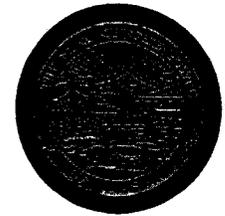




**ALASKA LAND MOBILE RADIO EXECUTIVE COUNCIL**  
**(A Federal, State and Municipal Partnership)**



**MEMORANDUM FOR ALMR Executive Council**

**September 14, 2005**

**FROM: DoD Co-Chairperson**

**SUBJECT: September 8, 2005 ALMR Executive Council Meeting Minutes**

**TO: See Distribution**

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**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.

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

Attachments: