



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



MEMORANDUM FOR ALMR Executive Council

May 21, 2009

FROM: DOD Executive Co-Chair

SUBJECT: May 26, 2009, ALMR Executive Council Meeting Agenda

TO: See Distribution

1. **Call to Order.** Colonel Clifton, Executive Council Co-Chairman, will call the meeting to order at the Alaska State Trooper (AST) Main Training Conference Room, at 1:30 a.m. Roll will be taken. (5 Min)

2. **Opening Statements and Other Announcements.** (5 Min)

3. **Approval of Previous Meeting Minutes (August 21, 2008).** ALMR Executive Council Meeting minutes, signed August 29, 2008. (5 Min) (Atch 1)

4. **Old Business.** (45 Min)

a. **Cost Share Methodology (OPEN).** Mr. Tim Woodall and Mr. Jim Kohler will present a briefing (Atch 2) on the recommended ALMR Cost Share approach and method and a copy of the proposed Cooperative Agreement for the Cost Share of the ALMR System (Atch 3).

The Cost Share approach is as follows: the owner of the ALMR infrastructure equipment pays for the maintenance of the equipment in accordance with the requirements specified in the ALMR Service Level Agreement.

The Cost Share method is as follows: the Operations Management Office and Systems Management Office costs will be shared 50/50 between the Federal government and State/Local government.

Motion 1: Executive Council approve the ALMR Cost Share approach and method.

Motion 2: Executive Council approve and sign the Cost Share Cooperative Agreement for State Fiscal Year 2010 not later than May 29, 2009.

b. ALMR Operating Budget (**OPEN**). During the August 21, 2008 meeting, the Executive Council approved the release of the draft FY2010 ALMR Operating Budget for coordination by the ALMR cooperative parties. No feedback has been received and the budget has not yet been approved. This item is tabled until new Operations Management Office (OMO) contract is in place.

c. Business Case (**OPEN**). The OMO completed the ALMR Business Case. It was presented to the User Council. Upon User Council approval, the Business Case will be presented to the Executive Council for review and comment.

Background: The OMO is required to conduct an annual review/update to the ALMR Business Case. The purpose of the Business Case is to examine the ALMR Cooperative Partnership (originally formed in 1997) and to validate its continued existence as the appropriate solution for Alaska's interoperability needs.

5. **ALMR Project Status.** Implementation activities report. (Atch 4).

6. **User Council Update.** (5 Min)

7. **Operations Management Office (OMO).** OMO metrics provided. (Atch 5).

8. **New Business.** (40 Min)

a. OMO Contract. The OMO contract is nearing the end of its term. Therefore, the SOA and DOD must execute a new contract based on the users' validated requirements. Contract administration must start no later than June 1, 2009. The Executive Council tasked the User Council to provide a Statement of Work (SOW) for the OMO contract that defines minimum shared services collectively required by the user community. Major Matt Leveque will brief the council on proposed OMO contract elements (Atch 6) and status of the SOW development.

MOTION: Executive Council approves the proposed OMO tasks, services, functions and deliverables, representing the collective requirements of the ALMR stakeholders, for inclusion into a Performance Statement of Work.

b. Membership Agreements. Per Article 11, Section 6 of the Cooperative Agreement, ***"All Users of the System will be required to enter into a written user agreement between the user and the Executive Council, or their designated Executive Agent."*** Starting this month, the OMO will begin the annual process of contacting ALMR user agencies and either revalidating a continuing 'zero cost' agreement or advising them of a cost share. Mr. Del Smith, OMO, will brief the council on the user requirements and timelines.

9. Next Meeting. (5 Min) The next meeting is scheduled for June 18, 2009, 1:30 p.m. at the AST Main Training Conference Room, 5700 E. Tudor Road.

10. Adjourn Meeting.

Kristine M. Clifton

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

6 Atch:

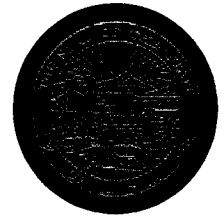
1. August 21, 2008 Executive Council Meeting Minutes dated August 29, 2008
2. ALMR Cost Share Presentation
3. Proposed Cooperative Agreement for the Cost Share of the ALMR System
4. ALMR Project Status Implementation Activities Reports
5. OMO Metrics
6. OMO Stakeholder Requirements Worksheet

Distribution:

SOA DOA, Commissioner Annette Kreitzer
SOA DPS, Commissioner Joseph Masters
FEA DOI, Mr. Harry Kieling
ALCOM/J6, Colonel Kristine Clifton
AML, Chief Jeff Tucker
MOA, Mr. Kevin Spillers
ALMR User Council, Major Matthew Leveque
ALMR OMO, Mr. Del Smith
ALCOM/J64, Mr. Timothy Woodall
SOA DOA, Mr. James Kohler
MOA, Mr. Trygve Erickson



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



Memorandum for ALMR Executive Council

August 29, 2008

FROM: DOD Co-Chair

SUBJECT: August 21, 2008 ALMR Executive Council Meeting Minutes

TO: See Distribution

Executive Council Members Present:

Colonel Kristine Clifton	Department of Defense (DOD), Alaskan Command
Mr. Hans Neidig	Special Assistant to the Secretary, Department of Interior
Ms. Annette Kreitzer	Commissioner, State of Alaska Department of Administration (via teleconference)

Associate Members Present (via teleconference):

Chief Jeff Tucker	Alaska Municipal League, North Star Fire Department
Ms. Heather Handyside	Municipality of Anchorage, Assistant City Manager

ALMR Project Team Members and Guests Present:

Major Matt Leveque	User Council, Chair
Mr. Del Smith	Operations Manager
Mr Ron McCoy	Deputy for the Special Assistant to the Secretary, Department of Interior
Ms. Rachael Petro	Deputy Commissioner, State of Alaska Department of Administration
Mr. Jim Kohler	State of Alaska ALMR Program Manager
Mr. Trygve Erickson	Municipality of Anchorage Project Manager
Mr. Jim Robinson	Department of Defense Deputy Project Manager
Mr. Joe Quickel	Department of Defense Project Team
Mr. Chad Huls	ALMR Security Manager
Ms. Sherry Shafer	Operations Management Team

1. Call to order. Colonel Clifton called the meeting to order at 1:35 p.m.

2. Opening Statements and Other Announcements. None.

3. Approval of Previous Meeting Minutes (February 21, 2007). The motion to accept the minutes was made by Commissioner Kreitzer and seconded by Mr. Neidig. Colonel Clifton had no objections. **The motion was carried and approved.**

4. Old Business.

a. ALMR Security Certification and Accreditation update. Colonel Clifton briefly highlighted the history of this effort and the comprehensive information assurance assessment of the ALMR system based on 165 controls. She then introduced Mr. Chad Huls, the ALMR Security Manager, and noted that he last briefed the Executive Council in July 2007. Mr. Chad Huls briefed that the ALMR system received a thorough security assessment and fully complies with all but seven of the stringent security controls. Plans are in place to resolve or mitigate these deficiencies to an acceptable level of risk. Of these seven deficiencies, five physical controls apply to the Master Controller Sites and their current lack of fire suppression and humidity control systems. He noted the DOD is paying for the fire suppression and humidity control upgrades supporting the North Zone Controller with project completion expected in September 2008. The State of Alaska is responsible for mitigating the physical controls at the South Zone Controller site. The sixth deficiency involves ALMR system audit logs and the fact that select devices do not forward audit record content in an automated fashion. The final deficiency is due to the use of group accounts by members in the System Management Office. Group authenticators are used for select administrative purposes and controlled in accordance with the ALMR Account Control Procedures.

b. Total Cost of Ownership (TCO) Study. **(OPEN)**

Mr. Joe Quickel presented the draft TCO Executive Summary and Record of Changes to the Executive Council for approval. He discussed some additional administrative changes that were made since the last distribution: on pages 6 – 7, there were some slight allocation adjustments but the bottom lines did not change; on page 10, the figures were corrected to match the current contract costs; on page 18, the original historical cost figure was reinserted; on page 19 the cost figure for Colorado was incorrectly listed as \$4.9 million instead of \$3.9 million; and on page 20 a footnote was added to the Colorado 'average per site' annotation.

Motion: Approve the ALMR Total Cost of Ownership (TCO) Executive Summary, release the TCO for agency coordination, and not later than September 4, 2008, submit email vote to approve the TCO.

The motion was made by Mr. Neidig and seconded by Colonel Clifton. Commissioner Kreitzer had no objections. **The motion was carried and approved.**

c. Cost Share Methodology. **(CLOSED)**

Mr. Quickel presented a briefing on the proposed Cost Share approach and method (Strawman #2) that was pre-coordinated with key stakeholders. He noted one correction to his briefing and stated the projected costs are for FY10 and not FY09.

Motion: Approve the Cost Share approach where the owners of the infrastructure pay for the maintenance of the equipment they own and share the costs for System Management, Operations Management, and State of Alaska Telecommunications System (SATS) circuits used by ALMR. The shared costs are to be allocated based on subscriber units registered on the System divided evenly into the combined annual contract cost of System Management, Operations Management, and SATS circuits.

The motion was made by Commissioner Kreitzer and seconded by Colonel Clifton. Mr. Neidig had no objections. **The motion was carried and approved.**

d. Business Case. **(OPEN)**

Mr. Del Smith stated that the Business Case had been on hold awaiting the approval of the TCO. With the approval of the TCO Executive Summary and the Cost Share methodology, the Business Case can move forward.

e. Membership Agreements. **(CLOSED)**

At the May 22, 2008 meeting, members received the final draft Membership Agreement for coordination and approval.

Motion: Approve the final ALMR Membership Agreement and incorporate it into the ALMR Cooperative Agreement as Appendix E.

The motion was made by Mr. Neidig and seconded by Colonel Clifton. Commissioner Kreitzer had no objections. **The motion was carried and approved.**

f. Service Level Agreement (SLA). **(OPEN)**

The State of Alaska had previously signed the SLA on April 7, 2008. Colonel Clifton stated the DOD is now ready to sign the agreement. Mr. Neidig stated all Non-DOD Federal agencies were in agreement and he will obtain the necessary signature(s).

5. ALMR Project Status. Project status was provided to the members by email and a hard copy was included with the agenda. No issues or questions were raised.

6. User Council. Provided by Major Matt Leveque, Chair.

a. Per Article 8, Section 4 of the Cooperative Agreement, ***"The Executive Council will approve the appointment of members to the User Council."*** Major Matt Leveque advised the Executive Council they had an amended motion in their packages adding Captain Dave Lawson as the alternate representative for the Central Municipalities. With respect to the municipalities, the primary positions were all filled. The only remaining empty primary position on the User Council is the Federal Non-DOD TSA position.

As amended:

Motion: Approve the appointment of Mr. David Gibbs, Emergency Operations Manager - Fairbanks North Star Borough, as the Alternate Northern Municipalities representative; approve the appointment of Chief Mark Beals – Bear Creek Fire Service Area, as the Primary Central Municipalities representative; approve the appointment of Captain Dave Lawson – Valdez Fire Department as the Alternate Central Municipalities representative; approve the move of Chief Sheldon Schmidt – Sitka Police Department, from the Alternate Southeast Municipalities representative position to the Primary Southeast representative position; and approve the appointment of Chief Ray Leggett – Skagway Police Department, as the Alternate Southeast Municipalities representative.

The motion was made by Colonel Clifton and seconded by Mr. Neidig. Commissioner Kreitzer had no objections. **The motion was carried and approved.**

b. The ALMR Cooperative Agreement requires the User Council to review and approve an annual financial plan developed and submitted by the Operations Manager. Major Leveque presented the draft budget to the Executive Council for review and release to agencies for coordination. Commissioner Kreitzer asked for an explanation of the increase over last year's budget. Mr. Smith explained this was the first budget submission. Prior to the Service Level Agreement and Draft Cost Share Agreement, the OMO was funded by and existed under contract to the DOD. The draft budget was based on projected short- and long-term requirements. A large portion of the cost, which exceeds the previous DOD funding baseline, are for ALMR site Catastrophic Natural Event kits, replacement of old computer equipment, and need for user training throughout the State. Commissioner Kreitzer then asked if the OMO had sufficient personnel to perform all of their duties. Mr. Smith stated the OMO staff handles most of the training but the draft budget also included funds to hire subject matters experts, if needed.

Motion: Approve the release of the draft FY2010 ALMR Operating Budget for coordination by the Parties to the ALMR Cooperative Agreement.

The motion was made by Commissioner Kreitzer and seconded by Mr. Neidig. Colonel Clifton has no objections. **The motion was carried and approved.**

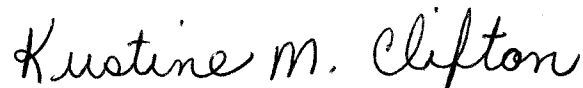
7. New Business. Mr. Kohler and Mr. Quickel presented the initial draft ALMR Cost Share Cooperative Agreement. The agreement would be reviewed annually and would only be updated if the cost share methodology changed. All individual cost allocations will be executed annually through Membership Agreements. The Executive Council was asked to review the agreement and provide comments or concerns not later than the next scheduled meeting. The goal is to have the agreement coordinated and approved by all Parties to the ALMR Cooperative Agreement not later than January 2009.

Colonel Clifton asked the Joint Project Team to conduct individual reviews with the key stakeholders to the agreement. This approach was successful in finalizing the Cooperative Agreement and subsequent agreements. Commissioner Kreitzer asked if Mr. Neidig or Colonel Clifton anticipated any barriers to the approval of the Cost Share Agreement. Colonel Clifton stated she did not anticipate any major hurdles because the costs for FY10 were pre-coordinated with the appropriate Army and Air Force staffs. Mr. Neidig also did not foresee any obstacles to finalizing the agreement among the Federal Non-DOD partners.

8. Operations Management Office. The Operations Management Office metrics were provided to the members by email and a hard copy was included with the agenda. No issues or questions were raised

9. Next Meeting. The next meeting is tentatively scheduled for September 18, 2008, 1:30 p.m. at 5700 E. Tudor Road at the Alaska State Trooper training conference room.

10. Adjourn Meeting. Colonel Clifton made a motion to adjourn the meeting, which was seconded by Mr. Neidig. Without further discussion, the Executive Council meeting adjourned at 14:43 p.m.



KRISTINE M. CLIFTON, Colonel, USAF
Department of Defense, Executive Co-Chair
Alaska Land Mobile Radio Executive Council

Distribution:

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FEA DOI, Mr. Hans Neidig
ALCOM/J6, Colonel Kristine Clifton
AML, Chief Jeff Tucker
MOA, Ms. Heather Handyside
UC, Major Matthew Leveque
OMO, Mr. Del Smith
SOA/DOA, Mr. Jim Kohler
MOA, Mr. Trygve Erickson

Alaskan Command



Alaska Land Mobile Radio (ALMR) Cost Share Review

26 May 2009

Mr. James Kohler/Mr. Timothy Woodall



Purpose

- **To review the historical basis for the cost share and detail the new cost share method and associated ramifications to stakeholders**
- **Obtain approval of the new cost share method and way ahead**



Current Approach (Status Quo)

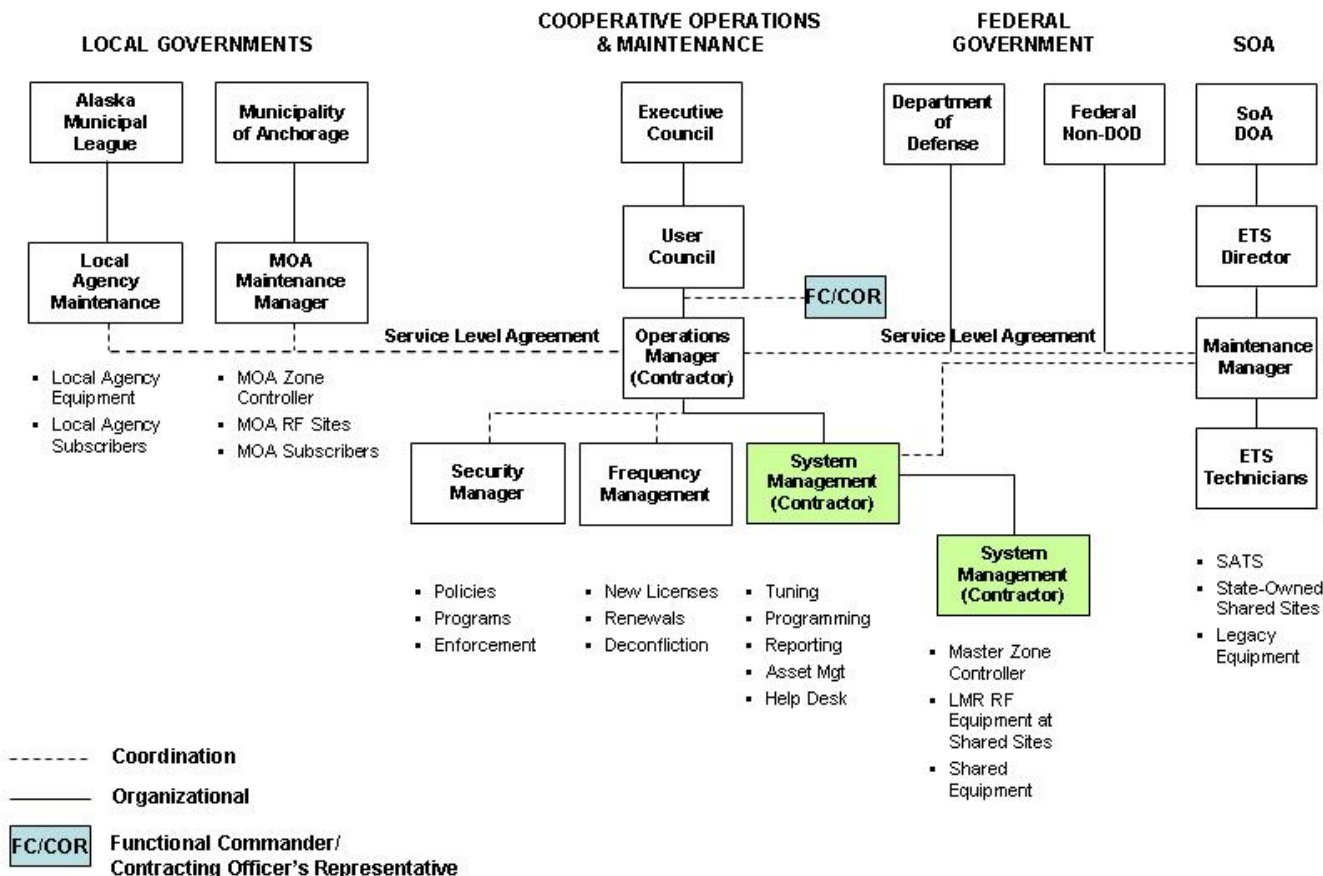
- **Current Cost Share: DoD and State of Alaska**
 - **Approach: Owner pays maintenance on infrastructure, and shares cost on services**
 - **Method: Costs for shared services are determined by the number/% of radio equipment/sites owned**
- **ALMR infrastructure includes radio sites, controllers, gateways, consoles, KMFs**
- **Services include the Systems Management Office and the Operations Management Office**

Note: *There are also separate AF- and Army-centric costs for which each service is responsible*



O&M Structure Per ALMR Cooperative Agreement

Alaska Land Mobile Radio (ALMR) Communications System Operations and Maintenance Organizational Structure





Operations Management Office Functions

- **Governance is the basis for the Operations Management Office per Article 6 of the Cooperative Agreement:**
 - Ensures that service level requirements are met by monitoring maintenance services
 - Will be free of conflict with contractors providing maintenance services
 - Provide guidance and operational oversight of the System in cooperation and coordination with the User Council



Operations Management Office Functions

- **The Operations Management Office supports the ALMR User Council per Article 8 of the Cooperative Agreement:**
 - Develops and updates the Financial Plan and submits for User Council approval
 - Develops auditing and control policies and procedures to provide accountability and compliance
 - Develops risk management and security polices and procedures
 - Develops a reporting system to meet System reporting requirements
 - **The ALMR User Council develops the Statement of Work for the Common Services provided by the Operations Management Office**
-



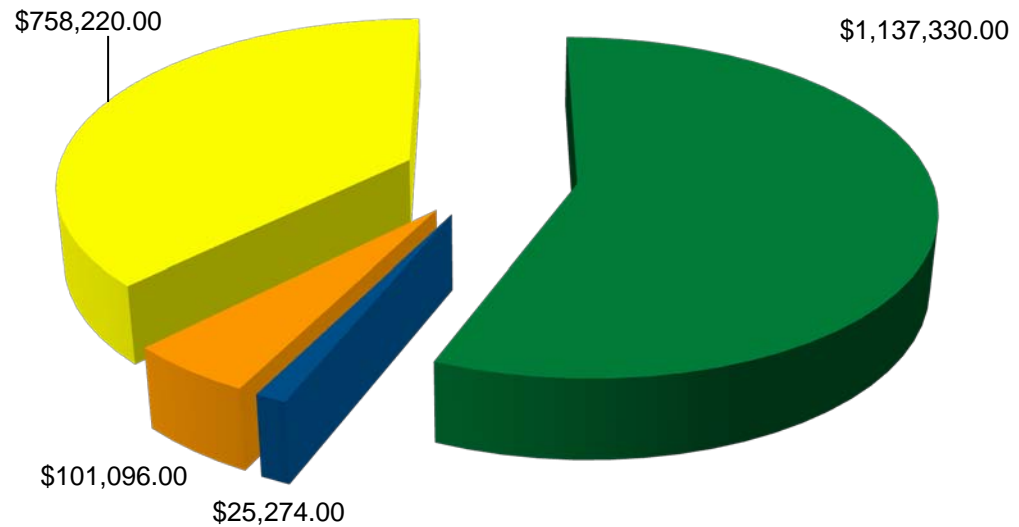
System Management Office Functions

- **System Management**
- **IA Security Management**
- **Help Desk**
- **Asset Management**
- **Security and System Monitoring**
- **System Optimization**
- **Maintenance Dispatch and Coordination**



ALMR Shared Services Cost via Status Quo

- Army
- Elmendorf
- Eielson
- State of Alaska



Contract Year 1 July 2009 – 30 June 2010

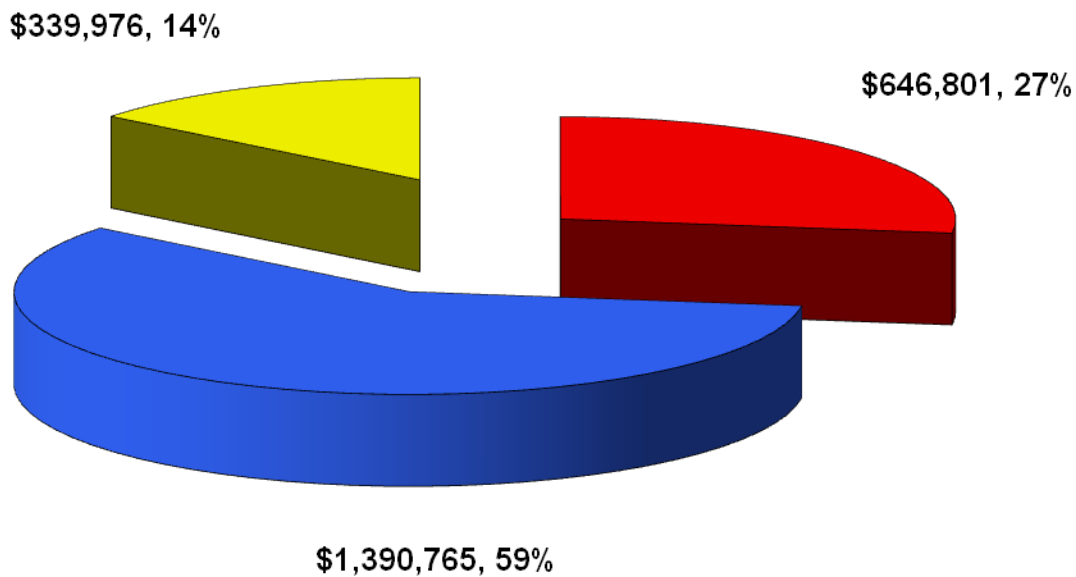





Shared O&M Budget Costs As Approved at 21 August EC Meeting

Shared O&M Costs for State FY2010
Based on Total Cost of Ownership Projections

\$2,377,542

(Cost Basis For Per Subscriber Cost Share Method)



-  Operations Management Office (Est.)
-  Systems Management Office
-  Circuit Costs



Cost Share Strawman #2

■ Approach

- Stakeholder pays for maintenance of owned infrastructure via shared outsourced maintenance contract.
- Operations Management, System Management and Shared Circuit Costs shared by all users equally based on number of subscriber units
- Anchorage pays to maintain its own infrastructure, trades circuit costs equally between itself and ALMR

■ Calculation

- $\$2,377,542 / 11,026 \text{ radios} = \$216/\text{year}/\text{radio}$
= $\$18/\text{month}/\text{radio}$



ALMR Subscriber Units as of August 21, 2008

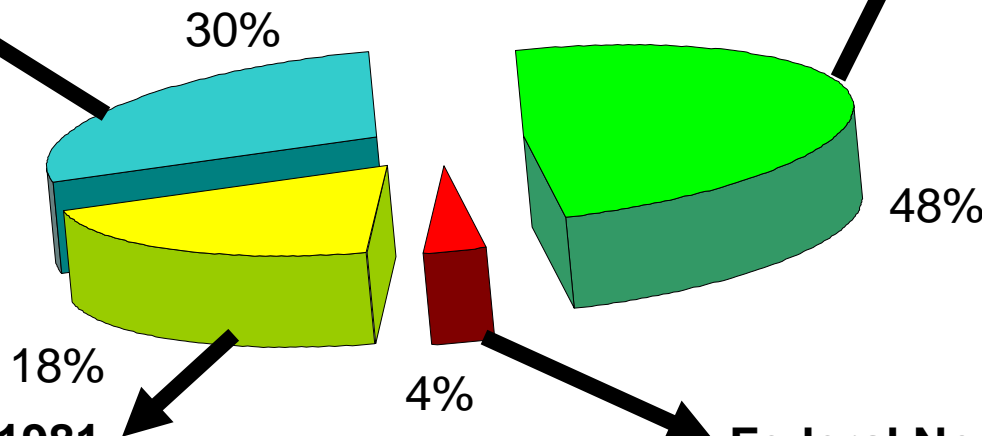
AANG	661	ARNG	155
ARR	84	AST	893
DEC	77	DNR	130
DOT	1110	Other	197

Ft Richardson	683	Elmendorf AFB	1650
Ft Wainwright	742	Eielson AFB	1522
Ft Greely	546	Clear AS	192

State of Alaska -- 3307

DOD -- 5335

**Current Total
11,026**



Localities -- 1981

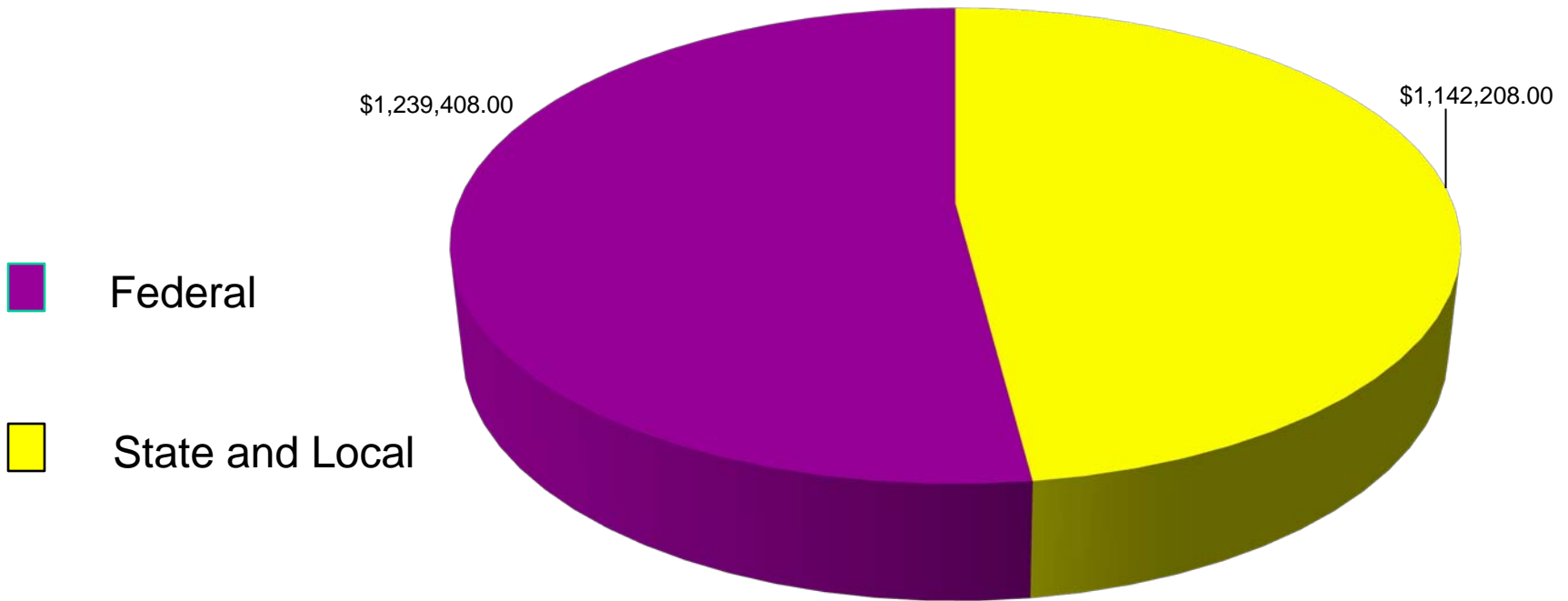
Federal Non-DOD -- 403

Valdez	133	Denali	63
FNSB	1152	Kenai	276
Tok	29	MatSu	99
Palmer	62	Wasilla	84
		Other	83

ATF	23	BLM	19
DEA	59	FBI	61
FEMA	1	FWS	37
IRS	20	NOAA	68
TSA	60	USM	55



ALMR Services Cost Share via Subscriber Units



Note: This method was not approved by stakeholders



Basis for Elimination of Circuit Costs

- **6.75% of SATS (State microwave backbone) O&M costs were included in the Total Cost of Ownership and the Per Subscriber Cost Share proposed at the August 21, 2008 Executive Council meeting**

- **Circuit costs eliminated from new proposal (next slide) because:**
 - **A method of cost allocation has not been determined**
 - **Legal & contractual issues on how to apply costs**
 - **SATS is owned by the State. Allocating SATS costs conflicts with approach of “pay for what you own”**
 - **Issues cannot be quickly resolved, therefore, eliminating these costs from the 2010 cost share is appropriate**
 - **Costs still under consideration for the 2011 cost share**



Cost Share – New Proposal

■ Approach

- Stakeholder pays for maintenance of owned infrastructure via shared outsourced maintenance contract.
- Operations Management and System Management Costs are split 50/50 between Federal and State/Local

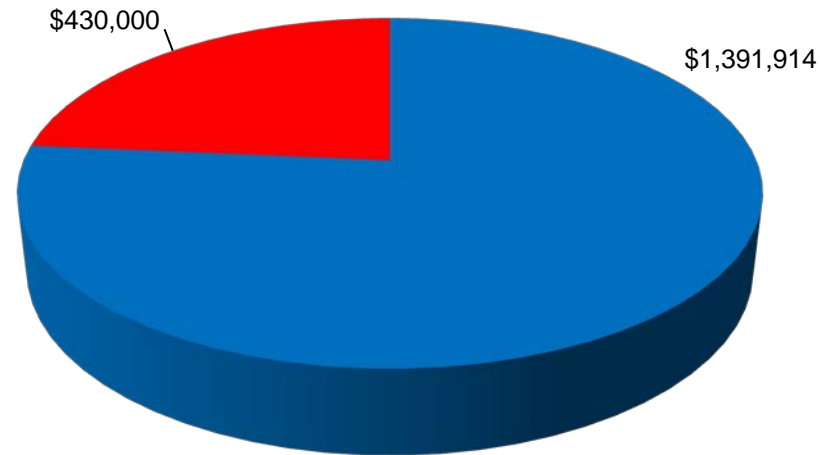
■ Calculation



- Operations Management Office estimate “not to exceed” - \$430,000:
 - Federal - \$215,000, State/Local - \$215,000
 - System Management Office contract amount 1 July 2009 – 30 June 2010 - \$1,391,914
 - Federal - \$695,957, State/Local \$695,957
-



ALMR Shared Services Costs – New Proposal

ALMR Shared Services Costs Contract Year 1 July 2009 – 30 June 2010



-  Operations Management Office (Not to Exceed Cost on Contract Renewal)
-  System Management Office

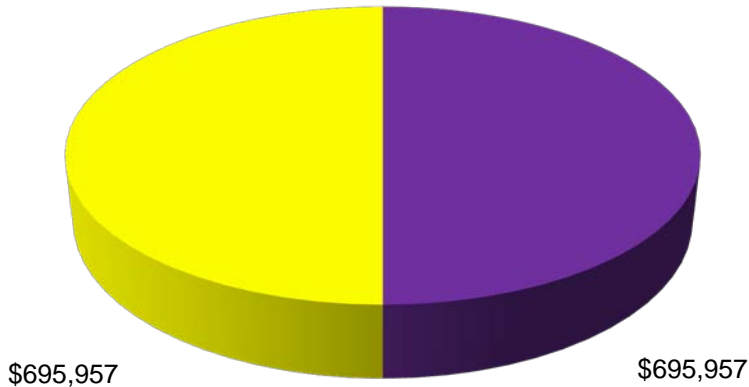
Total Shared Cost = \$ 1,821,914



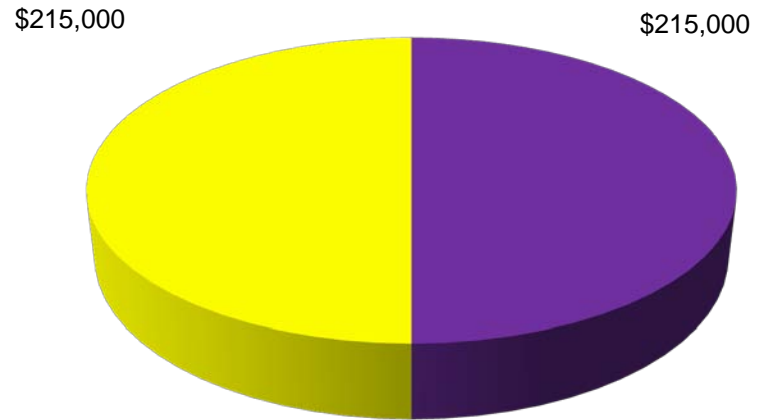
Proposed Cost Share Method

50/50 Sharing of Common Shared Services

System Management Office



Operations Management Office



Federal



State and Local

Based on State FY2010 Contract Costs – 1 July 2009 – 30 June 2010

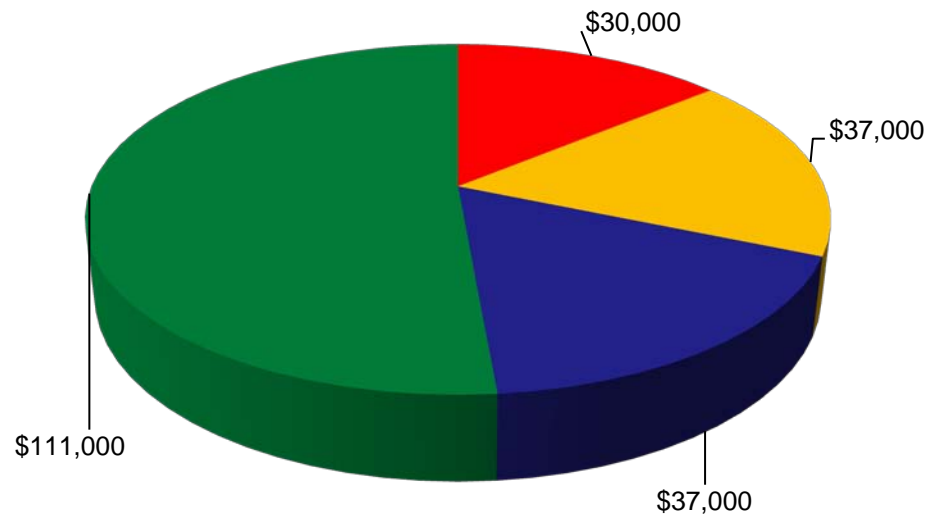
Operations Management Office costs are a not to exceed number



Federal Proposed Cost Share Method

Federal Division of OMO Costs - \$215,000 total “not to exceed” Federal cost

- Army
- Elmendorf
- Eielson
- Federal non-DoD



OMO costs are “not to exceed” contract costs

DOD portion = \$215,000 total Federal OMO cost – \$30,000 Federal non-DOD cost

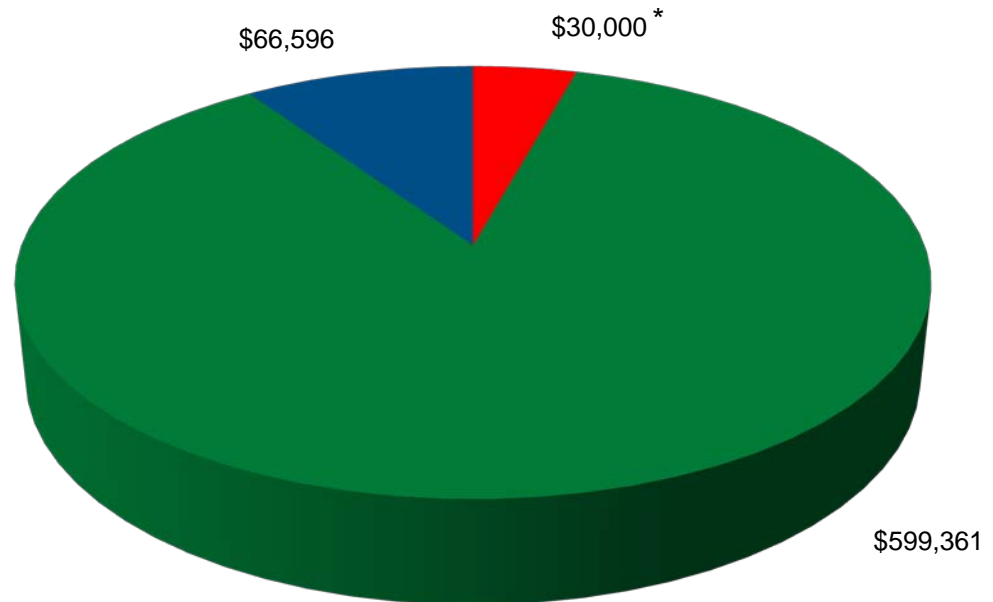
DOD portion allocated as follows: Army 3/5 (Ft. Greely, Ft. Richardson, Ft. Wainwright), Air Force 2/5 (Elmendorf AFB and Eielson AFB)



Federal Cost Share For SMO

Based on Contract Costs Effective 1 July 2009 – 30 June 2009

- Army – based on % of equipment owned
- Air Force – based on % of Equipment owned
- Federal non-DoD*

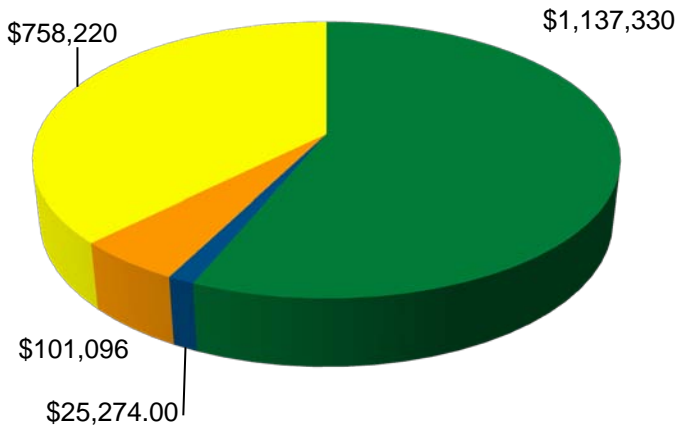


* Non-DOD Federal users will pay \$10/month for each radio. The total is allocated equally between SMO and OMO contributions

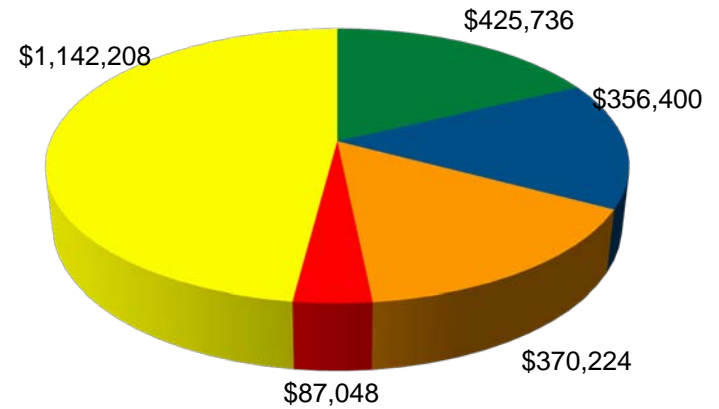


Methodology Comparison

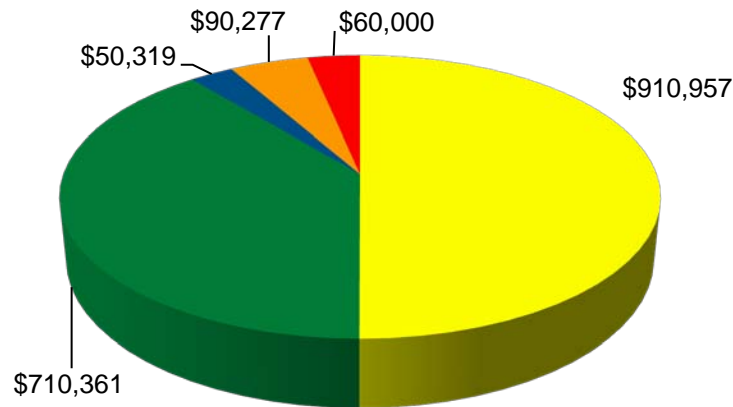
Status Quo



Per Subscriber



- Non-DoD Federal
- Army
- Elmendorf
- Eielson
- State of Alaska/Local Govt.



Current Proposal



Way Ahead

- **26 May: Exec Council approve Cost Share Method**
- **29 May: Exec approve/sign Cost Share Cooperative Agreement**
- **30 Jun: Signed Membership Agreement w/funding commitments for contract year starting 1 July 2009**



Closing

“...the biggest barrier to interoperability is not technology. ...is a matter of developing real standard operating procedures, **proper governance**, agreements in training, all of which will define how this equipment that we now have can actually be used and shared in the real world.”

Remarks by Secretary Chertoff at the Tactical Interoperable Communications Conference

Washington, DC 8 May 2006



Back Up Slides



Governance – Basis for OMO

Article 6 – Organizational Structure and Users

§ 1. The System shall be managed as a consortium, under the authority and oversight of the Executive Council. The consortium consists of the Parties signing the Agreement. A chart depicting the ALMR Organizational Structure will be developed and approved by the Executive Council within six months of the effective Date of this Agreement and attached as an appendix to this Agreement.

