



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 and 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 current 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 be 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: