



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



**MEMORANDUM FOR ALMR Executive Council**

**May 4, 2011**

**FROM: SOA Executive Co-Chair**

**SUBJECT: May 9, 2011, ALMR Executive Council Meeting Agenda**

**TO: See Distribution**

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1. **Call to Order.** Colonel Hays, Executive Council Co-Chairman, will call the meeting to order at 1:30 p.m. The roll will be taken. (5 Min)
2. **Opening Statements and Other Announcements.** Introduction of new Executive Council members for the State of Alaska and the Alaska Federal Executive Association.
3. **Approval of Previous Meeting Minutes.** ALMR Executive Council draft minutes from the September meeting. (5 Min) (Atch 1)

NOTE: Since the last Executive Council meeting, Commissioner Annette Kreitzer, State of Alaska Co-Chair, is no longer the Commissioner of Administration. The new Commissioner has agreed that the SOA Co-Chair position best lies with the Department of Public Safety. Colonel George Hays will act as the moderator for the May meeting.

**Motion: Approve September 27, 2010, Executive Council meeting minutes, as written, with Colonel Hays as the signatory in lieu of former Commission Kreitzer.**

4. **Old Business.** (30 Min)

- a. System Change Request (CR) 600-17TSSC, Beaver Creek (Update for information only). CR 600-17 was presented to the Executive Council on Nov 30, 2010, and approved electronically. The CR covered temporary installation of the Beaver Creek site at Northway DOT in Feb 2007, and the move and final installation of the site at its permanent location at Beaver Creek in Oct 2010.

Work Order 13662 has been opened against the State of Alaska (SOA) Enterprise Technology Services (ETS) to provide the final site documentation to the Operations Management Office (OMO) to construct the site book.

b. Interagency Agreements (Update for information only). In the September meeting, Ms. Pamela Bergmann briefed the Executive Council on the status of the Interagency Agreements. This remains unresolved and no funds have been transferred to the DOD by the Federal Non-DOD agencies to cover their share of the FY2011 shared costs. Mr. Woodall will provide an update on the issues that are yet resolved.

c. Army site divestiture (Update – for information only). In the April 2010 meeting, Commissioner Kreitzer asked that the Army divestiture of sites be a standing item of discussion for the Executive Council meeting agenda to ensure it stays in front of the council.

U.S. Army Alaska (USARAK) will place the original 13 sites slated for divestiture into a break/fix status effective July 1, 2011. They will be funded in that status until December 31, 2011. At such time, the State must either accept the equipment from USARAK, or the equipment will be removed from the sites.

Effective July 1, 2012, the remaining 28 sites containing USARAK-owned equipment will enter break/fix status and will be funded until December 31, 2012. At such time, the State must either accept the equipment from USARAK, or it will be removed.

**5. ALMR Project Status.** (5 Min)

a. DOD Project Status. (Mr. Tim Woodall)

b. SOA Project Status. (Mr. Jim Kohler)

**6. User Council Update.** (Major Matt Leveque) (5 Min)

a. The User Council (UC) 2010 Annual Assessment on System Operations and Management Performance (Atch 2) is presented to the council for their information per the Cooperative Agreement, Article 8 - User Council, Section 16.2, Performance Monitoring.

The User Council will monitor and evaluate the performance of the System, including the efficiency and effectiveness of its operation and management, as well as the performance of contracts and user agreements. The User Council will report to the Executive Council their assessment of the operational health of the System annually, or as requested by the Executive Council.

b. SOA - All Others UC position. Both the primary and alternate positions are vacant. The SOA Executive Council Co-Chair needs to appoint new representatives to the User Council.

**7. Operations Management Office (OMO).** (Mr. Del Smith) (5 Min)

OMO metrics - provided in hard copy. (Atch 3)

**8. New Business.** (60 Min)

a. User Council Letter (For EC Discussion/Action) (Atch 4). The UC provided a letter (included in packet) to the EC describing issues associated with the pending divestiture of equipment by DOD (US Army Alaska), beginning 1 July 2011. The letter also expressed concern with how the State has and will address the divestiture. The letter recommends the EC take specified actions. No proposed motion is provided.

Executive Council Action: discussion and formation of a motion/motions in response to UC documented concerns.

b. Operations Management/System Management Office (SMO) Audit. Under the OMO Performance-based Work Statement, the requirement exists to develop and administer auditing controls for ensuring stakeholders are receiving appropriate services for their contributions. An audit was conducted from December 2010 to January 2011(Atch 5).

c. System Change Request (CR) 600-13TSSC (EC Action), Fire Station 12 covers the purchase and installation of equipment for Channels 8,9, and 10 at Fire Station 12. Frequencies have been coordinated and licensed for Channels 8 and 9. Channel 10 frequency was coordinated but not licensed. Channel 10 will remain unlicensed until the end of 2012 when the conflict with the Municipality of Anchorage is resolved during the narrowband transition. Final System Change Request is presented for EC approval and signature.

d. Cost Share Cooperative Agreement (For EC Action). The current Cooperative Cost Share Agreement expires the end of June 2011. Recommend the EC approve the terms from last year's Cost Share Agreement with no changes, as the terms for the July 1, 2011 – June 30, 2012 contract year.

Whereas the terms of cost share do not require modification and have been previously approved by all agencies, and the agencies are already executing funds according to the previous agreement for the July 1, 2011 – June 30, 2012 contract year. The following motion is proposed.

**Motion. Executive Council approve the existing language and terms and directs the Operations Management Office to prepare a new cost share agreement using the same terms and language as is currently**

**in place, changing the effective dates to apply to the July 1, 2011 – June 30, 2012 timeframe.**

e. Funding shortfalls (For Information Only). USARAK has a funding shortfall of \$550K for FY2012. USARAK has taken action to request funds to meet the existing shortfall and ALCOM has informed the Alaskan Congressional Delegation of the shortfall and its impact to the ALMR cooperative partnership.

f. Project 25 Technical Interest Group Board of Directors Nomination (For EC Action). Mr. Woodall has served on the PTIG Board of directors representing the interests of government agencies with regard to standards, capabilities and functionality of voice and data communications improvements and to promote the successes of project 25 and educate on the benefits that the standard offers. Mr. Woodall will not be able to continue his role on the PTIG Board of Directors and recommends that the Executive Council nominates Mr. Del Smith to the PTIG through Mr. Woodall to perform on the PTIG Board of Directors.

Mr. Smith represents the interests of the 105 government agencies operating on Alaska Land Mobile Radio (ALMR) Communications System, and Mr. Smith's experience in Public Safety and as the ALMR Operations Manager, he is suitably equipped and has the experience to contribute positively and significantly to the purpose of the PTIG as well as provide added benefit to the member agencies operating on Alaska Land Mobile Radio and the broader Public Safety agencies operating in Alaska as well as FEMA Region 10. The following motion is proposed.

**Motion. Executive Council nominate Mr. Del Smith to a Board of Directors position on the Project 25 Technical Interest Group.**

**9. Next Meeting.** The next meeting is scheduled for June 16, 2011, 1:30 p.m. at the Department of Public Safety Training/Conference Room, 5700 E Tudor Road. (5 Min)

**10. Adjourn Meeting.**



GEORGE W. HAYS, Colonel, USAF  
Department of Defense Co-Chair  
ALMR Executive Council

5 Attachments:

1. Draft September 27, 2010 Executive Council Meeting Minutes
2. UC Annual Assessment
3. OMO Metrics
4. UC Memo Ref: FY12 US Army Alaska Land Mobile Radio Equipment Divestiture
5. OMO/SMO Audit Report of Findings and Responses

**Distribution:**

ALCOM/J6, Colonel George Hays  
SOA DPS, Commissioner Joseph Masters  
SOA DPS, Deputy Commissioner Robert Gorder  
AFEA, U.S. Attorney Karen Loeffler  
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

## Background Information for May 9 Agenda Items

### 4. Old Business.

#### b. Interagency Agreements

For State of Alaska (SOA) Fiscal Year (FY) 2011, the Alaska Federal Executive Association (AFEA) and the Department of Defense (DOD) agreed to a cost share arrangement in which AFEA agencies were to transfer a total of \$60,834 to DOD. These funds were to be applied to the Operations Management Office (OMO) and System Management Office (SMO) contracts. As of this date, the funds have not been transferred and will result in a \$30,000 shortfall against the OMO contract. The portion of those funds that would have resulted in a shortfall for the SMO contract has been funded by DOD. The transfer of the remaining funds to the DOD must be accomplished prior to June 30, 2011.

**Action needed:** Transfer of funds from AFEA agencies to DOD to be applied toward Operations Management Office contract.

#### c. U.S. Army - Alaska (USARAK) Site Divestiture

During build-out of the ALMR system, USARAK had a mission requirement for LMR coverage on the highways which included support for convoys moving troops, weapons, and equipment. Therefore, USARAK funded the LMR equipment installed at 41 of the "road" sites.