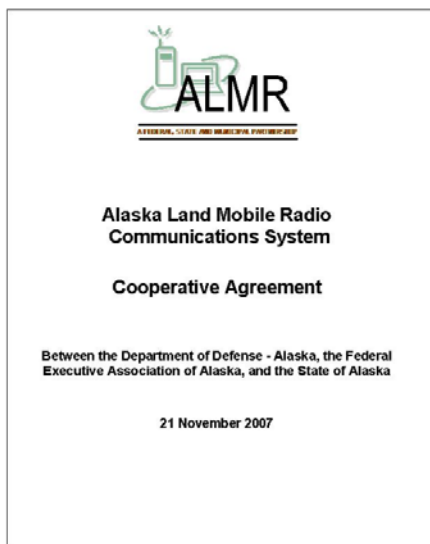
2. The ALMR Operations Manager, hereafter referred to as the “Operations Manager,” conducts the day-to-day operational management of the System on behalf of the Parties to the Agreement. The Operations Manager ensures that service-level requirements and operating standards are met by monitoring the activities of the organization and/or contractor providing maintenance services.

2.1. The Operations Manager will be organizationally positioned to be free of conflict-of-interest issues with the organization and/or contractor providing maintenance services.

2.2. The Operations Manager will provide guidance and operational oversight of the System in cooperation and coordination with the ALMR User Council, hereafter referred to as “User Council,” and under approval and authority vested in the Operations Manager by the Executive Council.

Article 8 – User Council

13. Until sustained O&M has been attained, the User Council shall, in coordination with Project Managers and the Operations Manager, be responsible for assessing and recommending service-level requirements of the System, designating cost-shared components of the System, recommending possible methods of funding the System, and recommending a budget process for the System. These recommendations will be approved and executed by the Executive Council within six months of the effective Date of this Agreement and attached as an appendix to this Agreement. After the System has attained sustained O&M, the User Council shall be responsible for monitoring funding, expenditures and cost recovery for the System operation and maintenance, as provided in this Article and Article 10. In coordination with the Operations Manager, the User Council is also responsible for developing a budget process for the System, as provided in Article 9.





Governance – Basis for OMO (Cont.)

Article 8 – User Council (cont)

16.3. Financial Plan. The User Council will review and approve annually a financial plan developed and submitted by the Operations Manager to provide for the short- and long-term financial needs of the System, including its funding needs as well as its capital replacement and enhancement needs. The financial plan will be updated annually, as well as at other times deemed necessary by the User Council/Operations Manager. The financial plan will then be presented through the User Council to the Executive Council for approval.

16.4. Auditing and Control. The User Council will review and approve the Operations Manager’s auditing and control policies and procedures to provide accountability, compliance, monitoring and performance assessment.

16.5. Risk Management. The User Council will review and approve risk management and security policies and procedures developed by the Operations Manager. The policies will provide for the security, protection and safety of the System, its personnel and its assets, as well as to insure against the impacts of claims and liabilities. The ALMR Operations and Security Risk Management Plan will be presented through the User Council to the Executive Council for review and final approval.

16.6. Procurement. The User Council will review and approve procurement policies and a procurement plan developed by the Operations Manager. The policies will meet System procurement needs, and to the extent permitted under federal, state and local law, accommodate the different respective procurement authorities and constraints of the Parties. The User Council will present the policies and plans to the Executive Council for final approval.

16.7. Reporting. The User Council will review and approve a reporting system developed by the Operations Manager to meet various System reporting requirements. The reporting system will encompass reporting requirements which arise from federal, state and local laws and regulations, from policies of the User Council, from contracts and agreements, and from policies and decisions of the Executive Council. Areas of reporting may include management, budgeting, administration, finance, communications, outreach, and other areas deemed necessary for the smooth and efficient operation of the System.



Alaska Land Mobile Radio
Communications System

Cooperative Agreement

Between the Department of Defense - Alaska, the Federal
Executive Association of Alaska, and the State of Alaska

21 November 2007



Cooperative Agreement for the Cost Share of the Alaska Land Mobile Radio (ALMR) Communications System Operations and Maintenance (O&M) between the State of Alaska (SOA), as represented by the Department of Administration (DOA), the Federal Executive Association (FEA) of Alaska, the Department of Defense (DOD), as represented by the Alaskan Command (ALCOM) and Local Government represented by the SOA/DOA

1. General. This Cooperative Agreement supports the sustainment of the ALMR shared infrastructure. The Service Level Agreement (SLA), developed by the ALMR User Council under the guidance of the ALMR Executive Council¹ and approved by the stakeholders, establishes the service levels and quality of service required by the end users. This agreement provides the cost share approach, cost share method, and applicable responsibilities of the parties to the agreement.

Funds may not be presently available to support this cooperative agreement. The government's² obligation is contingent upon the availability of appropriated funds from which payment can be made. No legal liability on the part of the government for any payment may arise until funds are made available for this purpose. Notwithstanding any contrary provision herein, no contractor or other government or non-government agency performing operation and/or maintenance duties under this Cooperative Agreement can proceed with its work on behalf of the participating party and incur a financial obligation, until said contractor receives notice of funds availability, to be confirmed in writing by the participating party to this agreement.

2. Authority. 31 USC Subtitle V, Chapter 63, Section 6305, Using Procurement Contracts and Grant and Cooperative Agreements (unclassified and publicly available) forms the basis for DOD and FEA participation in cooperative partnerships like ALMR and State Procurement Code A.S. 36, Chapter 30 forms the basis for State of Alaska participation.

3. Scope. This **ALMR Cost Sharing Cooperative Agreement** is established between ALCOM, on behalf of participating DOD component service agencies (United States Army

¹ Cooperative Agreement, *Article 9 - Funding and Expenditures*. § 1. Upon first availability of fiscal funds, in the first quarter of each federal fiscal year (October 1 – September 30), each Party will identify the amounts and sources of funding for the next five years to be used in financing its portion of the System. Amounts and sources of revenue received from the operation of each Party's portion of the System, for the current and upcoming year, will be reported, in writing, to the Executive Council. § 2. Upon first availability of fiscal funds, each Party to the Agreement will identify the annual operating and maintenance costs of its portion of the System for the current and upcoming year, and report those costs in writing to the Executive Council. § 3. The costs, funding amounts and sources, and revenues for each category of service required, as defined in the Service Level Agreement, shall be reflected in the Executive Council's annual proposed budget, as stated in Sections 1 and 2 of this Article.

² "Government" in this context refers to any and all parties to this agreement.

Alaska, Elmendorf Air Force Base, Eielson Air Force Base, and Clear Air Force Station), the SOA/DOA, FEA of Alaska, and local government represented by the SOA/DOA to share costs for the O&M of the ALMR shared infrastructure equipment, based on an approved cost share approach and cost share method.

This agreement establishes the approach and method for determining the cost share by a party. This agreement does not commit, or set a demand for, funds. By signing this agreement, the parties agree to the approach and method by which the cost share will be apportioned between the parties.³

4. The Cost Share Approach will be that the owner of the infrastructure equipment will pay for the maintenance of that equipment in accordance with the requirements defined in the SLA.

5. The Cost Share Method will be that the costs of the Operations Management Office and the System Management Office will be shared 50/50 between the Federal government and State/Local government. Federal agencies will develop a method to apportion the costs among themselves. State and Local governments will also develop their own method to apportion the costs among themselves.

6. Responsibilities.

a) State of Alaska is responsible for the following:

1) Requesting an appropriation for their apportioned cost share defined in their membership agreement through their annual budget process, and applying that appropriation in full when received to the applicable ALMR cost share in sufficient time to permit application to applicable contract services.

2) Infrastructure owners are responsible for sustaining and maintaining the infrastructure in accordance with the SLA, and requesting an appropriation for the associated costs of maintaining that infrastructure, and applying that appropriation in full when received to the applicable ALMR cost share in sufficient time to permit application to applicable contract services.

3) State agencies are responsible to complete every legal action available to them to obtain funding when a shortfall results in appropriated funding.

b) DoD member agencies are responsible for the following:

1) Requesting an appropriation for their apportioned cost share defined in their membership agreement through their annual budget process.

³ The membership agreement is executed between the individual members and the ALMR Operations Management Office. It defines the roles and responsibilities of the parties and includes the apportioned cost share amount for each member.

2) Infrastructure owners are responsible for sustaining and maintaining the infrastructure in accordance with the SLA, and requesting an appropriation for the associated costs of maintaining that infrastructure, and applying that appropriation in full when received to the applicable ALMR cost share in sufficient time to permit application to applicable contract services.

3) DoD agencies are responsible to complete every legal action available to them to obtain funding, when a shortfall results in appropriated funding.

c) FEA members are responsible for the following:

1) Requesting an appropriation for their apportioned cost share defined in their membership agreement through their annual budget process and applying that appropriation in full when received to the applicable ALMR cost share in sufficient time to permit application to applicable contract services.

2) Agencies are responsible to complete every legal action available to them to obtain funding, when a shortfall results in appropriated funding.

7. All parties to this Cooperative Agreement are voluntary participants, and expressly acknowledge the requirements contained here within and their associated responsibilities, as outlined.

8. The Point of Contact for the State of Alaska and Local Government is Mr. Jim Kohler, (907) 723-9686. The Point of Contact for ALCOM is Mr. Tim Woodall, (907) 552-8223. The Point of Contact for the Federal Executives Association is Mr. Harry Kieling, (907) 271-5626.

9. The initial term of this agreement is from 1 July 2009 through 30 June 2010 unless extended, superseded or otherwise terminated by the stakeholders.

10. This **ALMR Cost Sharing Cooperative Agreement** will become effective upon final signature and will remain effective until the end of its term or until extended, terminated or modified, in writing, by consent of all parties. An annual review of this Cooperative Agreement will be conducted within three months of the anniversary date of the original signatures.

Kristine M. Clifton
Colonel USAF
Director, Command, Control,
Communications and Computer Systems
Alaskan Command

Date

Ms. Annette Kreitzer
Commissioner
Department of Administration
State of Alaska

Date




Mr. Harry Kieling
Alaska Regional Director
Aviation Management
Federal Executive Association of Alaska

Date

Program Metric Report as of 26 May 2009

ALMR information contained in this document is "Sensitive But Unclassified" and "For Official Use Only" in accordance with DoD Directives 5200.1 and 5400.7 and may be exempt from mandatory release to the public under the Freedom of Information Act (FOIA).

This document is LAW ENFORCEMENT SENSITIVE and is a CONFIDENTIAL RECORD per Alaska Statute 40.25.120 (a) (6) E, F, & G.

	Overall
Implementation	
Cutover	
PMO Support	

Green = On Target
Yellow = Minor Challenges
Red = Major Risk

DoD Program Status Report as of 26 May 2009

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DoD		Overall	Schedule	Budget	Resource
Implementation		●			
	Motobridge Gateways	●	●	●	●
	All equipment is in Alaska. Cold installs have been completed at 18 locations. The remaining installations are scheduled for June and July. SOA transport continues to be an issue. Only 7 of the 30 sites have the SATS connectivity required to be operational. An update of the CONOPS and creation of procedures and training documentation continues.		●	●	●
Cutover		●	●	●	●
	Standard Operating Procedures	●			
	Project Closure Activities	●	●		●
	DoD and SOA are working details required to close out the project. A list of open tasks has been developed and categorized by those which will be complete by June 30, 2009 and these that will carryover.				
PMO Support		●	●	●	●
	Schedule				
	Reports	●			
	Records Management (Documentation)		●	●	●
	System Security		●	●	●

SoA Program Status Report as of 16 May 2008

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SoA		Overall	Schedule	Budget	Resource
Goverance		●			
	Funding transfer from SOA to DoD				
Implementation		●			
Site Implementation (DoD-0345 or FCC-12/31/2007)		●			
	Independent Ridge - Executing commercial power project		●	●	●
	Honolulu - site operational 10/7/2008		●	●	●
	Beaver Creek - Initiating commercial power project		●	●	●
	Tsina - Requires commercial power		●	●	●
Site Implementation 2007 (Next 9 - "Southeast")		●			
	Haines - planning for summer 2009		●	●	●
	High Mtn - planning for summer 2009		●	●	●
	Skagway - Site operational 7/15/2008		●	●	●
Site Implementation 2008-2009 (Final 9 licensed sites)		●			
1	Grandview (Tunnel) (ARRC)		●	●	●
2	Hunter (ARRC)		●	●	●
3	Gold Creek (Gilmore Creek NOAA - Homeland Security)		●	●	●
4	Beckwitts Bluff (replacement location tbd - Mat-Su region)		●	●	●
5	Rugged Island (Curry) (ARRC)		●	●	●
6	Mt. Sunny Hay / Craig / Klawock / Prince of Wales Is.		●	●	●
7	Petersburg		●	●	●
8	Sitka		●	●	●
9	Wrangell		●	●	●

Green = On Target / Yellow = Minor Challenges / Red = Major Risk

SoA Program Status Report as of 16 May 2008

SoA		Overall	Schedule	Budget	Resource
Transition		●			
	Spectrum Conflicts				
	12 channels are unavailable due to frequency conflicts, impacting 10 operational sites:				
	Alcantra - resolved		●	●	●
	Atwood - solution designed and in progress		●	●	●
	Bailey Hill - resolved		●	●	●
	Birch Hill - resolved		●	●	●
	Cooper Mtn - resolved		●	●	●
	Ester Dome - resolved		●	●	●
	Harding Lake - resolved		●	●	●
	Hope - resolved		●	●	●
	Quarry Hill - resolved		●	●	●
	Wolcott Mtn - resolved		●	●	●
Cutover					
	See DoD Program Status Report				
PMO Support					
	See DoD Program Status Report				

