the lines," needs to realize the benefit of cross-pollination as demonstrated at the APOC in Kenai awhile back. The DoD, State of Alaska and local law enforcement provided a unified outreach to the participants with a common coordinated message, and it worked well. Mr. Madden did not have any qualms with coordination of the outreach effort before hand. He "trusts" the ALMR message can be conveyed equally well by the State or the DoD. Mr. Woodall recommended that local outreach be pre-arranged and accompanied (or blessed) by the local representative to ensure everyone knows, understands and agrees upon the same message. He relayed that ALMR needs a common, synchronized communication plan.

7. **Summary of Meeting Action Items**. Col Clifton reviewed the following action items from this meeting:

a. Provide the Executive Council copies of the NIMS materials related to the role and responsibilities of the Communication Lead – Mr. Woodall

b. Distribute AS/NE 05 ALMR After Action Report to the Executive Council and Program Managers – Mr. Woodall

c. Arrange meeting between DoD, State of Alaska DMVA and DOA to work Spectrum Conflict, North Zone Transition, Agreements and cost issues – Mr. Woodall/Mr. Callahan

d. Provide Indiana model legislation (2002 General Assembly HEA 1001) to State of Alaska – Mr. Robinson (completed during the meeting)

e. Provide ALMR program executive "Dash Board" – ALMR Program Managers

f. Draft a centralized funding approach and distribute via email to the Executive Council and Program Managers for feedback and resolution by September 22, 2005 – Mr. Callahan

g. Review and approve three (3) motions previous presented by Col Clifton by close of business September 9, 2005 – Col Clifton, Ms. Handyside, Mr. Madden, and Commissioner Tandeske

h. Finalize "New" Membership and Users' draft agreements by next meeting – Dr. Jones/Mr. Woodall

NEXT MEETING: October 13, 2005. 1:30 p.m. at the Tudor Road facility.

Col Clifton made a motion to adjourn the meeting which was seconded by Mr. Madden. Without further discussion, the Executive Council adjourned at 3:35 p.m.

KRISTINE M. CLIFTON, Colonel, USAF
Department of Defense, Executive Co-Chair

Attachments:

ALASKA LAND MOBILE RADIO EXECUTIVE COUNCIL
(A Federal, State and Municipal Partnership)

September 14, 2005

MEMORANDUM FOR ALMR Executive Council

FROM: DoD Co-Chairperson

SUBJECT: June 30, 2005 ALMR Executive Council Meeting Minutes

TO: See Distribution

Executive Council Members Present:

Commissioner Bill Tandeske   Department of Public Safety
Colonel Kristine Clifton   Alaskan Command
Mr. John Madden   Department of Military and Veterans Affairs
Ms. Heather Handyside   Alaska Municipal League

ALMR Project Team Members Present:

Mr. Mike Callahan   State Project Manager
Mr. Tim Woodall   DoD Project Manager
Mr. Jim Robinson   DoD Project Manager Support
Mr. Steve Eason   SOA Department of Administration
Mr. Chester Ince   Joint Program Management Team
Ms. Ruthi Muffler   Joint Program Management Team
Ms. Sharon White   SOA Department of Administration

Guests Present:

Mr. Stan Herrera   SOA CIO
Ms. Pauline Hendricks   SOA Legislative Audit Office

1. **Call to Order**: Col Clifton called the meeting to order at 1:36 p.m.

2. **Opening Statements and Other Announcements.** Col Clifton welcomed the ALMR Executive Council and project team members and thanked them for their attendance. As the new DoD Co-Chair, she stated the DoD is committed to moving the ALMR program forward. She further stated the ALMR approach is a national benchmark and she looks forward to continuing the good working relationships with the ALMR community and helping to ensure ALMR's success.

3. **Approval of Previous Meeting Minutes (May 26, 2005):** Commissioner Tandeske moved that the minutes be accepted as written; Mr. Madden seconded.

OLD BUSINESS

4. **ALMR Project Status:** Mr. Woodall and Mr. Callahan provided the following progress reports.

a. *State of Alaska Progress Report*: Mr. Callahan provided the State of Alaska Progress Report. He addressed the site build summary (hard copy list provided to attendees) and stated the Alaska Shield/Northern Edge '05 (AS/NE 05) sites are on track due to monumental efforts by Motorola and Department of Administration (DOA) teams. He also briefed the State PM initiative on New User Process Map (draft provided to attendees) to document the support process needed to bring new users onto the ALMR system. Mr. Callahan stated the State PM personnel were also working on process maps for users that may leave ALMR. These process maps are needed to identify the impact on the overall system costs. The State PM resolved the Fairbanks Airport frequency conflict issue by providing a replacement frequency for their operation. Mr. Callahan stated that Mr. Ince was working with Alaska State Troopers on the plan to transition the trooper detachment D and developing the plan to resolve frequency conflicts impacting operations of various ALMR sites. Mr. Callahan related that he and Commissioner Campbell had met with Mimi Braniff from Senator Stevens' office on June 20, 2005 (hard copy of presentation provided to attendees). Mr. Callahan shared that the State of Alaska's legislative contribution has been $12 million up to this point. This information was shared with the Senate Staffers and the SOA was seeking federal grant or insert assistance in FY06. Mr. Callahan stated that the federal request for additional support was for $9.6 million for FY06. He noted that Senate Staffers indicated that this request probably would not be supported and that a more realistic expectation was the annual $2.5M.

b. *DoD Progress Report*: Mr. Woodall provided the DoD Progress Report – (hard copy provided to Executive Council members). He added his praise for the DOA and Motorola efforts against tight timelines, complicated tasks, and limited resources. Mr. Woodall stated that DOA and Motorola had completed 13 of 20 sites that are on the DoD CRS 308 contract; and 10 of 25 sites that are on the DoD CRS 345 contract. He also noted the following actions: Ted Stevens BDA is 80% complete; Alaska Railroad Site summit is 60% complete; one of the two transportable systems was at the 85% completion stage and would be ready for the AS/NE 05 exercise. He then reviewed the System Design Analysis (SDA) refresh, highlighting that the Tri-borough sites, in particular the Municipality of Anchorage site walks had been completed and that a critical design review was scheduled for the following week. Mr. Woodall provided the Executive Council with maintenance cost projections for sustainment of the ALMR infrastructure and a copy of the task matrix for the Joint PM team members on the project.

c. *DoD Frequency Confliction Report* – (hard copy provided to participants): Mr. Ince provided summary information, explained his study methodology, and provided recommendations for resolution.

d. *Alaska Shield / Northern Edge 2005 (AS/NE 05) Update*: Mr. Woodall stated the DoD was funding exercise support for operation and maintenance of ALMR in order to keep the ALMR implementation on track. He stated contracts were to be awarded for technical

(Motorola) and program (5 Star) support. Additionally, the DoD would provide cache subscriber radio support through Joint Task Force-Alaska resources and would also dedicate DoD gateway resources. Mr. Woodall also stated that training will be provided for all participants; Anchorage and Fairbanks operations will be connected into the ALMR network via gateway devices to support interoperable communications; the exercise will be dispatch-centric, and the goal would be to exercise the National Incident Management System process and validate the Incident Command Communications protocol designed for ALMR trunked operations.

Mr. Woodall briefed that the Air Force Operational Test and Evaluation Center will provide an assessment of ALMR during the exercise. He stated a Congressional mandate exists to evaluate interoperability between the military and other federal, state and local agencies. The team will assess ALMR from an operational perspective and will evaluate the deliberative planning processes.

Col Clifton asked Mr. Woodall and Mr. Callahan to address any risks to the successful employment of ALMR during AS/NE 05. Mr. Woodall stated the following risks existed: 1) *Task dependencies*--the DoD contract activities were dependent upon SOA completing critical tasks before the DoD contractor could complete their contracted activities. These contracted activities, if extended beyond the current project schedule, could result in significant contract modifications and cost burden to the DoD. Mitigation of these major risks requires SOA to stay ahead of the DoD contracted implementation team. He added the SOA DOA is currently staying in the lead and is doing a super job; however slippage or weather will cause tasks to collide. *User requirements*--user requirements were not solidified at the Final Planning Conference. Without clearly defined operational requirements it will be difficult to support mission requirements or assess the ability of ALMR to meet mission needs. Outreach to users has resulted in little or no responses on training/interoperability needs to support their response roles and development of ALMR fleet maps. The Motorola and 5 Star contract team will be used to help mitigate this risk. *Training requirements*: the DoD has procured training but to date the SOA did not have ALMR training available. Training is critical to user transition and AS/NE 05 exercise support success. To mitigate this risk, a contract is in place to train AS/NE 05 participants and ALMR users on the subscriber, console, and gateway systems. Additionally, the existing PM staff will provide NIMS and IC protocol training.

Mr. Madden offered that the TSA is in the final stages of purchasing ALMR equipment; TSA could share radio resources with other federal non-DoD agencies.

Mr. Woodall concluded that over the next two weeks, each exercise participant's network would be diagrammed and deliberative planning would take place to ensure interoperable communications capabilities and procedures were documented and in place to support both ALMR and non-ALMR users. For example, during the Whittier scenario, what are the specific requirements for the FBI Tactical Operation Center (TOC) and the Alaska State Troopers (AST) TOC to communicate? What are the requirements for teams like AST SERT and FBI SWAT? What are the maritime and air-to-ground requirements, what are the dispatch needs and where will dispatch be located? How will the TOCs communicate up and down the chain of command an in particular what Incident Command communications protocols will be used?

5. Executive Council Focus Areas:

a. ***Tri-Borough Update***: Ms. Handyside stated the Tri-Borough's current struggle is to leverage funding. They did not receive all funding requested in FY05. She stated in general, the local communities appreciate ALMR outreach. They need to be informed on the status of ALMR implementation, cost share issues, and future program actions.

b. ***Outreach and Training***: Mr. Woodall provided an overview of the upcoming ALMR Interoperability Summit at UAA from July 20-21, 2005. Mr. Madden sent out a letter and invitation to ALMR users, over 100 small towns, and agencies with an interest in ALMR. The purpose of the summit is to educate participants, provide interoperability workshops, brief current technologies and NIMS requirements, and brief ways to obtain funding and Homeland Security grants.

c. ***Total Cost of Ownership***: Col Clifton stated she will distribute the TCO Study presentation Col Hooks and Mr. Spencer Stern provided to the Executive Council in early June 2005. Once the members had the opportunity to review the data, Col Clifton recommended they meet in a separate session to develop a cost share strategy. Mr. Madden suggested that the "Alaskan" analysis be added to Mr. Stern's analysis. He added he would work with Mr. Callahan and Dr. Ken Jones to review the Marketing Strategy analysis and recommendations to rule out what will not work in Alaska. Mr. Callahan stated he was asked by DMVA Commissioner Campbell to get a copy of the TCO Study. Ms. Handyside reminded participants of the confidentiality of the information and suggested that the effort remain in control of the Executive Council. Mr. Madden and Commissioner Tandeske commented that the Marketing Strategy TCO study is still raw data that requires a "reality check" and review of the stated assumptions. Mr. Woodall commented that the TCO effort was never intended to be the final solution. The task was to produce a TCO of the existing legacy infrastructure so as to allow agencies to compare currents costs with those of transitioning to ALMR. The cost share plan was to provide two or three possible courses of action for the Executive Council's consideration and as a starting point towards a final solution. Col Clifton commented that since the TCO Study contained information owned separately by the DoD, State, and local government, we all needed to agree to its release to any organization outside of the Executive Council.

d. ***Beneficial Use***: Mr. Ince updated the attendees on the spectrum conflict resolution process. He reported on SOA Larry Nakata's data analysis and provided attendees a list of current sites with frequency conflicts. Mr. Ince requested the State PM contact the Department of Corrections and coordinate the resolution for the conflicts with that agency. Mr. Callahan stated that he accepted the responsibility for this matter and he has a new full-time position opening up to work focus on resolution of spectrum conflicts. Mr. Ince stressed that a successful AS/NE 05 exercise is dependent on resolving frequency conflicts at sites participating in this state-wide event. These conflicts must by resolved by August 01, 2005 and all other sites must be resolved by October 01, 2005. **ACTION ITEM**: Mr. Ince will update the Spectrum Conflict spreadsheet and distribute a copy to all members.

e. ***User's Council***: Mr. Callahan shared that Dr. Jones is working to create an overview document of the User's Council Responsibilities. He stated the Kenai Peninsula Borough

established a User's Council but needed support to document relationships within that area. The model possibilities would be one user group with various sub-groups: Kenai, MatSu, Military, etc. Mr. Woodall reminded members that the User's Council is for primary ALMR users with broader sets of users affiliated into adhoc groups. The User's Council should be comprised of high level / key users with a management structure similar to the Executive Council but focused on operations, maintenance and sustainment of the ALMR system. The functions of the User's Council from a governance perspective has already been defined in Article 9 of the Cooperative Agreement and in the governance model approved by the Executive Council several years ago. **ACTION ITEM:** Ms. Handyside suggested the User's Council be a topic addressed during the upcoming ALMR Interoperability Summit. The briefing should include the User's Council roles and responsibilities and a motivation push to get user communities signed up and engaged in the ALMR program.

f. ***ALMR Cooperative Agreement***: Col Clifton commented that the draft agreement has been in limbo since 2003; this is a key document to establishing beneficial use. Col Clifton asked for comments or recommendations from the Executive Council. Mr. Woodall stated that the cooperative agreement primarily addresses the on-going relationship of the cooperative from an operations and maintenance perspective. It covers statutory requirements/limitations, membership to the ALMR system, users' council, etc; and provides an umbrella for ownership, usage, and decommissioning (replaced equipment and services). This Cooperative Agreement is essential in order to develop other MoU/A that will support the consortium governance approach. Mr. Woodall explained the complications behind the ownership of the infrastructure and the need service level agreements (SLAs) between all of the cooperative members. He recommended the development of an ALMR presentation, with a coordinated message and public relations outreach effort, to help the general user communities understand the governance by which ALMR operates. Ms. Handyside stated she would appreciate such a presentation to the AML. **ACTION ITEM:** Mr. Woodall / Mr. Callahan create public relations advocacy briefing for use and presentation to the AML.

NEW BUSINESS:

6. **DMVA Strategic Plan Project**: Mr. Woodall informed the Executive Council that Lockheed Martin, under contract with SOA DMVA, was requesting detailed ALMR documentation to include governance documents, fleetmaps, Executive Council minutes, FCC waiver requests, etc.) and seeking interviews with members of the Joint Program Staff. Mr. Woodall asked the Executive Council for guidance on how to respond to these requests for information. Further, Mr. Woodall questioned some of the specific detailed requests and why this information was required for Lockheed Martin to complete the contract task given by the State of Alaska (i.e., Executive Council minutes). Mr. Callahan stated that the project was focused on all SOA emergency services (74 different groups); this was an opportunity to share how ALMR works where others have failed (co-operative across multiple governments). Mr. Woodall pointed out that ALMR documents belong to the ALMR Executive Council not any one individual partner (SOA, TSA, MoA, DoD, etc.). Mr. Callahan said that DMVA would hope that information would be released; if there were objections or if FOIA was required let them know. Mr. Madden stated that documents produced for Executive Council and not solely for the SOA, must have a formal request process; requests should be reviewed for reasonableness and clarity of request,

and legal application for release must be examined. **ACTION ITEM:** Ms. Handyside and Col Clifton asked Mr. Callahan to provide the Strategic Plan project objectives and highlight the impact to the project if all requested ALMR information cannot be provided.

7. **Summary of Meeting Action Items**. Col Clifton reviewed the following action items from this meeting:

    a. Mr. Ince update the Spectrum Conflict spreadsheet and distribute a copy to all members.
    b. Col Clifton distribute the TCO to the Executive Council members and schedule a meeting to discuss the cost share strategy.
    c. Mr. Woodall / Mr. Callahan brief attendees on the User's Council at the upcoming ALMR Interoperability Summit.
    d. Mr. Woodall / Mr. Callahan create a public relations advocacy briefing for use and presentation to the AML. .
    e. Mr. Callahan provide the Executive Council with the Strategic Plan project objectives and highlight the impact to the project if all requested ALMR information cannot be provided to the Lockheed Martin contractor..

NEXT MEETING: July 14, 2005, 1:30 p.m. at the Tudor Road facility. Commissioner Tandeske stated that he would have a conflict with that date. An alternate date was not agreed on prior to adjourning the meeting.

Commissioner Tandeske made a motion to adjourn the meeting which was seconded by Mr. Madden. Without further discussion, the Executive Council adjourned at 3:00 p.m.

_____
KRISTINE M. CLIFTON, Colonel, USAF
Department of Defense, Executive Co-Chair

Attachments:

SOA Program Office Metrics

Site Construction ⬤
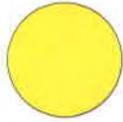
- Five Sites will not make the construction schedule for this year (Attachment 1)
  a. Honolulu
  b. Byers Creek
  c. Gerstle River
  d. Tahneta Pass
  e. Tsina

Program Funding ⬤
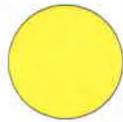
- COPS 05 Grant will be $2,466,608 (must be spent by Dec 07)
- Requested SOA match
- COP 04 has $864,162 remaining (must be spent by Nov 30, 2005)
- Total Equipment Money for 06 build season $5,797,378 (approximately 24 Sites)

Other System Items ⬤

- AST Consoles not ordered – best case for AST Region D is not March, 2006

Program Administration ⬤

- Strawman cost model submitted to EC for consideration
- SOA audit responses completed
- Grant administration for 03/04/05 cleaned up

Outreach ⬤

- Details at attachment 2

Alaska Land Mobile Radio (ALMR) Site Build Out Projected CY 2005

MONEY KNOB

ESTER
BIRCH HILL
QUARRY HILL
HILL 3265
PIONEER ROAD
POLE HILL
NENANA
HARDING LAKE
CLEAR
CANYON CREEK
DELTA
GARNER
DONNELLY DOME
GERSTLE RIVER
DOT LAKE
YANERT
BLACK RAPIDS
REINDEER HILLS
TRIMS
TOK
CATHEDRAL RAPIDS
BEAVER CREEK
HONOLULU
HURRICANE
PAXSON
GOLD CREEK
BYERS CREEK
SOURDOUGH
CHULITNA
GLENNALLEN
TOLSONA
SAWMILL
TAHNETA PASS
WILLOW MTN
WILLOW CREEK
BECKWITTS
LIONS HEAD (SHEEP MOUNTIAN)
MT SUSITNA
ALCANTRA
BAILEY HILL
ERNESTINE MTN
BLUEBERRY HILL
MT NORTH
SITE SUMMIT
AIRPORT
ATWOOD
FIRE STATION
RABBIT CREEK
VALDEZ
DIVIDE
TSINA
GIRDWOOD
PORTAGE
NIKISKI
HOPE
SPLITTER
KENAI PD
SILVERTIP
PIPELINE HILLS
SUMMIT LAKE
SKI HILL
STERLING
GRANDVIEW
HENEY RANGE
KASILOF
COOPER MTN
HUNTER
MOOSE PASS
WOLCOTT
NINILCHIK
SEWARD
ANCHOR RIVER
DIAMOND RIDGE
RUGGED ISLAND
SELDOVIA
PILLAR MTN
WOMAN'S BAY

Communication Site Name
Alaska Road System
Estimated Site Coverage
Sites projected to not be completed in CY05

A Baseline Cost Sharing Model

Prepared for
The Executive Council
Alaska Land Mobile Radio
October 27, 2005

Three aspects to consider:

1. Political – "Everybody Pays Something"

2. Economic – Fair is Not Necessarily Equal

3. Actual Users – DoD and SOA Are By Far Largest Users
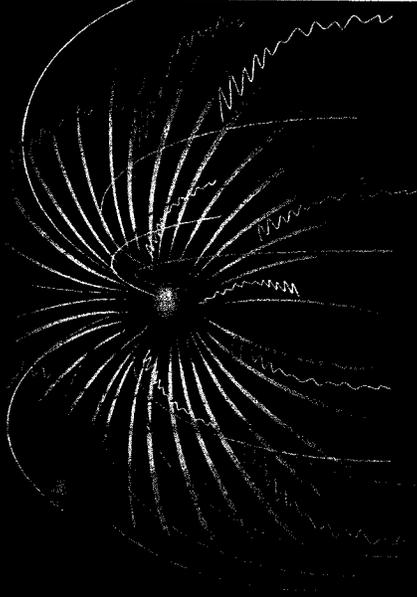
O&M Cost Projection Assumptions
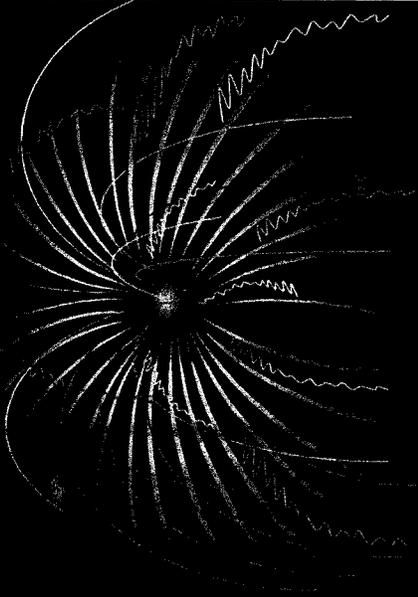
1. Costs directly associated with the ALMR system

2. Costs *do not* include the cost of maintaining the SATS backbone system

3. No cost to local users for calendar years 2006 and 2007

O&M Cost Projection Assumptions

4. Basic funding 1.7 million each from SOA and DoD annually

5. Initial Operating Reserve by SOA equal to one year's O&M costs ($2.9M)

6. O&M Reserve increased by 10% of the actual O&M costs annually
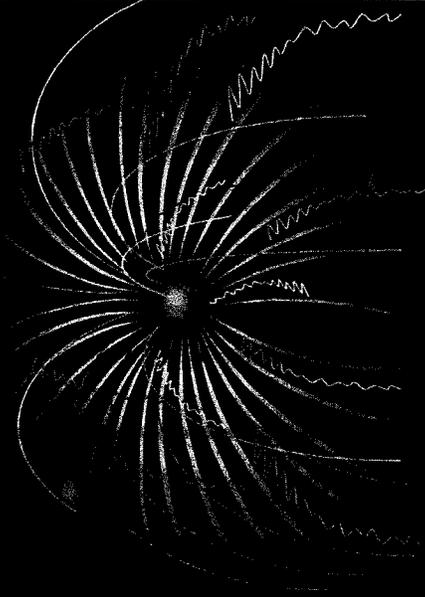
O&M Cost Projection Assumptions
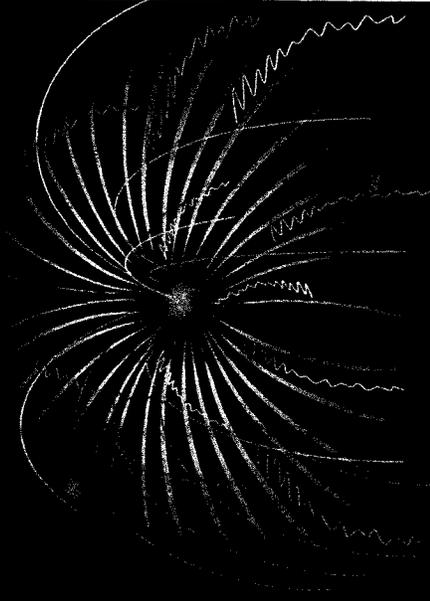
7. Beginning 2008 *annual increases in O&M costs are divided*

SOA 30%

DoD 30%

Local Users 40%

Sample ALMR Cost Allocation Model
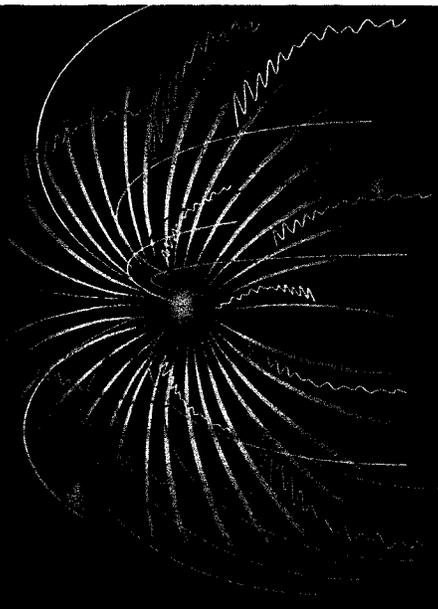
O&M Costs

Allocation of Annual O&M Cost Increases: SOA 30%
DoD 30%
Local Users 40%

O&M Increases @ 5% / Year

Fixed Allocations: SOA 1.7 Million Annually
DoD 1.7 Million Annually
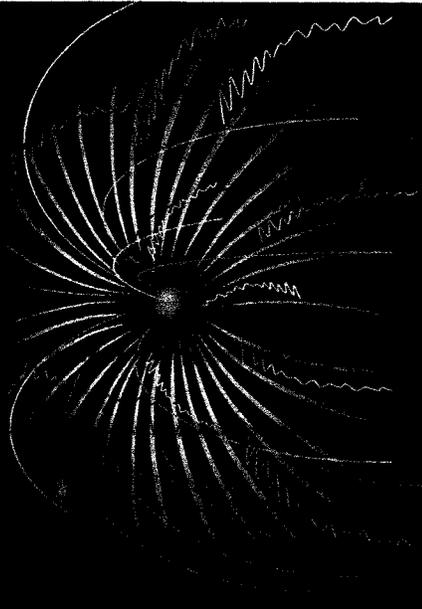
Years

1   2   3   4   5

O&M Cost Projections

Projected Costs (In Millions)	Year 1 2006	Year 2 2007	Year 3 2008	Year 4 2009	Year 5 2010
System Management	1.00	1.05	1.10	1.16	1.21
ALMR Site Maint.	1.90	2.27	2.40	2.50	2.63
Est. Other Costs (3% of Sys Mgt & Maint.)	.87	.99	1.04	1.09	1.15
Subtotal Op Expenses	2.99	3.42	3.56	3.78	3.96
Initial Reserve Funding	2.99				
Total Projected Annual O&M Costs	5.98	3.42	3.56	3.78	3.96

O&M Cost Projections
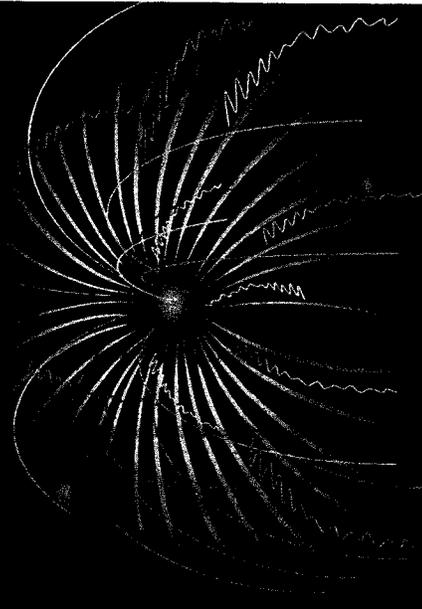
Sustaining The Operating Reserve Account

Projected Costs (In Millions)	Year 1 2006	Year 2 2007	Year 3 2008	Year 4 2009	Year 5 2010
Total Projected Annual O&M Costs	5.98	3.42	3.56	3.78	3.96
Annual Operating Reserve (10% O&M Costs)	0.00	0.34	0.36	0.37	0.40
Plus Initial Reserve	2.99				
Cumulative Reserve Balance	2.99	3.76	3.92	4.15	4.36

O&M Cost Projections

Costs to Local Users

Projected Costs (in Millions)	Year 1 2006	Year 2 2007	Year 3 2008	Year 4 2009	Year 5 2010
Total Projected Annual O&M Costs	2.99*	3.42	3.56	3.78	3.96
Less:					
SOA Contribution	1.70	1.70	1.70	1.70	1.70
DoD Contribution	1.70	1.70	1.70	1.70	1.70
Subtotal	3.40	3.40	3.40	3.40	3.40
Total O&M Costs Less SOA &DoD Contributions	.41CR	0.08CR	0.49	7.45	9.52
Costs to Users					
SOA 30%	0.0	0.0	.14	.21	.29
DoD 30%	0.0	0.0	.14	.21	.29
Local Users 40%	0.0	0.0	.20	.30	.38

* O&M Costs not including first year reserve established by SOA

O&M Cost Projections

Cost Allocation Among Local Users

Tiered Cost Structure For Local Users

- Tier 1: More than 100 radios accessing the system

- Tier 2: 11 - 99 Radios accessing the system

- Tier 3: Less than 11 radios accessing the system
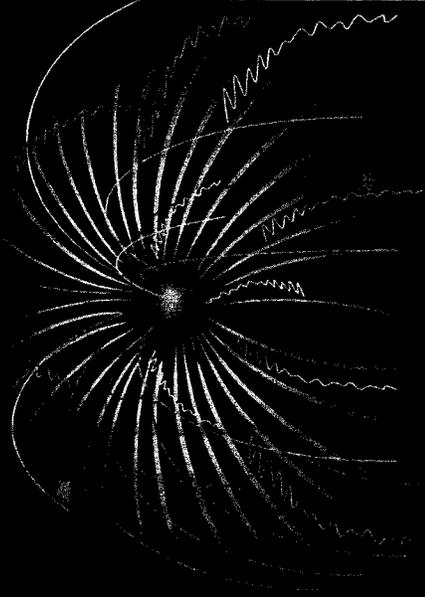
O&M Cost Projections

Cost Allocation Among Local Users

	Total Number Radios	Cost Per Radio Per Year				
		$20	$40	$60	$80	$100
Tier 1: > 100 Radios Total Number of Radios*	4,734	94.6	189.4	284.0	378.7	473.4
Tier 2: 11 - 99 Radios Total Number of Radios*	327	6.5	13.1	19.6	26.2	32.7
Tier 3: < 10 Radios	Unknown					
Total Revenue		101.2	202.4	303.7	404.9	506.1

	YR 1	YR 2	YR 3	YR 4	YR 5
Total Revenue Required From Local Users	0	0	198.0	298.0	381.0

* Based on data from TCO Study

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O&M Cost Projections

Cost Allocation Among Local Users Without MOA Contribution (3,201 Radios)
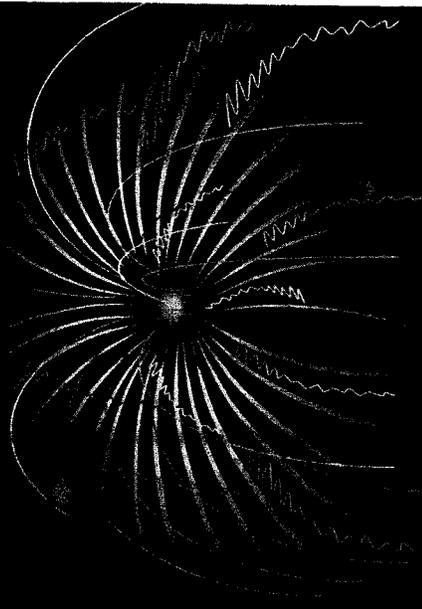
	Total Number Radios	Cost Per Radio Per Year				
		$20	$40	$60	$80	$100
Tier 1: > 100 Radios Total Number of Radios*	1,524	30.5	61.0	91.4	121.9	152.4
Tier 2: 11 - 99 Radios Total Number of Radios*	327	6.5	13.1	19.6	26.2	32.7
Tier 3: < 10 Radios	Unknown					
Total Revenue		37.0	74.0	111.1	148.1	185.1

Total Revenue Required From Local Users	YR 1	YR 2	YR 3	YR 4	YR 5
	0	0	198.0	298.0	381.0

* Based on data from TCO Study

12
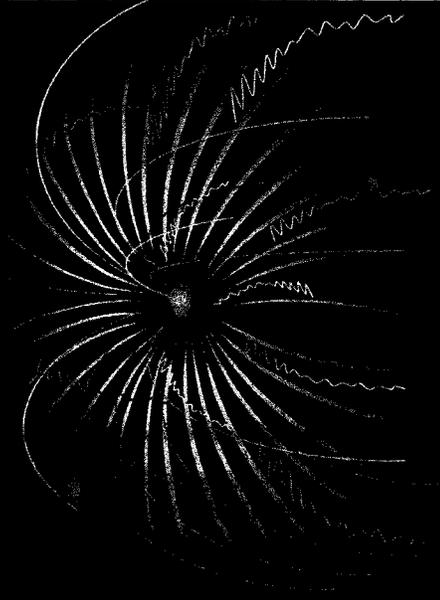
A Baseline Cost Sharing Model

Questions?

TCO Breakdown of Local Users

Tier 1

Agency	Radios
MOA/MLP	3,201
Kenai PD/Fire/EMS/Borough	249
Palmer PD	145
Mat-Su Borough	544
Fairbanks PD/Fire	150
All Juneau	220
Seward	112
Valdez PD/Fire	113
Total	**4,734**
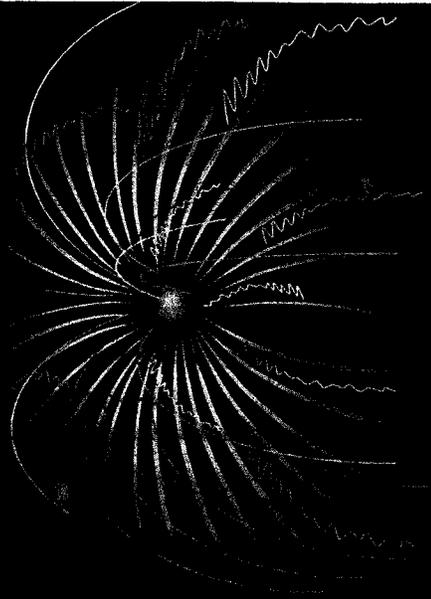
TCO Breakdown of Local Users

Tier 2

Agency	Radios
Nikiski	49
Soldotna	26
Wasilla PD	55
North Pole PD/Fire	70
Homer	90
Whittier	37
Total	327

PROPOSED MOTION
TO
ESTABLISH AN O&M ORGANIZATION UNDER SOA/DOA

BACKGROUND
With many radio sites being turned over to the Department of Administration as
operational by the Joint Program Team, the 1 Sept award of an operations and
maintenance contract, the establishment of the User's Council and over 8000 users
becoming operationally active on the ALMR network enterprise, the need to establish
the agreed upon O&M organizational structure under the Department of Administration
is critically needed.

MAIN MOTION:
The ALMR Executive Council motions that the State of Alaska Department of
Administration establish an organizational structure consistent with the governance and
maintenance plans previously approved by the Executive Council, and subject to the
provisions under the ALMR Communications Cooperative Agreement to be signed,
which calls for an organizational structure under the Department of Administration led
by a General Manager position that is responsible for, and has full authority, to direct all
activities dealing with the operations and maintenance support of the declared portions
of the ALMR network enterprise (here after referred to as the ALMR system) that have
been declared operational and transferred from the Joint Project Team implementation
responsibility to an O&M responsibility under the SOA Department of Administration.

In General and in the near term this organization is tasked with:
- Coordinating with the ALMR User's Council to define, establish, and implement
  a Service Level Agreements (SLAs) between the Users Council and the State of
  Alaska DOA. The SLA will refer and apply to both contractors and SOA
  organizations providing maintenance on any part of the ALMR system not later
  than Nov 30, 2005. These agreements must provide at least the levels of service
  specified in the existing DoD Service Contract (BRS 399), as well as define the
  ALMR Network Enterprise to include SATS and the service levels that are
  required to support the entire ALMR Network Enterprise infrastructure.
- In coordination and collaboration with the User's Council, establish policies,
  procedures, contracts, organizations, and agreements that provide the service
  levels set forth in the SLAs not later than Dec 30, 2005 subject to approval by the
  Executive Council.
- In coordination and collaboration with the User's Council and the existing
  service contract entities (Motorola under CRS 399 and other contract companies
  or service agencies as required),develop a customer support plan that describes
  the customer support process and procedures for access to sites, call desk
  procedures, service call reporting, escalation processes, metrics for measuring
  customer satisfaction and other critical components associated with providing
  customer support for sustaining and restoring operations to meet the customers
  needs subject to approval by the Executive Council.

- In coordination and collaboration with the User's Council, devise metrics and gather data that demonstrates compliance with the SLAs subject to approval by the Executive Council.
- Report results, provide feedback on operational support issues, metrics and other critical operational issues to the User's Council and the Executive Council as required.

Recommendations/clarifications to be passed along with the motion to DOA:

The General Manager, a DOA employee reports directly to the Commissioner, Department of Administration. Under the ALMR governance relationships established, the General Manager will be responsible to both the User's Council and the Executive Council for ensuring approved service level agreements and customer support plans are met, maintained and sustained. The User's Council through the Executive Council have and will retain both voice and vote associated with operations and maintenance services provided in support of the ALMR system...

It is highly recommended that the individual selected to fill this position have significant experience operationally supporting multiple distributed radio and IP network systems in addition to a strong success record in dealing directly with user communities, contract management and senior management to be successful.

DRAFT

Alaska Land Mobile Radio
Scope Control

1. Background. The Alaska Land Mobile Radio is a large, complex, interoperable radio system implementation effort. As such it requires a clearly stated, rigidly enforced process for scope control. An executive summary of industry best practices for scope control is attached for review and this document follows those practices. The purpose of project scope control is to keep the project aligned with the vision of the Executive Sponsor and to keep the project cost, time, and quality measurements within the established and approved boundaries. For the Alaska Land Mobile Radio (ALMR) project the Executive Sponsor is the ALMR Executive Council (EC).

2. For the ALMR project specific changes in scope are defined as follows:
    a. Anything that adds to the cost of either an activity or the overall project. The project manager has discretionary authority to reprogram up to 3% of the cost from any single activity (e.g. – building a site at a specific location) to another activity. This action must be reported at the next EC meeting.
    b. For site construction, anything that extends the timeline of an activity, extends the critical path, or moves an activity from one construction season to the next. The project manager, with the approval of the DoD and SOA program managers, has discretionary authority to add up to 30 days to any single activity as long as it does not result in pushing the construction of any site to the next construction season.
    c. The EC defines the site construction scope for each construction season by Jan 15th of each year. Adding, deleting, or trading sites from this approved list constitutes a scope change and requires approval from the EC. In addition to scope for each construction year the EC may provide a prioritized list of additional sites to be built if funding becomes available, but adding any of those sites to the active build plan requires EC approval.
    d. Any other project change item or issue that the project management office, the DoD program manager, or the SOA program manager determines warrants EC consideration.

3. The following diagram (larger version at attachment 2) describes the scope change control process for ALMR:

ALMR Project Scope Control Process

4. Nothing in this policy should at any time be construed as an obstruction to changes that are required on scene to avoid an imminent threat to life and safety. All personnel involved in imminent threat situations will take any and all action required to avoid injury to themselves and others. Such changes should be reported through the project management office after the hazardous situation is resolved.

Attachment 1

Project Scope Control Best Practices

An essential element of all successfully managed projects is establishing and maintaining control of the scope of the project. Projects are typically justified in a "business case" which carefully builds the case for why the project is worth the time, effort, treasure, and pain required to bring it to fruition. Using the business case as source material the initial project scope is defined by carefully describing what the project will deliver, how much it will cost, and when it will be done. These elements define the initial scope of the project, or baseline scope. Almost all projects will encounter challenges during execution that will push changes in one or more of the elements (what, how much, and when) contained in the baseline scope document. These changes must be carefully evaluated, compared to the original business case for the project to determine if the change effects the justification for the project and approved by the Executive Sponsor. The Executive Sponsor is the individual or group that initially authorized the effort and is the only approval authority for scope changes. The size of the project normally determines how involved the scope change management process needs to be.

In small projects anyone can request a change. These requests are forwarded to the project manager who typically has a carefully defined amount of discretionary approval authority. If the change or cumulative amount of all changes exceeds the project manager's authority or comfort level the proposed change with a summary of the anticipated impacts to quality, cost, or timeliness of the project to the Executive Sponsor who approves or disapproves the request.

As the project size moves into the medium size range the process becomes more rigid. At this point the person submitting the change is also required to define the business value of the requested alteration. That information is submitted to the project manger who enters the request into the Scope Change Log for tracking purposed. A member of the project team is then assigned to evaluate both the request and the amount of time it will take to complete the analysis of the request. If the time required to perform the analysis will cause deliverable dates to slip, the request must first be taken to the Executive Sponsor to determine whether the request itself should even be investigated. If the sponsor gives the initial approval to proceed the work plan and budget may need to be updated to reflect this new scope change investigation. If the sponsor does not agree to investigate the change request, then the request should be closed as "not approved" on the Scope Change Log.

In large projects change requests are first formally documented into a Scope Control Change Request Form and the request is entered into the Scope Change Log for tracking purposes. . A member of the project team is then assigned to evaluate both the request and the amount of time it will take to complete the analysis of the request. If the time required to perform the analysis will cause deliverable dates to slip, the request must first be taken to the Executive Sponsor to determine whether the request itself should even be

investigated. If the sponsor gives the initial approval to proceed the work plan and budget may need to be updated to reflect this new scope change investigation. If the sponsor does not agree to investigate the change request, then the request should be closed as "not approved" on the Scope Change Log. The scope change request, alternatives, business value analysis, and project impact are completed by the project management team, entered into the change request form and that document is sent to the Executive Sponsor for resolution. I the sponsor does not agree to the change request, then the request should be closed as "not approved" in the Scope Change Log with a brief documentation of the rationale for the resolution. If the request is approved, the appropriate activities are added to the work plan to ensure the change is implemented. The project budget should also be updated, if necessary. In many cases if the impact on project cost, effort and duration falls below a threshold (i.e.: less than 20 hours) and the project will still be completed within the agreed upon cost, effort, and duration, the project manager may approve the scope change request. This threshold needs to be identified and approved in advance by the Executive Sponsor. The purpose is to keep from surfacing many small changes for the sponsor for approval. However, the sponsor must have agreed to delegate this responsibility – usually up to a certain threshold of dollars or effort. Scope Change requests status and resolution are communicated to project team members and other appropriate stakeholders through the communication management process, including the project status report.

DRAFT

ALMR Project Scope Control Process

```
          ┌─────────────────┐
          │ Change           │
          │ Requirement      │
          │ Arises, Log      │
          │ Entry Started    │
          └────────┬─────────┘
                   │ //
          ┌────────┴─────────┐
          │ PMO Evaluates    │
          │ Change           │
          └────────┬─────────┘
          ┌────────┴────────────────┐
   ┌──────┴──────┐          ┌───────┴──────┐
   │ SOA          │          │ DoD          │
   │ PMO Evaluates│          │ PMO Evaluates│
   │ Change       │          │ Change       │
   └──────┬───────┘          └──────┬───────┘
       ◆ No ← → Yes   Yes ← → ◆ No
```

In this case the "No" line indicates the PMO supports the change but does not have the authority to approve it

EC Evaluates Change

No   No

◆ — No → Disapproval and rationale reported to all stakeholders and participants

Yes

PMO Implements Change and reports change to all stakeholders and participants

Log Entry Completed

DoD ALMR Metric Report
As of 27 October 2005

Implementation

FY04 Work Plan(s)   ○ ○ ●

FY05 Work Plan(s)   ○ 🟡 ○

FY06 Work Plan(s)   ○ 🟡 ○

Spectrum Conflict(s)   🔴 ○ ○

Transition

Governance   ○ 🟡 ○
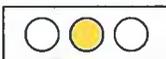
     Memorandum of Agreement(s) (MoA)   ○ 🟡 ○

     Total Cost of Ownership (TCO0029)   ○ 🟡 ○
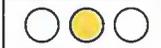
Critical Plan(s)   ○ 🟡 ○
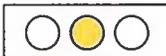
Standard Operating Procedure(s) (SOP)   🔴 ○ ○

Subscriber(s)   ○ ○ ●

Console(s)   ○ ○ ●
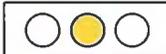
Training   ○ 🟡 ○

Outreach   ○ ○ ●

Cutover

Operations and Maintenance (O&M)   ○ 🟡 ○

De-Commissioning   🔴 ○ ○

DOD Program Status Report
as of 10-27-05

27 OCTOBER 2005

	Overall	Schedule	Budget	Resource
Implementation	🟡			
Phase I	🟢			
Training	🟢			
SDA Refresh	🟢			
Site Implementation (0308)	🟡			
Cooper Mtn		🔴	🟡	🟢
Weather conditions				
Site Implementation (0345)				
Tahnetna Pass		🔴	🔴	🟡
Requires land use permits (SoA)				
May not be completed by 06-30-06				
Gerstle River		🔴	🔴	🟡
Site location not identified (SoA)				
Benficial Use impacted (AST Detatchement D)				
Tower not procures (SoA)				
May not be completed by 06-30-06				
Honolulu		🔴	🔴	🟡
Tower not procured (SoA)				
Should be completed by 06-30-06				
Byers Creek		🔴	🔴	🟡
Requires completion of 600' access road (SoA)				
Requires primary power (SoA)				
May not be completed by 06-30-06				
Tsina		🔴	🔴	🟡
Requires power (SoA)				
May not be completed by 06-30-06				
Motobridge at Municipality of Anchorage		🟡	🟡	🟡
To be moved from EOC to APD (MOT)				
Need connectivity (SoA)				

DOD Program Status Report
as of 10-27-05

		Overall	Schedule	Budget	Resource
Implementation (continued)					
R1 North (0360)			🔴	🟢	🟢
	Currently in wide-area trunking				
	Microwave to Alcantra operational 11-14-05				
	CEB connected / optimized 11-16-05				
	Consoles configured/optimized 11-22-05				
	ATP 11-29-05				
	Site Operational 12-01-05				
	Frequency Conflict on Channel 6 (SoA)				
Subscriber Update (0364)			🟢	🟢	🟢
	Effort to be closed out 11-09-05				
	Remaining radios become services' responsiblity				
Motorbridge Gateway SD/SA (DO257)			🟢	🟢	🟢
In-Building SD/SA (0367)			🟡	🟡	🟡

DOD Program Status Report
as of 10-27-05

	Overall	Schedule	Budget	Resource
Transition				
Spectrum Conflicts	🔴			
20 channels are unavailable due to frequencey conflicts, impacting 12 operational sites (SoA):				
Alcantra (SoA)		🔴	🟢	🟢
Atwood (SoA)		🔴	🟢	🟢
Bailey Hill (SoA)		🔴	🟢	🟢
Birch Hill (SoA)		🔴	🟢	🟢
Ester Dome (SoA)		🔴	🟢	🟢
Girdwood (SoA)		🔴	🟢	🟢
Harding Lake (SoA)		🔴	🟢	🟢
Hope (SoA)		🔴	🟢	🟢
Quarry Hill (SoA)		🔴	🟢	🟢
R1 North (SoA)		🔴	🟢	🟢
Saddle Mtn (SoA)		🔴	🟢	🟢
Willow Creek (SoA)		🔴	🟢	🟢
Agencies				
Alaska State Troopers	🔴			
Transition Plan		🟡	🟢	🟢
Subscribers		🟡	🟡	🟡
Consoles		🔴	🔴	🔴
Training		🟡	🟡	🟡
Coverage		🟡	🟡	🟡
Department of Transportation	🔴			
Goverance				
Cooperative Agreement (Dec-2003)		🔴	🟢	🟢
Membership Agreement		🔴	🟢	🟢
User Council Charter		🟢	🟢	🟢
MoA - Site Sharing		🔴	🟢	🟢
MoA - Connectivity		🔴	🟢	🟢
MoA - BDA Ownership		🔴	🟢	🟢

	Overall	Schedule	Budget	Resource
Operations & Maintenance				
Service Level Agreement (SLA)		🔴	🟢	🟢
Customer Support Plan		🔴	🟢	🟢
Standard Operating Procedures		🔴	🟢	🟢

ALMR Radio Site Status
as of 27 October 2005

	Site	Funded	Under Maintenance Contract	Operational (ETS)	Ready for Beneficial Use	Comments 10-27-05
1	Alcantra - Wasilla	DoD	Yes		R Beneficial Use	
2	Anchor River - Anchor Point	SoA				
3	Atwood Bldg - VHF/800MHZ - Anchorage	SoA	Yes	Yes	R Frequency Conflict	
4	Auke Lake - Juneau	SoA	Yes	Yes	G	
5	Bailey Hill - Palmer	DoD	Yes		R Frequency Conflict	
6	Beaver Creek - Alaska Hwy	SoA				
7	Beckwitts Bluff - Mat-Su	SoA				
8	Birch Hill - Ft Wainwright	DoD	Yes		R Frequency Conflict	
9	Black Rapids - Richardson Hwy	DoD	Yes		Y Not on contract 399	
10	Blueberry Hill - Eagle River	SoA	Yes	Yes	Y Frequency Conflict	
11	Byers Creek - Parks Hwy	DoD				
12	Canyon Creek - Richardson Hwy	DoD	Yes		Y Frequency Conflict	
13	Cathedral Rapids - Alaska Hwy	DoD	Nov		G	Under Maintenance Contract on 11-01-05
14	Chulitna - Parks Hwy	DoD	Yes		G	
15	Clear - Clear	DoD	Yes		G	
16	Cooper Mtn - Seward Hwy	DoD			R Frequency Conflict	
17	Delta - Delta Junction	DoD	Yes		G	
18	Diamond Ridge - Homer	SoA				
19	Divide - Richardson Hwy	DoD				
20	Donnelly Dome - Ft Greely	DoD	Yes		Y Frequency Conflict	
21	Dot Lake - Alaska Hwy	DoD	Yes		G	
22	Ernestine Mtn - Richardson Hwy	DoD	Yes		G	
23	Ester Dome - Fairbanks	DoD	Yes		R Frequency Conflict	
24	Federal Building - Juneau	SoA				
25	Fire Station 12 - VHF - Anchorage	SoA			R Frequency Conflict	
26	Garner - Parks Hwy	DoD	Yes		G	
27	Gerstle River - Alaska Hwy	DoD				
28	Girdwood - Girdwood	DoD	Yes		R Frequency Conflict	
29	Glennallen - Glennallen	DoD				
30	Gold Creek - Parks Hwy	SoA				
31	Grandview - Seward Hwy	SoA				
32	Haines - Haines	SoA				
33	Harding Lake - Richardson Hwy	DoD	Yes		R Frequency Conflict	
34	Heney Range - Cordova	SoA				
35	High Mtn - Ketchikan	SoA				
36	Hill 3265 - Eielson	DoD	Yes		Y Frequency Conflict	
37	Honolulu - Parks Hwy	DoD				
38	Hope - Hope	DoD	Yes		R Frequency Conflict	
39	Hunter - Seward Hwy	SoA				
40	Hurricane - Parks Hwy	DoD				
41	Kasilof - Kenai	SoA				
42	Kenai - Kenai	SoA				
43	Lena Pt - Juneau	SoA				
44	Lion's Head- Glenn Hwy (Sheep Mtn)	DoD				
45	Money Knob - Dalton Hwy (Livengood)	SoA				
46	Moose Pass - Seward Hwy	DoD	Yes		G	
47	Mt Sunny Hay - Craig	SoA				
48	Mt Susitna - Anchorage	SoA				
49	Nenana - Parks Hwy	DoD				
50	Nikiski - Nikiski					
51	Paxson - Richardson Hwy	DoD	Yes		G	
52	Peger Road - Fairbanks	SoA	Yes	Yes	Y Frequency Conflict	
53	Petersburg- Petersburg	SoA				
54	Pillar Mtn - Kodiak	SoA				
55	Pipeline Hills - Sterling Hwy	SoA				
56	Pole Hill - Eielson	DoD	Yes		Y Frequency Conflict	
57	Portage - Portage	DoD	Yes		G	
58	Quarry Hill - Eielson	DoD	Yes		R Frequency Conflict	
59	R1North - Elmendorf	DoD	Nov		R Frequency Conflict	Under Maintenance Contract on 11-01-05
60	Rabbit Creek - Anchorage	DoD	Yes		G	
61	Reindeer Hills - Parks Hwy	DoD	Yes		G	
62	Saddle Mtn - Juneau	SoA	Yes	Yes	R Frequency Conflict	
63	Sawmill - Glenn Hwy	DoD				
64	Seldovia - Seldovia	SoA				
65	Seward - Seward Hwy	DoD	Yes		G	
66	Silvertip - Seward Hwy	DoD	Yes		G	
67	Site Summit - Ft Richardson	SoA	Yes	Yes	G	
68	Sitka - Sitka	SoA				
69	Skagway - Skagway	SoA				
70	Ski Hill - Soldotna	SoA				
71	Sourdough - Richardson Hwy	DoD	Yes		G	
72	Sterling - Kenai	SoA				
73	Summit Lake - Seward Hwy	DoD				
74	Tahneta Pass - Glenn Hwy	DoD				
75	Ted Stevens AIAP - VHF - Anchorage	SoA	Yes	Yes	G	
76	Tok - Alaska Hwy	DoD	Yes		G	
77	Tolsona - Glen Hwy	DoD	Yes		G	
78	Trims - Richardson Hwy	DoD	Yes		G	
79	Tsina - Richardson Hwy	DoD				
80	Valdez - Valdez	DoD	Yes		G	
81	Whittier - Whittier	DoD	Yes		R Needs Power	
82	Willow Creek - Willow	SoA	Yes	Yes	R Frequency Conflict	
83	Willow Mtn - Richardson Hwy	DoD	Yes		G	
84	Wolcott Mtn - Seward Hwy	DoD	Yes		Y Frequency Conflict	
85	Womans Bay - Kodiak	SoA				
86	Wrangell - Wrangell	SoA				
87	Yanert - Parks Hwy	DoD	Nov		G	Under Maintenance Contract on 11-01-05
X	St Paul Island - St. Paul Island	DoD				
C1	Birch Hill - Controller	DoD	Yes		G	
C2	Tudor Road - Controller	SoA	Yes	Yes	G	
			44 Yes; 3 Nov; 47 total	9 Yes; 9 Total	26 G; 8Y; 15 R; 49 total	

ALMR Radio Site Status
as of 20 October 2005

#	Site	Funded	Procurement of Equipment / Connectivity	Preparation	Implementation	ATP & Punch List
1	Alcantra - Wasilla	DoD	G	G	G	Y 1) Need external grounding (SoA) 2) Surge protection (SoA)
2	Anchor River - Anchor Point	SoA				
3	Atwood Bldg - VHF/800MHZ - Anchorage	SoA	G	G	G	Y 1) Need engineer to evaluate external grounding (SoA)
4	Auke Lake - Juneau	SoA	G	G	G	G
5	Bailey Hill - Palmer	DoD	G	G	G	Y 1) Construct shelter steps (SoA) 2) MOSCAD installation (MOT)
6	Beaver Creek - Alaska Hwy	SoA				
7	Beckwitts Bluff - Mat-Su	SoA				
8	Birch Hill - Ft Wainwright	DoD	G	G	G	G
9	Black Rapids - Richardson Hwy	DoD	G	G	G	Y 1) Generator connections (SoA)
10	Blueberry Hill - Eagle River	SoA	G	G	G	Y 1) Need external grounding (SoA)
11	Byers Creek - Parks Hwy	DoD	R 1) Need shelter (SoA)	Y 1) Road to site (SOA) 2) AC power to site (SOA)		
12	Canyon Creek - Richardson Hwy	DoD	G	G	G	G
13	Cathedral Rapids - Alaska Hwy	DoD	G	G	G	Y 1) Need external grounding (SoA)
14	Chulitna - Parks Hwy	DoD	G	G	G	Y 1) Need external grounding (SoA)
15	Clear - Clear	DoD	G	G	G	Y 1) Needs generator (MOT)
16	Cooper Mtn - Seward Hwy	DoD	G	R 1) Need to complete Site Prep (SoA)	R 1) Install RF (MOT)	
17	Delta - Delta Junction	DoD	G	G	G	G
18	Diamond Ridge - Homer	SoA				
19	Divide - Richardson Hwy	DoD	G	R 1) Need to complete Site Prep (SoA)	R 1) Provide Tower Space (SOA) 2) Install antennas (SoA)	
20	Donnelly Dome - Ft Greely	DoD	G	G	G	G
21	Dot Lake - Alaska Hwy	DoD	Y 1) Need generator (SoA) 2) Need generator shelter (SoA)	G	G	Y 1) Need external grounding (SoA) 2) Surge protection (SoA)
22	Ernestine Mtn - Richardson Hwy	DoD	G	G	G	Y 1) Need external grounding (SoA)
23	Ester Dome - Fairbanks	DoD	G	G	G	G
24	Federal Building - Juneau	SoA				
25	Fire Station 12 - VHF - Anchorage	SoA				
26	Garner - Parks Hwy	DoD	G	G	G	Y 1) Need external grounding (SoA)

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

#	Site	Funded	Procurement of Equipment / Connectivity	Preparation	Implementation	ATP & Punch List
27	Gerstle River - Alaska Hwy	DoD	R 1) Need shelter (SoA) 2) Need tower (SoA) 3) Need power (SoA)	R 1) Need microwave (SoA) 2) Need site location (SoA) 3) Need site agreement (SoA)		
28	Girdwood - Girdwood	DoD	G	G	G	R 1) Shelter not secure to foundation (SoA) 2) Need internal grounding (SoA) 3) Need external grounding (SoA) 4) Surge Supression (MOT)
29	Glennallen - Glennallen	DoD	G	Y 1) Need AC & DC power (SOA) 2) Need connectivity (SOA) 3) Need internal grounding (SOA); 4) Need external grounding (SoA)	G RF equipment & antennas installed	
30	Gold Creek - Parks Hwy	SoA				
31	Grandview - Seward Hwy	SoA				
32	Haines - Haines	SoA				
33	Harding Lake - Richardson Hwy	DoD	G	G	G	G
34	Heney Range - Cordova	SoA				
35	High Mtn - Ketchikan	SoA				
36	Hill 3265 - Eielson	DoD	G	G	G	G
37	Honolulu - Parks Hwy	DoD	R 1) Need shelter (SoA) 2) Need tower (SoA) 3) Need connectivity (SoA)	R 1) Need updated MoA with MTA (SoA)		
38	Hope - Hope	DoD	G	G	G	Y 1) Circuit work (SoA)
39	Hunter - Seward Hwy	SoA				
40	Hurricane - Parks Hwy	DoD	R 1) Need shelter due 10/28 (SoA) 2) Need connectivity (SoA)			
41	Kasilof - Kenai	SoA				
42	Kenai - Kenai	SoA				
43	Lena Pt - Juneau	SoA	G			
44	Lion's Head - Glenn Hwy (Sheep Mtn)	DoD	G	Y 1) Need MoA with DNR (SoA)	G	Y 1) Need ATP (MOT)
45	Money Knob - Dalton Hwy (Livengood)	SoA				
46	Moose Pass - Seward Hwy	DoD	G	G	G	Y 1) Update MW to licensed digital (SOA)
47	Mt Sunny Hay - Craig	SoA				
48	Mt Susitna - Anchorage	SoA				
49	Nenana - Parks Hwy	DoD	G	Y 1) Need connectivity-scheduled 10-26-05 (SoA) 2) Need tower registration (SoA)		

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

	Site	Funded	Procurement of Equipment / Connectivity	Preparation	Implementation	ATP & Punch List
50	Nikiski - Nikiski					
51	Paxson - Richardson Hwy	DoD	Y 1) Need generator (SoA) 2) Need generator shelter (SoA)	G	G	Y 1) Need external grounding (SoA) 2) Surge protection (SoA)
52	Peger Road - Fairbanks	SoA	G	G	G	G
53	Petersburg- Petersburg	SoA				
54	Pillar Mtn - Kodiak	SoA				
55	Pipeline Hills - Sterling Hwy	SoA				
56	Pole Hill - Eielson	DoD	G	G	G	G
57	Portage - Portage	DoD	G	G	G	G
58	Quarry Hill - Eielson	DoD	G	G	G	G
59	R1North - Elmendorf	DoD	G	Y 1) Need microwave-scheduled for 11-15-05 (MOT) 2) Need link audit (MOT)	G	Y 1) Need Connectivity (MOT) 2) External Gnding (MOT)
60	Rabbit Creek - Anchorage	DoD	G	G	G	Y 1) Need external grounding (SoA)
61	Reindeer Hills - Parks Hwy	DoD	G	G	G	Y 1) Need external grounding (SoA)
62	Saddle Mtn - Juneau	SoA	G	G	G	G
63	Sawmill - Glenn Hwy	DoD	G	G	G	Y 1) Need ATP (MOT)
64	Seldovia - Seldovia	SoA				
65	Seward - Seward Hwy	DoD	G	G	G	G
66	Silvertip - Seward Hwy	DoD	G	G	G	G
67	Site Summit - Ft Richardson	SoA	G	G	G	Y Construct shelter steps (SoA)
68	Sitka - Sitka	SoA				
69	Skagway - Skagway	SoA				
70	Ski Hill - Soldotna	SoA				
71	Sourdough - Richardson Hwy	DoD	Y 1) Need generator (SoA) 2) Need generator shelter (SoA)	Y 1) Need fence (SoA)	G	Y 1) Need external grounding (SoA) 2) Surge protection (SoA)
72	Sterling - Kenai	SoA				

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

Site	Funded	Procurement of Equipment / Connectivity	Preparation	Implementation	ATP & Punch List
73 Summit Lake - Seward Hwy	DoD	G	G	G	Y 1) Need ATP (MOT)
Tahneta Pass - Glenn Hwy	DoD	R 1) Need shelter (SoA) 2) Need power generation (SoA) 3) Need connectivity (SoA)	R 1) Need connectivity (SoA) 2) Need land use agreement (SoA) 3)Need to install 50' tower (SoA)	G	
74					
75 Ted Stevens AIAP - VHF - Anchorage	SoA	G	G	G	G
76 Tok - Alaska Hwy	DoD	G	G	G	Y 1) Need external grounding (SoA)
77 Tolsona - Glen Hwy	DoD	Y 1) Need generator (SoA) 2) Need generator shelter (SoA)	G	G	Y 1) Need external grounding (SoA) 2) Surge protection (SoA)
78 Trims - Richardson Hwy	DoD	G	G	G	Y 1) Need external grounding (SoA) 2) Surge protection (SoA)
Tsina - Richardson Hwy	DoD	R 1) Need generator shelter (SoA) 2) Need generator (SoA)	R 1) Need power generation plan (SoA)		
79					
80 Valdez - Valdez	DoD	G	G	Y 1) Need combiner issues resolved (MOT)	G
Whittier - Whittier	DoD	G	R 1) Need power - Scheduled 10/28 (SoA)	G	Y 1) Need external grounding (SoA) 2) Surge protection (SoA)
81					
82 Willow Creek - Willow	SoA	G	G	G	Y 1) Need external grounding (SoA)
Willow Mtn - Richardson Hwy	DoD	Y 1) Need generator (SoA) 2) Need generator shelter (SoA)	G	G	Y 1) Need external grounding (SoA) 2) Surge protection (SoA) 3) Shelter roof leak fixed (SoA)
83					
84 Wolcott Mtn - Seward Hwy	DoD	G	G	G	Y 1) Need external grounding (SoA)
85 Womans Bay - Kodiak	SoA				
86 Wrangell - Wrangell	SoA				
87 Yanert - Parks Hwy	DoD	G	G	G	Y 1) Need external grounding (SoA)
X St Paul Island - St. Paul Island	DoD	G	R 1) Need installation – in process (MOT)		
C1 Birch Hill - Controller	DoD	G	G	G	G
C2 Tudor Road - Controller	SoA	G	G	G	G

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

Site	Procurement of Equipment / Connectivity	Preparation	Implementation	ATP & Punch List
Funded	Procurement = Late (red), On Site / Installed (green)	Preparation = Scheduled in October (yellow), September (green), Future (blue); Else if not completed, Red	Implementation = ATP'd (green)	Punch List = ATP (red), Partially completed or minor items (yellow), Completed (green)

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

Site	Funded	Procurement of Equipment / Connectivity	Preparation	Implementation	ATP & Punch List

R = in trouble or late
Y = Possibility of being in trouble or late
Green = On time or complete

Microwave

Site	Procurement of Equipment / Connectivity	Preparation	Implementation
Ft Greely to Delta	R 1) Need tower (MOT)		
Quarry Hill to Birch Hill	G	G	G
R1 North to Alcantra	Y 1) Ordered (MOT)		
Site Summit to Alaska Railroad	G	G	G
Site Summit to Tudor Road	G	G	G
Site Summit to Willow Creek	G	G	G

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

Site	Funded	Operations & Maintenance	Date Site goes Under Maintenance Contract	Under Maintenance Contract	Punchlist	Operational (ETS)	Ready for Beneficial Use	Details
1 Alcantra - Wasilla	DoD	G	07/01/2005	Yes	7039		R Beneficial Use	Ch 2 & 3 Dept of Corrections (SoA) / Ch 5 Dept of Health and Social Services * (SoA)
2 Anchor River - Anchor Point	SoA							
3 Atwood Bldg - VHF/800MHZ - Anchorage	SoA	G	Yes	Yes		Yes	R Frequency Conflict	Ch 3, 4 & 8 Alaska State Troopers (SoA) / Ch 6 Dept of Health and Social Services (SoA)
4 Auke Lake - Juneau	SoA	G	Yes	Yes		Yes	G	
5 Bailey Hill - Palmer	DoD	G	10/01/2005	Yes	10064		R Frequency Conflict	Ch 2 & 5 Dept of Corrections (SoA)
6 Beaver Creek - Alaska Hwy	SoA							
7 Beckwitts Bluff - Mat-Su	SoA							
8 Birch Hill - Ft Wainwright	DoD	G	Yes	Yes			R Frequency Conflict	Ch 5 Fairbanks Airport (SoA)
9 Black Rapids - Richardson Hwy	DoD	G	09/01/2005	Yes	10938		Y Not on contract 399	
10 Blueberry Hill - Eagle River	SoA	G	07/01/2005	Yes	7247	Yes	Y Frequency Conflict	Ch 1 Dept of Corrections * (SoA) / Ch 2 Alaska State Troopers * (SoA)
11 Byers Creek - Parks Hwy	DoD							
12 Canyon Creek - Richardson Hwy	DoD	G	Yes	Yes			Y Frequency Conflict	Ch 2 Alaska State Troopers * (SoA) / Ch 3 Fairbanks Airport * (SoA)
13 Cathedral Rapids - Alaska Hwy	DoD	G	11/01/2005	Nov	10236		G	
14 Chulitna - Parks Hwy	DoD	G	09/01/2005	Yes	8418		G	
15 Clear - Clear	DoD	G	10/01/2005	Yes			G	
16 Cooper Mtn - Seward Hwy	DoD		Yes	Yes			R Frequency Conflict	Ch 5 Alaska State Troopers (SoA)
17 Delta - Delta Junction	DoD	G	Yes	Yes			G	
18 Diamond Ridge - Homer	SoA							
19 Divide - Richardson Hwy	DoD							
20 Donnelly Dome - Ft Greely	DoD	G	07/01/2005	Yes			Y Frequency Conflict	Ch 3 North Star Borough * (SoA) / Ch 5 North Star PD * (SoA)
21 Dot Lake - Alaska Hwy	DoD	G	08/01/2005	Yes	9919		G	
22 Ernestine Mtn - Richardson Hwy	DoD	G	08/01/2005	Yes	9678		R Frequency Conflict	Ch 3 Dept of Health and Social Services (SoA) / Ch 4 Fairbanks Airport (SoA) / Ch 5 Alaska State Troopers (SoA) / Ch 6 Dept of Corrections (SoA)
23 Ester Dome - Fairbanks	DoD	G	07/01/2005	Yes				
24 Federal Building - Juneau	SoA							
25 Fire Station 12 - VHF - Anchorage	SoA						R Frequency Conflict	Ch 1 Dept of Corrections (SoA)
26 Garner - Parks Hwy	DoD	G	09/01/2005	Yes	9899		G	

	Site	Funded	Operations & Maintenance	Date Site goes Under Maintenance Contract	Under Maintenance Contract	Punchlist	Operational (ETS)	Ready for Beneficial Use	Details
27	Gerstle River - Alaska Hwy	DoD							
28	Girdwood - Girdwood	DoD	G	10/01/2005	Yes	9125		R Frequency Conflict	Ch 3 (Receiving unknown Interference) (SoA)
	Glennallen - Glennallen	DoD							
29	Gold Creek - Parks Hwy	SoA							
30	Grandview - Seward Hwy	SoA							
31	Haines - Haines	SoA							
32	Harding Lake - Richardson Hwy	DoD	G	Yes	Yes			R Frequency Conflict	Ch 2 Dept of Corrections * (SoA) / Ch 3 Ester Fire Dept (SoA)
33	Heney Range - Cordova	SoA							
34	High Mtn - Ketchikan	SoA							
35	Hill 3265 - Eielson	DoD	G	Yes	Yes			Y Frequency Conflict	Ch 3 Dept of Corrections * (SoA) / Ch 4 Fairbanks PD * (SoA)
36	Honolulu - Parks Hwy	DoD							
37	Hope - Hope	DoD	G	08/01/2005	Yes	9917		R Frequency Conflict	Ch 3 Dept of Corrections * (SoA) / Ch 5 Dept of Health and Social Services (SoA)
38	Hunter - Seward Hwy	SoA							
39	Hurricane - Parks Hwy	DoD							
40	Kasilof - Kenai	SoA							
41	Kenai - Kenai	SoA							
42	Lena Pt - Juneau	SoA							
43	Lion's Head- Glenn Hwy (Sheep Mtn)	DoD							
44	Money Knob - Dalton Hwy (Livengood)	SoA							
45	Moose Pass - Seward Hwy	DoD	G	07/01/2005	Yes	7415		G	
46	Mt Sunny Hay - Craig	SoA							
47	Mt Susitna - Anchorage	SoA							
48	Nenana - Parks Hwy	DoD							

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

#	Site	Funded	Operations & Maintenance	Date Site goes Under Maintenance Contract	Under Maintenance Contract	Punchlist	Operational (ETS)	Ready for Beneficial Use	Details
50	Nikiski - Nikiski								
51	Paxson - Richardson Hwy	DoD	G	08/01/2005	Yes	9089		G	
52	Peger Road - Fairbanks	SoA	G	Yes	Yes		Yes	Y Frequency Conflict	Ch 2 North Pole PD * (SoA) Ch 3 Dept of Health and Social Services * (SoA)
53	Petersburg- Petersburg	SoA							
54	Pillar Mtn - Kodiak	SoA							
55	Pipeline Hills - Sterling Hwy	SoA							
56	Pole Hill - Eielson	DoD	G	Yes	Yes			Y Frequency Conflict	Ch 2 Dept of Health and Social Services * (SoA) Ch 3 Fairbanks PD * (SoA)
57	Portage - Portage	DoD	G	08/01/2005	Yes			G	
58	Quarry Hill - Eielson	DoD	G	Yes	Yes			R Frequency Conflict	**Ch 4 Dept of Corrections (SoA)** Ch 3 & 9 Alaska State Troopers * (SoA) Ch 5 City of Nenana * (SoA) Ch 8 Dept of Health and Social Services * (SoA)
59	R1North - Elmendorf	DoD		11/01/2005	Nov			R Frequency Conflict	Ch 5 Dept of Health and Social Services EMS * (SoA) **Ch 9 Dept of Corrections (SoA)**
60	Rabbit Creek - Anchorage	DoD	G	07/01/2005	Yes	6974		G	
61	Reindeer Hills - Parks Hwy	DoD	G	09/01/2005	Yes	9383		G	
62	Saddle Mtn - Juneau	SoA	G	Yes	Yes		Yes	R Frequency Conflict	Ch 2 Alaska State Troopers * (SoA) Ch 3 Dept of Health and Social Services * (SoA) **Ch 4 Department of Transportation (SoA)**
63	Sawmill - Glenn Hwy	DoD							
64	Seldovia - Seldovia	SoA							
65	Seward - Seward Hwy	DoD	G	07/01/2005	Yes			G	
66	Silvertip - Seward Hwy	DoD	G	08/01/2005	Yes			G	
67	Site Summit - Ft Richardson	SoA	G	09/01/2005	Yes	9160	Yes	G	
68	Sitka - Sitka	SoA							
69	Skagway - Skagway	SoA							
70	Ski Hill - Soldotna	SoA							
71	Sourdough - Richardson Hwy	DoD	G	09/01/2005	Yes	9946		G	
72	Sterling - Kenai	SoA							

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Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

Site	Funded	Operations & Maintenance	Date Site goes Under Maintenance Contract	Under Maintenance Contract	Punchlist	Operational (ETS)	Ready for Beneficial Use	Details
73 Summit Lake - Seward Hwy	DoD							
Tahneta Pass - Glenn Hwy	DoD							
74								
75 Ted Stevens AIAP - VHF - Anchorage	SoA	G	09/01/2005	Yes		Yes	G	
76 Tok - Alaska Hwy	DoD	G	08/01/2005	Yes	9677		G	
77 Tolsona - Glen Hwy	DoD	G	08/01/2005	Yes	9947		G	
78 Trims - Richardson Hwy	DoD	G	08/01/2005	Yes	9083		G	
Tsina - Richardson Hwy	DoD							
79								
80 Valdez - Valdez	DoD	G	Yes	Yes			G	
81 Whittier - Whittier	DoD	R 1) Needs power (SoA); scheduled 10-28-05	10/01/2005	Yes	9149		R Needs Power	Scheduled 10-28-05
82 Willow Creek - Willow	SoA	G	07/01/2005	Yes	9032	Yes	R Frequency Conflict	Ch 1 Alaska State Troopers (SoA)
Willow Mtn - Richardson Hwy	DoD	G	08/01/2005	Yes	9968		G	
83								
84 Wolcott Mtn - Seward Hwy	DoD	G	08/01/2005	Yes			Y Frequency Conflict	Ch 2 Dept of Corrections * (SoA)
85 Womans Bay - Kodiak	SoA							
86 Wrangell - Wrangell	SoA							
87 Yanert - Parks Hwy	DoD	G	11/01/2005	Nov	10965		G	
X St Paul Island - St. Paul Island	DoD							
C1 Birch Hill - Controller	DoD	G	Yes	Yes			G	
C2 Tudor Road - Controller	SoA	G	Yes	Yes		Yes	G	

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

Site	Operations & Maintenance	Date Site goes Under Maintenance Contract	Under Maintenance Contract	Punchlist	Operational (ETS)	Ready for Beneficial Use	Details
Funded			44 Yes; 3 Nov; 47 total			26 G; 8Y; 15 R; 49 total	22 Frequency conflicts affecting 19 Channels; 12 Sites impacted by frequency conflicts; Harding Lake 1 out of 3; Alcantra 2 out of 5; Ester Dome 4 out of 7; Atwood 4 out of 10; Quarry Hill 1 out of 10; Birch Hill 1 out of 7; Bailey Hill 2 out of 7; Girdwood 1 out of 5; Hope 1 out of 5; R1 North 1 out of 10; Saddle Mtn 1 out of 5; Willow Creek 1 out of 5

O&M = If move to WAW complete green

Cutover = Frequency, radio, or training issues

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

Site	Funded	Operations & Maintenance	Date Site goes Under Maintenance Contract	Under Maintenance Contract	Punchlist	Operational (ETS)	Ready for Beneficial Use	Details

Microwave

Site	Funded	Operations & Maintenance	Date Site goes Under Maintenance Contract	Under Maintenance Contract	Punchlist	Operational (ETS)	Ready for Beneficial Use	Details
Ft Greely to Delta								
Quarry Hill to Birch Hill		G						
R1 North to Alcantra								
Site Summit to Alaska Railroad		G						
Site Summit to Tudor Road		G						
Site Summit to Willow Creek		G						

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

	Site	Funded	Comments 05-10-27	Comments 10-20-05	Decommissioned
1	Alcantra - Wasilla	DoD			
2	Anchor River - Anchor Point	SoA			
3	Atwood Bldg - VHF/800MHZ - Anchorage	SoA			
4	Auke Lake - Juneau	SoA			
5	Bailey Hill - Palmer	DoD			
6	Beaver Creek - Alaska Hwy	SoA			
7	Beckwitts Bluff - Mat-Su	SoA			
8	Birch Hill - Ft Wainwright	DoD			
9	Black Rapids - Richardson Hwy	DoD			
10	Blueberry Hill - Eagle River	SoA		Received additional information	
11	Byers Creek - Parks Hwy	DoD			
12	Canyon Creek - Richardson Hwy	DoD		Received additional information	
13	Cathedral Rapids - Alaska Hwy	DoD	Under Maintenance Contract on 11-01-05		
14	Chulitna - Parks Hwy	DoD			
15	Clear - Clear	DoD			
16	Cooper Mtn - Seward Hwy	DoD			
17	Delta - Delta Junction	DoD			
18	Diamond Ridge - Homer	SoA			
19	Divide - Richardson Hwy	DoD			
20	Donnelly Dome - Ft Greely	DoD		Received additional information	
21	Dot Lake - Alaska Hwy	DoD			
22	Ernestine Mtn - Richardson Hwy	DoD			
23	Ester Dome - Fairbanks	DoD			
24	Federal Building - Juneau	SoA			
25	Fire Station 12 - VHF - Anchorage	SoA		Received additional information	
26	Garner - Parks Hwy	DoD			

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

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ALMR Radio Site Status
as of 20 October 2005

#	Site	Funded	Comments 05-10-27	Comments 10-20-05	Decommissioned
27	Gerstle River - Alaska Hwy	DoD			
28	Girdwood - Girdwood	DoD			
29	Glennallen - Glennallen	DoD			
30	Gold Creek - Parks Hwy	SoA			
31	Grandview - Seward Hwy	SoA			
32	Haines - Haines	SoA			
33	Harding Lake - Richardson Hwy	DoD			
34	Heney Range - Cordova	SoA			
35	High Mtn - Ketchikan	SoA			
36	Hill 3265 - Eielson	DoD			
37	Honolulu - Parks Hwy	DoD			
38	Hope - Hope	DoD			
39	Hunter - Seward Hwy	SoA			
40	Hurricane - Parks Hwy	DoD			
41	Kasilof - Kenai	SoA			
42	Kenai - Kenai	SoA			
43	Lena Pt - Juneau	SoA		Jack Phelps added	
44	Lion's Head- Glenn Hwy (Sheep Mtn)	DoD			
45	Money Knob - Dalton Hwy (Livengood)	SoA			
46	Moose Pass - Seward Hwy	DoD			
47	Mt Sunny Hay - Craig	SoA		Concept Demonstration (original)	
48	Mt Susitna - Anchorage	SoA			
49	Nenana - Parks Hwy	DoD			

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

	Site	Funded	Comments 05-10-27	Comments 10-20-05	Decommissioned
50	Nikiski - Nikiski	DoD		Controller only; Not a radio site	
	Paxson - Richardson Hwy	DoD			
51	Peger Road - Fairbanks	SoA			
52	Petersburg- Petersburg	SoA			
53	Pillar Mtn - Kodiak	SoA			
54	Pipeline Hills - Sterling Hwy	SoA			
55	Pole Hill - Eielson	DoD			
56	Portage - Portage	DoD			
57	Quarry Hill - Eielson	DoD			
58	R1North - Elmendorf	DoD	Under Maintenance Contract on 11-01-05		
59	Rabbit Creek - Anchorage	DoD			
60	Reindeer Hills - Parks Hwy	DoD			
61	Saddle Mtn - Juneau	SoA			
62	Sawmill - Glenn Hwy	DoD			
63	Seldovia - Seldovia	SoA			
64	Seward - Seward Hwy	DoD			
65	Silvertip - Seward Hwy	DoD			
66	Site Summit - Ft Richardson	SoA			
67	Sitka - Sitka	SoA			
68	Skagway - Skagway	SoA			
69	Ski Hill - Soldotna	SoA			
70	Sourdough - Richardson Hwy	DoD			
71	Sterling - Kenai	SoA			
72	Summit Lake - Seward Hwy	DoD			
73	Tahneta Pass - Glenn Hwy	DoD			
74					

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

	Site	Funded	Comments 05-10-27	Comments 10-20-05	Decommissioned
75	Ted Stevens AIAP - VHF - Anchorage	SoA			
76	Tok - Alaska Hwy	DoD			
77	Tolsona - Glen Hwy	DoD			
78	Trims - Richardson Hwy	DoD			
	Tsina - Richardson Hwy	DoD			
79					
80	Valdez - Valdez	DoD			
	Whittier - Whittier	DoD			
81					
82	Willow Creek - Willow	SoA			
	Willow Mtn - Richardson Hwy	DoD			
83					
84	Wolcott Mtn - Seward Hwy	DoD			
85	Womans Bay - Kodiak	SoA			
86	Wrangell - Wrangell	SoA			
87	Yanert - Parks Hwy	DoD	Under Maintenance Contract on 11-01-05		
X	St Paul Island - St. Paul Island	DoD		Concept Demonstration (satellite)	
C1	Birch Hill - Controller	DoD			
C2	Tudor Road - Controller	SoA		Controller only; Not a radio site	

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Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

Site

	Comments 05-10-27	Comments 10-20-05	Decommissioned
Funded			

Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALMR Radio Site Status
as of 20 October 2005

Site

	Funded	Comments 05-10-27	Comments 10-20-05	Decommissioned
				Site Sub-Total

Microwave

Site				
Ft Greely to Delta				
Quarry Hill to Birch Hill				
R1 North to Alcantra				
Site Summit to Alaska Railroad				
Site Summit to Tudor Road				
Site Summit to Willow Creek				
				Microwave Sub-Total

				Total

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Sites fall "Under Maintenance" following successful ATP and 30-day burn-in

ALASKA LAND MOBILE RADIO (ALMR)
EXECUTIVE COUNCIL

October 27, 2005

ALMR

Executive Council

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(sig)	Ms. Heather Handyside	MOA/Alaska Municipal League	343-4546	301-3481	Handysidehm@muni.org
(sig)	John Madden	TSA/Federal Executives Association	271-5987	301-5652	John.Madden@dhs.gov

ALMR Project Team

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	Jim Robinson	ALCLOM Program Control Officer	552-7185	227-4770	Jim.Robinson@elmendorf.af.mil
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Attendees

	Name	Activity	Phone	Cell	E-mail
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	Joe Quickel	" "	269-8618	227-5048	Joe@admin.stek.ak.us
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	Muffler				

Tom Dixon   AIMR PMD   Tom_Dixon@Admin.State.dc.us

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Agency	Registered Radios
State of Alaska	
Troopers	472
Transportation	505
Forestry	59
Alaska Land Mobile Radio	51
Army National Guard	142
Homeland Security	22
Other State	279
City of Valdez	
Valdez Fire Department	60
Valdez Police Department	129
Juneau Police Department	2
Elmendorf Air Force	584
Fort Wainwright	631
Fort Richardson	602
Fort Greely	402
Air National Guard	280
TSA	56
Other Federal Agencies	36
Eielson Air Force Base	2,023
City of Fairbanks	530
System and Other	169
TOTAL	**7,034**

DRAFT

Alaska Land Mobile Radio
Scope Control

1. Background. The Alaska Land Mobile Radio is a large, complex, interoperable radio system implementation effort. As such it requires a clearly stated, rigidly enforced process for scope control. An executive summary of industry best practices for scope control is attached for review and this document follows those practices. The purpose of project scope control is to keep the project aligned with the vision of the Executive Sponsor and to keep the project cost, time, and quality measurements within the established and approved boundaries. For the Alaska Land Mobile Radio (ALMR) project the Executive Sponsor is the ALMR Executive Council (EC).

2. For the ALMR project specific changes in scope are defined as follows:
   a. Anything that adds to the cost of either an activity or the overall project. The project manager has discretionary authority to reprogram up to 3% of the cost from any single activity (e.g. – building a site at a specific location) to another activity. This action must be reported at the next EC meeting.
   b. For site construction, anything that extends the timeline of an activity, extends the critical path, or moves an activity from one construction season to the next. The project manager, with the approval of the DoD and SOA program managers, has discretionary authority to add up to 30 days to any single activity as long as it does not result in pushing the construction of any site to the next construction season.
   c. The EC defines the site construction scope for each construction season by Jan 15th of each year. Adding, deleting, or trading sites from this approved list constitutes a scope change and requires approval from the EC. In addition to scope for each construction year the EC may provide a prioritized list of additional sites to be built if funding becomes available, but adding any of those sites to the active build plan requires EC approval.
   d. Any other project change item or issue that the project management office, the DoD program manager, or the SOA program manager determines warrants EC consideration.

3. The following diagram (larger version at attachment 2) describes the scope change control process for ALMR:

ALMR Project Scope Control Process

4. Nothing in this policy should at any time be construed as an obstruction to changes that are required on scene to avoid an imminent threat to life and safety. All personnel involved in imminent threat situations will take any and all action required to avoid injury to themselves and others. Such changes should be reported through the project management office after the hazardous situation is resolved.

DRAFT

Attachment 1

Project Scope Control Best Practices

An essential element of all successfully managed projects is establishing and maintaining control of the scope of the project. Projects are typically justified in a "business case" which carefully builds the case for why the project is worth the time, effort, treasure, and pain required to bring it to fruition. Using the business case as source material the initial project scope is defined by carefully describing what the project will deliver, how much it will cost, and when it will be done. These elements define the initial scope of the project, or baseline scope. Almost all projects will encounter challenges during execution that will push changes in one or more of the elements (what, how much, and when) contained in the baseline scope document. These changes must be carefully evaluated, compared to the original business case for the project to determine if the change effects the justification for the project and approved by the Executive Sponsor. The Executive Sponsor is the individual or group that initially authorized the effort and is the only approval authority for scope changes. The size of the project normally determines how involved the scope change management process needs to be.

In small projects anyone can request a change. These requests are forwarded to the project manager who typically has a carefully defined amount of discretionary approval authority. If the change or cumulative amount of all changes exceeds the project manager's authority or comfort level the proposed change with a summary of the anticipated impacts to quality, cost, or timeliness of the project to the Executive Sponsor who approves or disapproves the request.
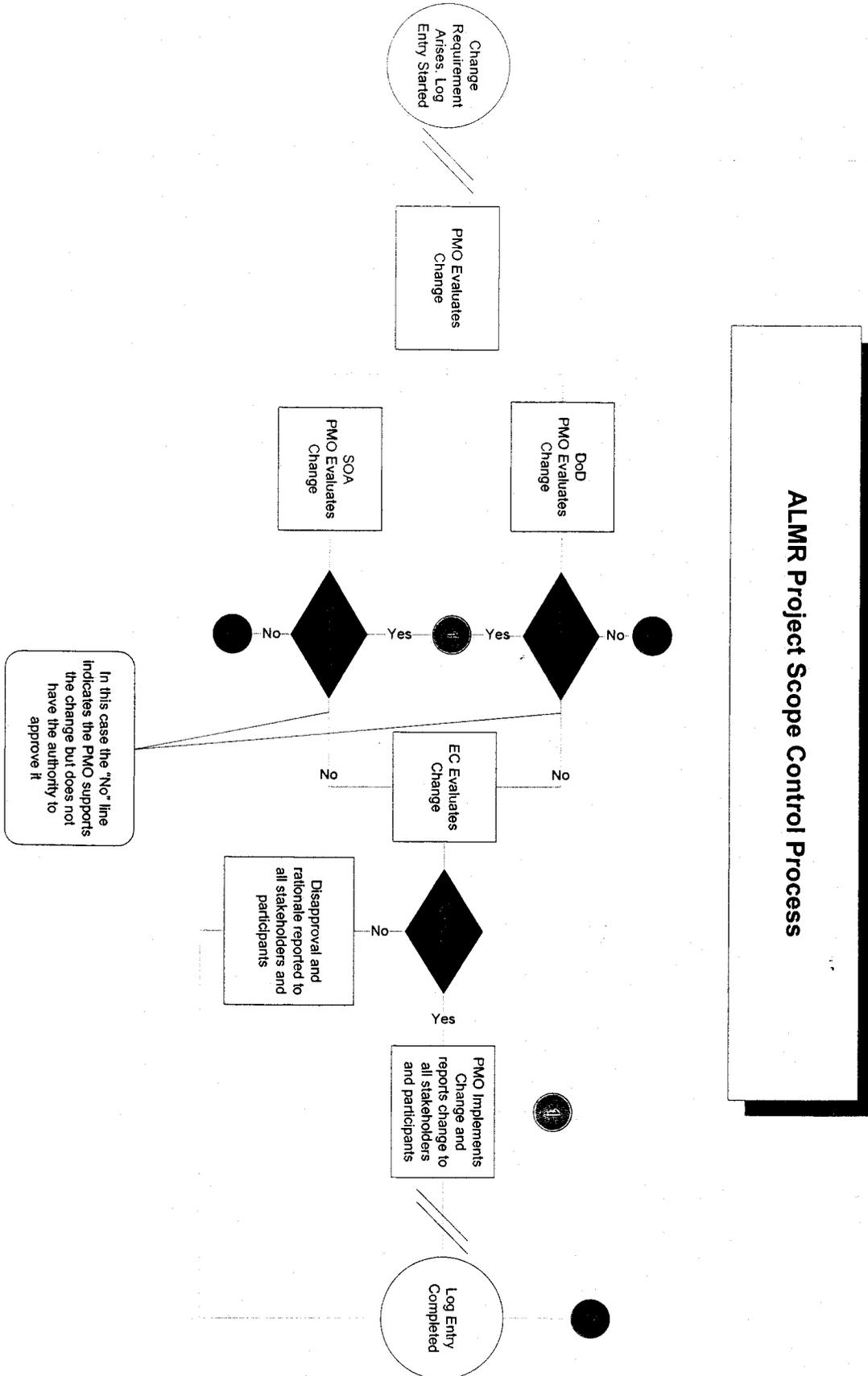
As the project size moves into the medium size range the process becomes more rigid. At this point the person submitting the change is also required to define the business value of the requested alteration. That information is submitted to the project manger who enters the request into the Scope Change Log for tracking purposed. A member of the project team is then assigned to evaluate both the request and the amount of time it will take to complete the analysis of the request. If the time required to perform the analysis will cause deliverable dates to slip, the request must first be taken to the Executive Sponsor to determine whether the request itself should even be investigated. If the sponsor gives the initial approval to proceed the work plan and budget may need to be updated to reflect this new scope change investigation. If the sponsor does not agree to investigate the change request, then the request should be closed as "not approved" on the Scope Change Log.

In large projects change requests are first formally documented into a Scope Control Change Request Form and the request is entered into the Scope Change Log for tracking purposes. . A member of the project team is then assigned to evaluate both the request and the amount of time it will take to complete the analysis of the request. If the time required to perform the analysis will cause deliverable dates to slip, the request must first be taken to the Executive Sponsor to determine whether the request itself should even be

investigated. If the sponsor gives the initial approval to proceed the work plan and budget may need to be updated to reflect this new scope change investigation. If the sponsor does not agree to investigate the change request, then the request should be closed as "not approved" on the Scope Change Log. The scope change request, alternatives, business value analysis, and project impact are completed by the project management team, entered into the change request form and that document is sent to the Executive Sponsor for resolution. I the sponsor does not agree to the change request, then the request should be closed as "not approved" in the Scope Change Log with a brief documentation of the rationale for the resolution. If the request is approved, the appropriate activities are added to the work plan to ensure the change is implemented. The project budget should also be updated, if necessary. In many cases if the impact on project cost, effort and duration falls below a threshold (i.e.: less than 20 hours) and the project will still be completed within the agreed upon cost, effort, and duration, the project manager may approve the scope change request. This threshold needs to be identified and approved in advance by the Executive Sponsor. The purpose is to keep from surfacing many small changes for the sponsor for approval. However, the sponsor must have agreed to delegate this responsibility – usually up to a certain threshold of dollars or effort. Scope Change requests status and resolution are communicated to project team members and other appropriate stakeholders through the communication management process, including the project status report.

From where

DRAFT

ALMR Project Scope Control Process

Change Requirement Arises, Log Entry Started

PMO Evaluates Change

SOA PMO Evaluates Change

DoD PMO Evaluates Change

No — Yes — Yes — No

In this case the the "No" line indicates the PMO supports the change but does not have the authority to approve it

EC Evaluates Change

No

No

Disapproval and rationale reported to all stakeholders and participants

No

Yes

PMO Implements Change and reports change to all stakeholders and participants

Log Entry Completed

Scope change control 102620 (3) (3)

PROPOSED MOTION
TO
ESTABLISH AN O&M ORGANIZATION UNDER SOA/DOA

BACKGROUND
With many radio sites being turned over to the Department of Administration as operational by the Joint Program Team, the 1 Sept award of an operations and maintenance contract, the establishment of the User's Council and over 8000 users becoming operationally active on the ALMR network enterprise, the need to establish the agreed upon O&M organizational structure under the Department of Administration is critically needed.

MAIN MOTION:
The ALMR Executive Council motions that the State of Alaska Department of Administration establish an organizational structure consistent with the governance and maintenance plans previously approved by the Executive Council, and subject to the provisions under the ALMR Communications Cooperative Agreement to be signed, which calls for an organizational structure under the Department of Administration led by a General Manager position that is responsible for, and has full authority, to direct all activities dealing with the operations and maintenance support of the declared portions of the ALMR network enterprise (here after referred to as the ALMR system) that have been declared operational and transferred from the Joint Project Team implementation responsibility to an O&M responsibility under the SOA Department of Administration.

In General and in the near term this organization is tasked with:
- Coordinating with the ALMR User's Council to define, establish, and implement a Service Level Agreements (SLAs) between the Users Council and the State of Alaska DOA. The SLA will refer and apply to both contractors and SOA organizations providing maintenance on any part of the ALMR system not later than Nov 30, 2005. These agreements must provide at least the levels of service specified in the existing DoD Service Contract (BRS 399), as well as define the ALMR Network Enterprise to include SATS and the service levels that are required to support the entire ALMR Network Enterprise infrastructure.
- In coordination and collaboration with the User's Council, establish policies, procedures, contracts, organizations, and agreements that provide the service levels set forth in the SLAs not later than Dec 30, 2005 subject to approval by the Executive Council.
- In coordination and collaboration with the User's Council and the existing service contract entities (Motorola under CRS 399 and other contract companies or service agencies as required),develop a customer support plan that describes the customer support process and procedures for access to sites, call desk procedures, service call reporting, escalation processes, metrics for measuring customer satisfaction and other critical components associated with providing customer support for sustaining and restoring operations to meet the customers needs subject to approval by the Executive Council.

- In coordination and collaboration with the User's Council, devise metrics and gather data that demonstrates compliance with the SLAs subject to approval by the Executive Council.
- Report results, provide feedback on operational support issues, metrics and other critical operational issues to the User's Council and the Executive Council as required.

<u>Recommendations/clarifications to be passed along with the motion to DOA:</u>
The General Manager, a DOA employee reports directly to the Commissioner, Department of Administration. Under the ALMR governance relationships established, the General Manager will be responsible to both the User's Council and the Executive Council for ensuring approved service level agreements and customer support plans are met, maintained and sustained. The User's Council through the Executive Council have and will retain both voice and vote associated with operations and maintenance services provided in support of the ALMR system...

It is highly recommended that the individual selected to fill this position have significant experience operationally supporting multiple distributed radio and IP network systems in addition to a strong success record in dealing directly with user communities, contract management and senior management to be successful.