Green = On Target / Yellow = Minor Challenges / Red = Major Risk

**ALMR Radio Site Status
as of 30 April 2009**

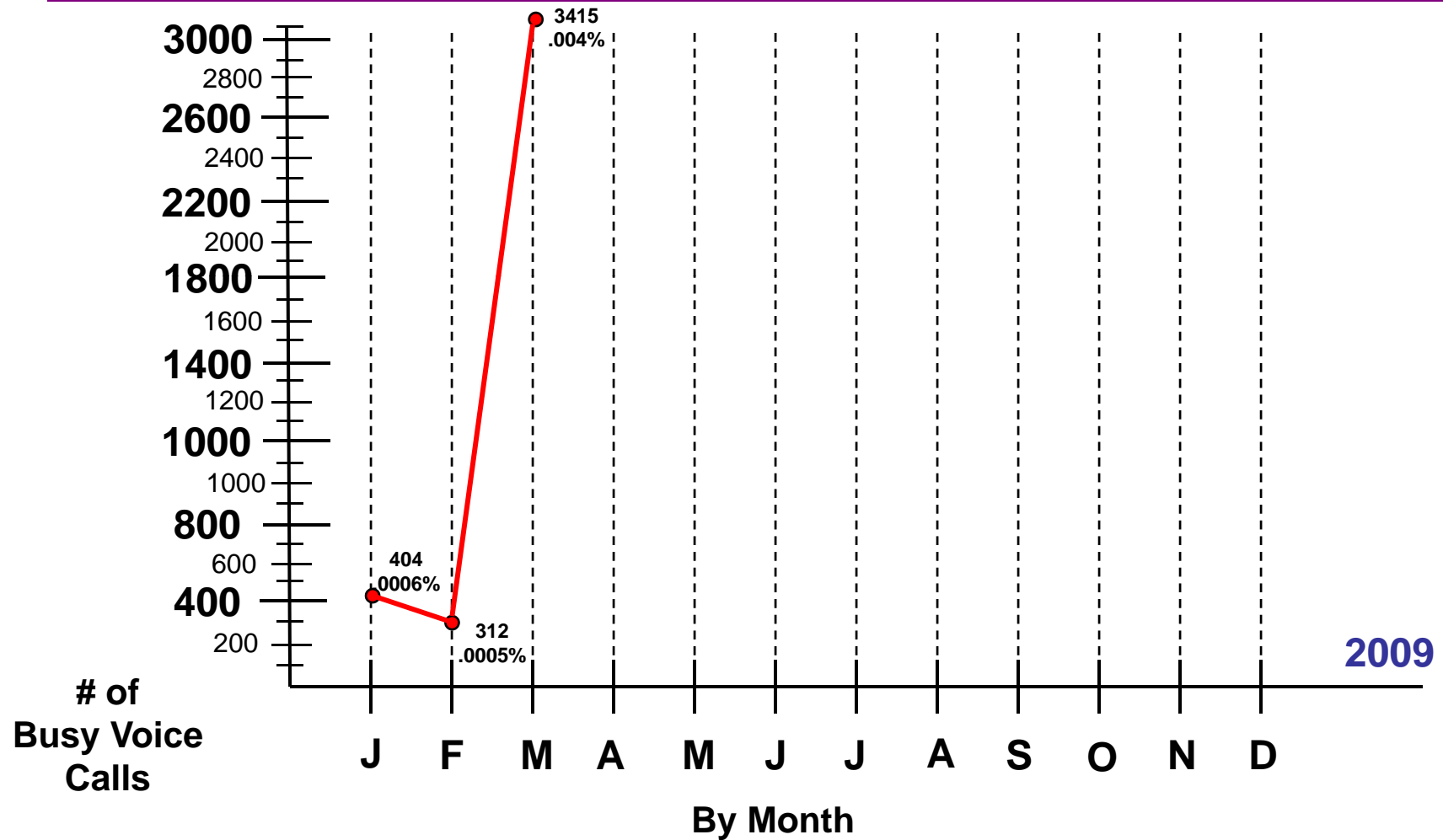
	Site	Funded Equipment	Usable Sites	Under Maintenance Contract	Frequency Status	Comments 04-30-09	Date Due	Potential Users	Current Users as of 04-30-09
1	Alcantra - Wasilla	DoD-Army	Yes	Yes	G			ARRC	AST, DOT, Wasilla, MSB Fire
2	Anchor River - Anchor Point	SoA	Yes	Yes	G			Homer	DOT, AST, KPB
3	Anchorage Regional Land Fill - 700MHz - Eagle River	MoA						MoA	
4	Asplund Waste Treatment - 700MHz - Anchorage	MoA						MoA	
5	Atwood - 700MHz - Anchorage	MoA	Yes	Yes	G				MoA
6	Atwood Bldg - 800MHz - Anchorage	SoA	Yes	Yes	G				MoA
7	Atwood Bldg - VHF - Anchorage	SoA	Yes	Yes	Y	Frequency Conflict	Resolution in progress	n/a	AST, DOT, IRS, DEA, MoA, Elemendorf AFB, FBI, ATF, US Marshall Service, BLM
8	Auke Lake - Juneau	SoA	Yes	Yes	G			AST, CBJ	DOT
9	Bailey Hill - Palmer	DoD-Army	Yes	Yes	G		11/30/2008		AST, DOT, Palmer PD, MSB Fire
10	Birch Hill - Ft Wainwright	DoD-Army	Yes	Yes	G				AST, DOT, Fairbanks, Ft Wainwright, FNSB
11	Black Rapids - Richardson Hwy	DoD-Army	Yes	Yes	G			EMS	AST, DOT, BLM, Ft Greely
12	Blueberry Hill - 700MHz - Eagle River	MoA						MoA	
13	Blueberry Hill - VHF - Eagle River	SoA	Yes	Yes	G				AST, DOT, Ft Richardson
14	Byers Creek - Parks Hwy	DoD-Army	Yes	Yes	G			ARRC	AST, DOT
15	Canyon Creek - Richardson Hwy	DoD-Army	Yes	Yes	G			EMS	AST, DOT, BLM
16	Cathedral Rapids - Alaska Hwy	DoD-Army	Yes	Yes	G				AST, DOT
17	Chulitna - Parks Hwy	DoD-Army	Yes	Yes	G			ARRC	AST, DOT
18	Clear - Clear Air Force Station	DoD-AirForce	Yes	Yes	G				AST, DOT, Clear AFS
19	Cooper Mtn - Seward Hwy	DoD-Army	Yes	Yes	G				DOT, AST, KPB
20	Cottonwood Creek - Mat-Su	SoA	Yes	Yes	G			Wasilla PD	AST, DOT, MSB Fire
21	Diamond Ridge - Homer	SoA	Yes	Yes	G			Homer	AST, DOT
22	Dimond Courthouse (Federal Bldg) - Juneau	SoA	Yes	Yes	G				AST, CBJ, DOT
23	Divide - Richardson Hwy	DoD-Army	Yes	Yes	G				AST, Valdez, DOT
24	Donnelly Dome - Ft Greely (Delta)	DoD-Army	Yes	Yes	G				AST, DOT, Ft Greely, BLM
25	Dot Lake - Alaska Hwy	DoD-Army	Yes	Yes	G				AST, DOT
26	Eklutna Water Treatment Plant - 700MHz - Anchorage	MoA						MoA	
27	Ernestine Mtn - Richardson Hwy	DoD-Army	Yes	Yes	G				AST, DOT, BLM
28	Ester Dome - Fairbanks	DoD-Army	Yes	Yes	G				AST, DOT, Fairbanks, Ft Wainwright, FNSB, Ester FD, UAF PD, BLM, ARRC
29	Fire Station 12 - 700MHz - Anchorage	MoA						MoA	
30	Fire Station 12 - VHF - Anchorage	SoA	Yes	Yes	G	Completed 30 December 2008			AST, DOT
31	Ft Greely - Ft Greely (Donnelly Dome)	DoD-Army	Yes	Yes	G			AST/DNR Dispatch	AST, DOT, AST/DNR Dispatch, Delta Junction VFD, Delta Rescue, Rural Deltana VFD, BLM
32	Garner - Parks Hwy	DoD-Army	Yes	Yes	G			ARRC	AST, DOT
33	Gilmore Creek	SoA						NOAA	
34	Girdwood - 700MHz - Girdwood	MoA						MoA	
35	Girdwood - VHF - Girdwood	DoD-Army	Yes	Yes	G				AST, DOT, MoA PD
36	Glennallen - Glennallen	DoD-Army	Yes	Yes	G				AST, DOT, Glennallen, BLM
37	Gold Creek - Parks Hwy (Curry)	SoA						ARRC	
38	Grandview - Seward Hwy	SoA						ARRC	
39	Haines - Haines	SoA						AST, DOT, Haines PD	
40	Harding Lake - Richardson Hwy	DoD-Army	Yes	Yes	G				AST, DOT
41	Heney Range - Cordova	SoA	Yes	Yes	G			Cordova	AST, DOT
42	High Mtn - Ketchikan	SoA						AST, DOT, Ketchikan	
43	Hill 3265 - Eielson	DoD-AirForce	Yes	Yes	G				Eielson AFB, AST, DOT, BLM
44	Honolulu - Parks Hwy	DoD-Army	Yes	Yes	G			AST, DOT, ARRC	
45	Hope - 700MHz - Hope	MoA						MoA	
46	Hope - VHF - Hope	DoD-Army	Yes	Yes	G				AST, DOT, KPB
47	Hunter - Seward Hwy	SoA						ARRC	
48	Hurricane - Parks Hwy	DoD-Army	Yes	Yes	G				AST, DOT
49	Independent Ridge - Alaska Hwy	DoD-Army	Yes	Yes	G				AST, DOT
50	Kaslof - Kenai	SoA	Yes	Yes	G				AST, DOT, KPB
51	Kenai Beacon - Kenai	SoA	Yes	Yes	G			Kenai	AST, DOT, KPB
52	Kincaid Park - 700MHz - Anchorage	MoA	Yes	Yes	G				MoA
53	Knik Fire Station 62 - 700MHz - Knik	MoA						MoA	
54	Latimer Chugiak Fire Station - 700MHz - Chugiak	MoA						MoA	
55	Lena Pt - Juneau	SoA	Yes	Yes	G			AST, CBJ	DOT
56	Lions Head - Glenn Hwy (Sheep Mtn)	DoD-Army	Yes	Yes	G				AST, DOT
57	Money Knob - Dalton Hwy (Livengood)	SoA	Yes	Yes	G				AST, DOT, KPB
58	Moose Pass - Seward Hwy	DoD-Army	Yes	Yes	G				AST, DOT, KPB
59	Mt Sunny Hay - Craig	SoA						AST, DOT, Craig	
60	Mt Susitna - Anchorage	SoA				Installed at Cottonwood		AST, DOT, MoA	
61	Nanana - Parks Hwy	DoD-Army	Yes	Yes	G			ARRC	AST, DOT
62	Nikiski - Nikiski	SoA	Yes	Yes	G				AST, DOT, Nikiski FD
63	Ninilchik - Ninilchik	SoA	Yes	Yes	G			Ninilchik	AST, DOT, KPB
64	Northway - Alaska Hwy (Beaver Creek)	SoA	Yes	Yes	G			Customs	AST, DOT
65	Paxson - Richardson Hwy	DoD-Army	Yes	Yes	G				AST, DOT
66	Peger Road - Fairbanks	SoA	Yes	Yes	G				AST, DOT, Fairbanks, FNSB, SoA Forestry, Ft Wainwright
67	Petersburg - Petersburg	SoA						AST, DOT, Petersburg	
68	Pillar Mtn - Kodiak	SoA	Yes	Yes	G				AST, DOT, Kodiak, USCG
69	Pipeline Hills - Sterling Hwy	SoA	Yes	Yes	G				AST, DOT, KPB
70	Pole Hill - Eielson	DoD-AirForce	Yes	Yes	G				Eielson AFB, AST, DOT
71	Portage - 700MHz - Portage	MoA						MoA	
72	Portage - VHF - Portage	DoD-Army	Yes	Yes	G			ARRC	AST, DOT
73	Quarry Hill - Eielson	DoD-AirForce	Yes	Yes	G				AST, Eielson AFB, FNSB, DOT, North Pole, BLM
74	R1 North - Elmendorf	DoD-AirForce	Yes	Yes	G				Elmendorf AFB, AST, DOT
75	Rabbit Creek - 700MHz - Anchorage	MoA	Yes	Yes	G				MoA
76	Rabbit Creek - VHF - Anchorage	DoD-Army	Yes	Yes	G				AST, DOT, MoA PD
77	Reindeer Hills - Parks Hwy	DoD-Army	Yes	Yes	G			ARRC	AST, DOT, Cantwell VFD, TriValley VFD, McKinley VFD
78	Saddle Mtn - Juneau	SoA	Yes	Yes	G			CBJ	DOT, AST
79	Sawmill - Glenn Hwy	DoD-Army	Yes	Yes	G				AST, DOT, MSB Fire
80	Seldovia - Seldovia	SoA	Yes	Yes	G				AST, DOT, Seldovia
81	Seward - Seward Hwy	DoD-Army	Yes	Yes	G				DOT, AST, Seward, USFWS
82	Ship Creek Water Treatment Plant - 700MHz - Anchorage	MoA	Yes	Yes	G				MoA
83	Silvertip - Seward Hwy	DoD-Army	Yes	Yes	G				DOT, AST, KPB
84	Site Summit - Ft Richardson	SoA	Yes	Yes	G			ARRC	AST, DOT, Ft Richardson
85	Sitka - Sitka	SoA						AST, DOT, Sitka	
86	Skagway - Skagway	SoA	Yes	Yes	G			AST, DOT, Skagway	
87	Ski Hill - Soldotna	SoA	Yes	Yes	G				AST, DOT, Soldotna PD, KPB
88	Sourdough - Richardson Hwy	DoD-Army	Yes	Yes	G				AST, DOT
89	Sterling - Kenai	SoA	Yes	Yes	G				AST, DOT, Sterling, KPB
90	Summit Lake - Seward Hwy	DoD-Army	Yes	Yes	G				DOT, AST, KPB
91	Tahnetta Pass - Glenn Hwy	DoD-Army	Yes	Yes	G				AST, DOT
92	Ted Stevens AIAP - VHF - Anchorage	SoA	Yes	Yes	G			Airport	AST, DOT, TSA, MoA, Kuhlis ANG
93	Tok - Alaska Hwy	DoD-Army	Yes	Yes	G			DNR Dispatch	AST, DOT
94	Tolsona - Glenn Hwy	DoD-Army	Yes	Yes	G				AST, DOT
95	Trims - Richardson Hwy	DoD-Army	Yes	Yes	G				AST, DOT
96	Tsina - Richardson Hwy	DoD-Army	Yes	Yes	G				AST, DOT
97	Tudor/4800 Bragaw - 700MHz - Anchorage	MoA	Yes	Yes	G				MoA
98	Valdez - Valdez	DoD-Army	Yes	Yes	G				AST, DOT, Valdez, BLM, DEC
99	Whittier - Whittier	DoD-Army	Yes	Yes	G			ARRC	AST, DOT, Whittier
100	Willow Creek - Willow	SoA	Yes	Yes	G			ARRC	AST, DOT, MSB
101	Willow Mtn - Richardson Hwy	DoD-Army	Yes	Yes	G				DOT, AST
102	Wolcott Mtn - Seward Hwy	DoD-Army	Yes	Yes	G				DOT, AST, Seward, Bear Creek FD, KPB
103	Womens Bay - Kodiak	SoA	Yes	Yes	G				AST, DOT, Kodiak, USCG
104	Wrangell - Wrangell	SoA						AST, DOT, Wrangell	
105	Yanert - Parks Hwy	DoD-Army	Yes	Yes	G			ARRC	DOT, AST
X	St Paul Island - St. Paul Island	DoD	Yes	No Maintenance	G	Licensed and Operational			St Paul PD
C1	Birch Hill - Controller	DoD	Yes	Controller	G				
C2	Tudor Road - Controller	SoA	Yes	Controller	G				
T1	Transportable - South	DoD	Yes	Transportable	G				
T2	Transportable - North	DoD	Yes	Transportable	G				

88 G = No known or reported conflicts
1 Y = Possible conflict with provided Frequency(ies)
0 R = Known conflict indicated by Bold Frequency(ies)

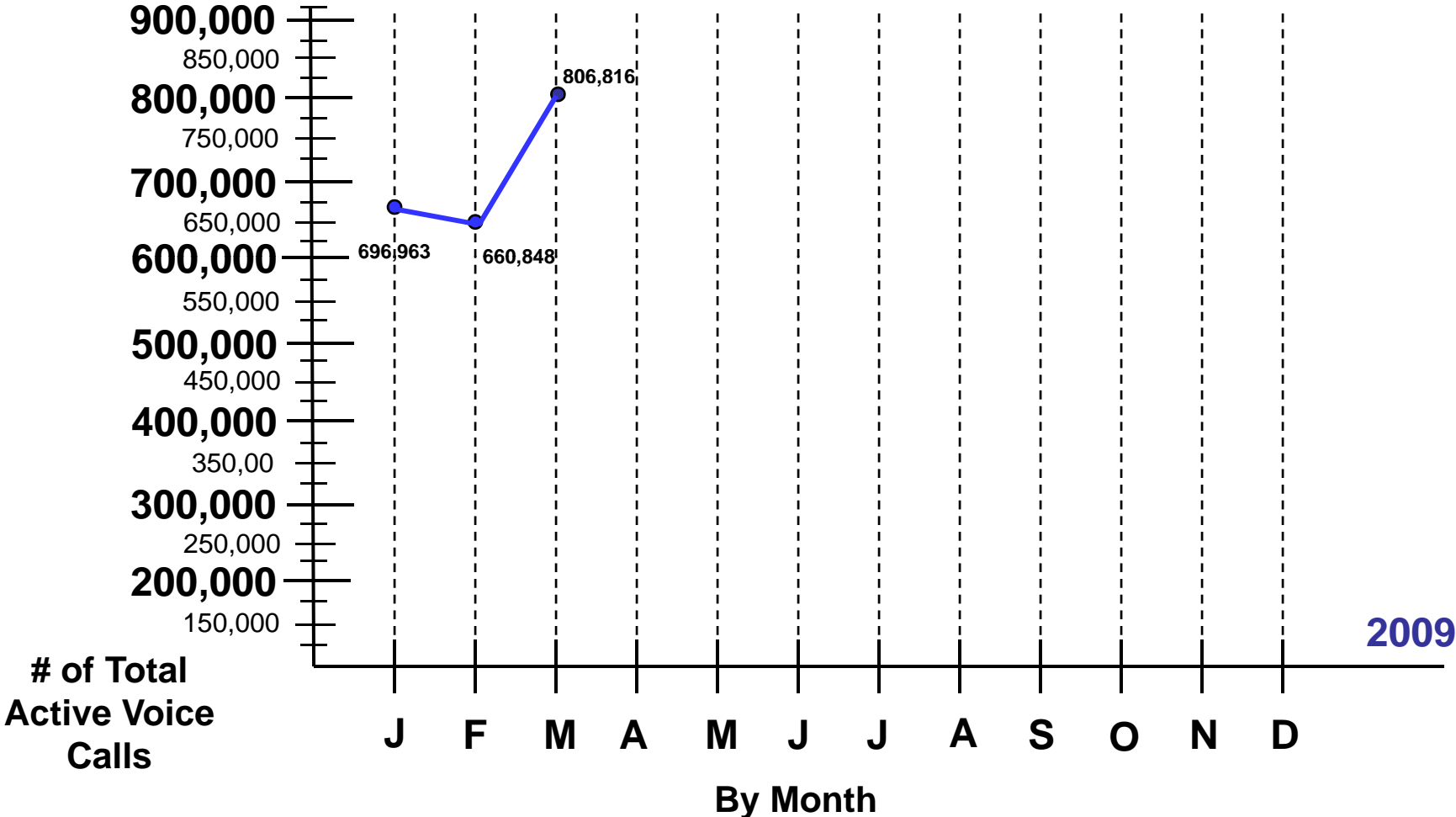
89 Total

Bold = added since last report

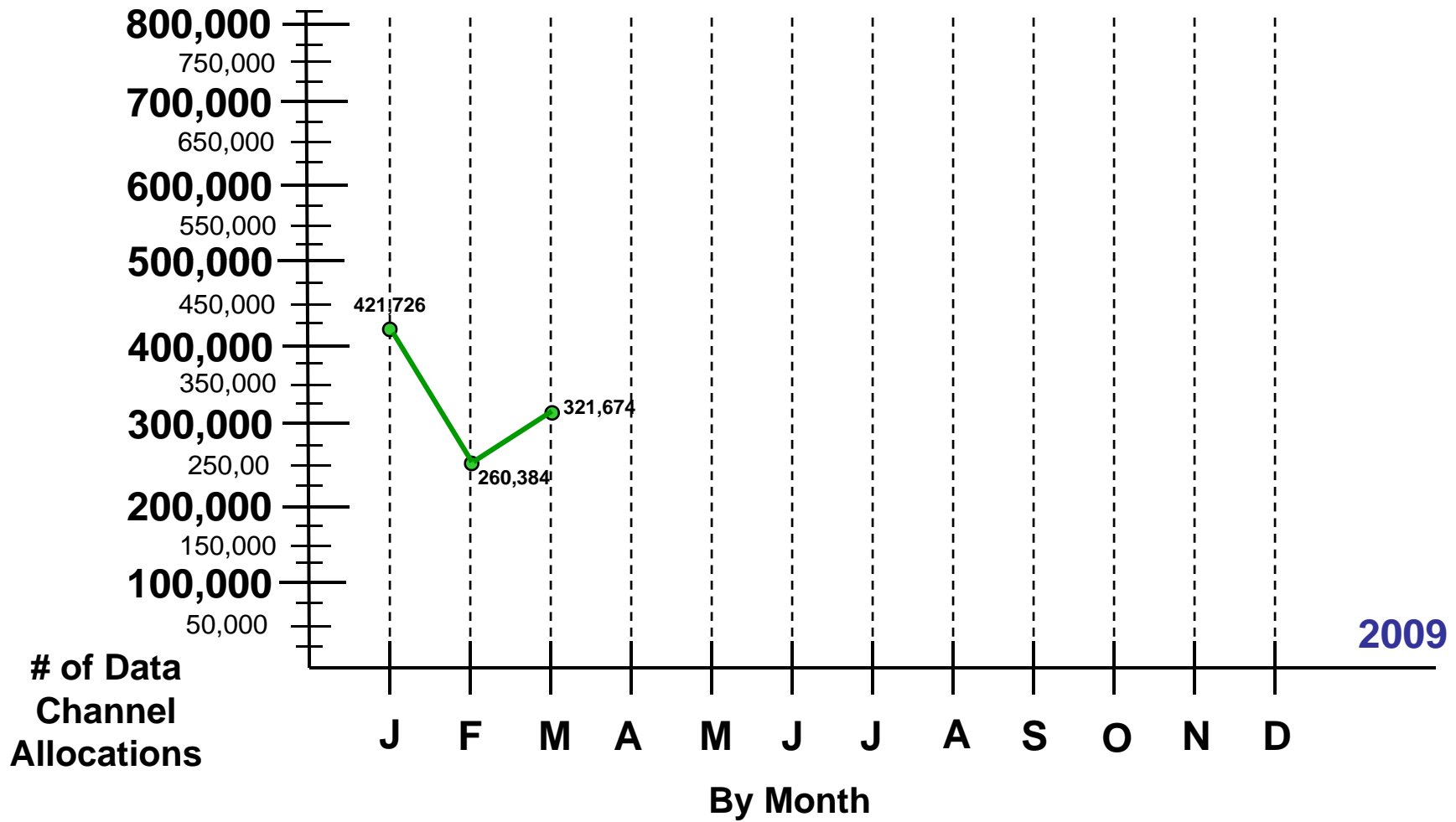
System Performance - Busies



System Performance - Voice



System Performance - Data



Monthly Average - Busy Report Zone 1

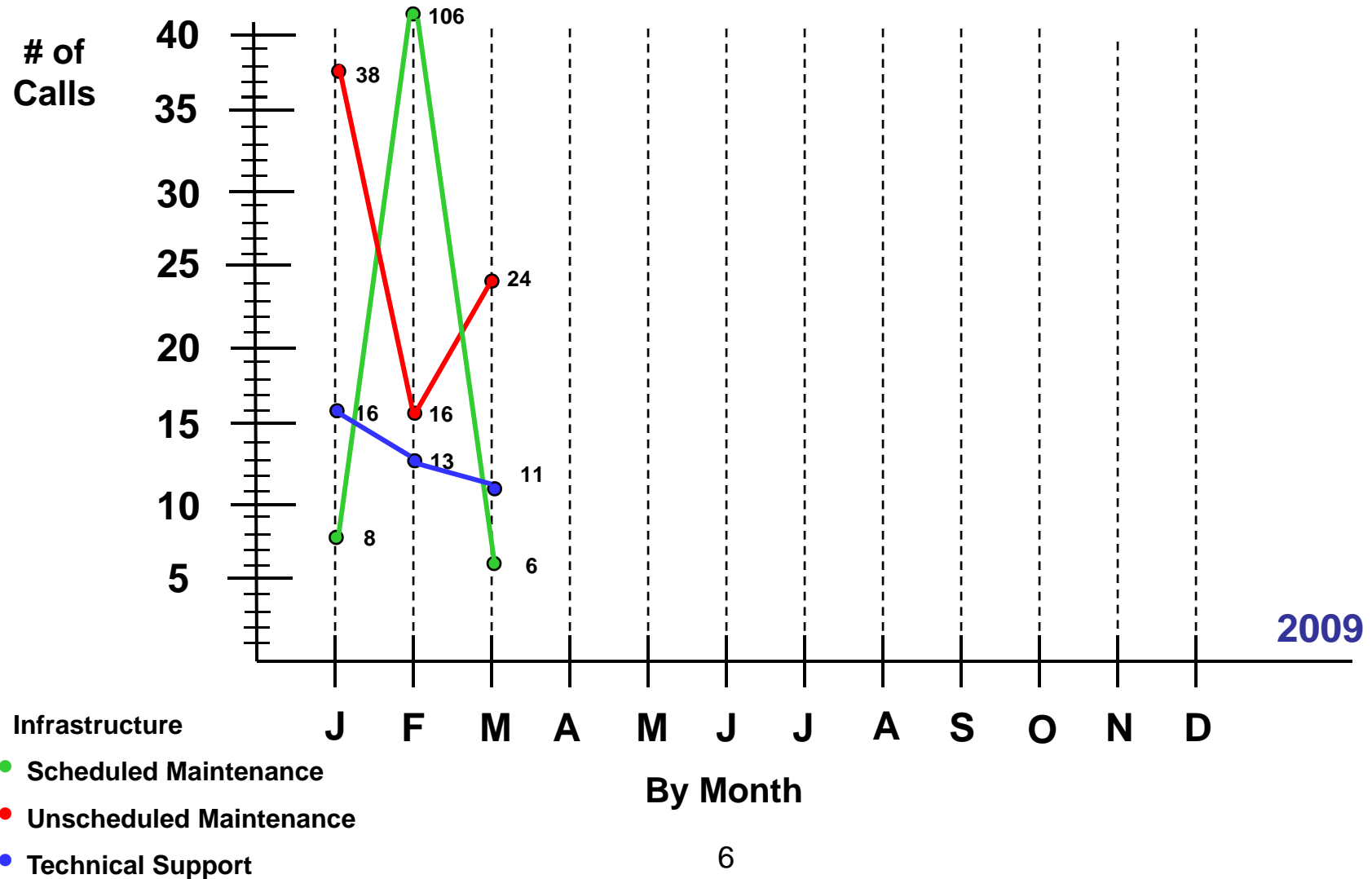
		Monthly Average % Busy for 2009											
ZONE 1		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Alcantra (5 Ch - #3)	Average	1.6	1.5	1.3	1.3								
Atwood VHF (10 Ch - #4,8,9,10)	Average	2.4	2.3	2.4	2.3								
Blueberry Hill	Average	1.3	1.3	1.4	1.4								
Glennallen	Average	1.1	1.1	0.9	0.8								
Kasilof	Average	0.6	0.6	0.4	0.4								
Pipeline	Average	0.5	0.5	0.4	0.4								
R1 North	Average	1.4	1.3	1.3	1.4								
Rabbit Creek	Average	0.8	0.8	0.7	0.7								
Site Summit	Average	1.3	1.3	1.2	1.2								
Tolsona	Average	0.7	0.7	0.7	0.7								
TS Airport	Average	1.1	1.1	1.2	1.2								
Willow Mtn	Average	1.2	1.2	1.0	1.0								

Monthly Average - Busy Report

Zone 2

		Monthly Average % Busy for 2009											
ZONE 2		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Birch Hill 7 Ch - #5	Average	1.5	1.5	1.2	1.2								
Canyon Creek	Average	0.8	0.8	0.6	0.5								
Donnelly Dome	Average	1.3	1.3	1.2	1.1								
Harding Lake	Average	0.7	0.7	0.7	0.7								
Hill 3265 (DOD Only)	Average	0.7	0.7	0.7	0.8								
Independent Ridge	Average	0.7	0.7	0.5	0.5								
Nenana	Average	1.2	1.3	1.4	1.3								
Pole Hill	Average	1.9	1.9	1.6	1.7								
Peger Road	Average	0.9	0.9	0.8	0.8								
Reindeer Hills	Average	0.7	0.7	0.6	0.5								
Tok	Average	0.5	0.5	0.5	0.5								

Help Desk Trouble Tickets



Help Desk Trouble Tickets (cont)