USARAK has now determined the land mobile radio (LMR) equipment located at the sites is not required to support their current mission and obtaining funding to maintain those sites cannot legally be justified.

A March 2010 letter from Lieutenant General Atkins, Commander Alaskan Command, to SOA Department of Administration (DOA) Commissioner Kreitzer (SOA Executive Council Co-Chair), provided a one-year written advance notification of USARAK's intention to divest the LMR equipment located at 13 SOA sites effective July 1, 2011. He also stated the intent was for the equipment to be decommissioned and removed from the sites, or to be transferred to the SOA at no cost.

SOA and USARAK/U.S. Army Pacific (USARPAC) have exchanged letters on the subject and have met to discuss the divestiture and disposition of the LMR equipment at the 13 sites but no agreement has been reached on a transfer. USARAK has advised the cooperative partners, that the sites will be placed in

break/fix status effective July 1 through December 31, 2011. If the SOA has not agreed to accept the equipment by January 1, 2012, it will be removed.

USARAK has advised of their intent to complete the divestiture of the LMR equipment located at the remaining 28 SOA sites during a SOA FY13 (July 1, 2012 - June 30, 2013) under the same conditions.

**Action needed:** Agreements on break/fix conditions for the sites and final decision on the disposition of LMR equipment.

## 8. New Business.

### a. OMO/SMO Audit results

The current OMO contract calls for an audit to be conducted to ensure the services are being appropriately provided to stakeholders. Previously, an audit had not been conducted. The SOA funded the audit of the OMO and SMO for FY11. The audit was completed by an independent auditor (PWR & Associates). Findings have been addressed by the OMO and SMO. The audit report is provided to the Executive Council for their information.

**Action needed:** Acceptance of audit report

### c. Cost Share Cooperative Agreement

For the past two fiscal years, the SOA and DOD have agreed upon a written cost share cooperative agreement wherein each entity agreed to fund 50 percent of the OMO and SMO shared costs. The current agreement expires on June 30, 2011.

**Action needed:** A cost share cooperative agreement addressing cost share approach for shared costs for SOA FY12 (July 1, 2011 through June 30, 2012).

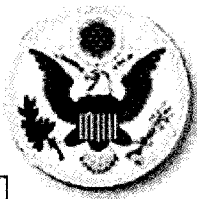
### d. USARAK funding shortfall

USARAK has a funding shortfall of \$550K for FY2012. As such, 17 sites will only be covered for maintenance for 4 months and 11 sites for 5 months. After such time, if USARAK does not receive additional funding, the sites will have zero operations and maintenance funds. If a site fails, it will not be fixed.

The list of affected sites are:

<b>4 Month O&amp;M</b>	<b>5 Month O&amp;M</b>
Byers Creek 5	Alcantra
Cathedral Rapids	Bailey Hill
Chulitna	Canyon Creek
Dot Lake	Ester Dome
Garner	Harding Lake
Independent Ridge	Lion Head
Glennallen	Rabbit Creek
Honolulu	Sourdough
Hurricane	Tok
Nenana	Tolsona
Paxson	Trims
Reindeer Hills	
Sawmill	
Tahneta Pass	
Tsina	
Willow Mountain	
Yanert	

USARAK has initiated an Unfunded Requirement for the ALMR anticipated shortfall to allow maintenance to continue on Army-owned equipment that is not moving into a break-fix maintenance status.



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

**MEMORANDUM FOR ALMR Executive Council  
20110**

**OctoberApril XX,**

**FROM: SOADOD Executive Co-Chair**

**SUBJECT: September 27, 2010, ALMR Executive Council Meeting Minutes**

**TO: See Distribution**

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**Executive Council Members Present:**

Ms. Annette Kreitzer	Commissioner, State of Alaska Department of Administration (via teleconference)
Colonel George Hays	Department of Defense (DOD), Alaskan Command (via teleconference)
Ms. Pamela Bergmann	Non-DOD Federal Agency Representative, Alaska Federal Executive Association (via teleconference)
Chief Jeff Tucker	Alaska Municipal League (via teleconference)

**ALMR Project Team Members and Guests Present:**

Deputy Chief Brad Johnson	User Council Vice Chair (via teleconference)
Ms. Rachael Petro	Deputy Commissioner, State of Alaska Department of Administration (via teleconference)
Mr. Del Smith	Operations Manager
Mr. Tim Woodall	Department of Defense ALMR Project Manager
Mr. Jim Kohler	State of Alaska ALMR Program Manager
Mr. Trygve Erickson	Municipality of Anchorage (via teleconference)
Mr. Joe Quickel	ALMR Project Management Office
Mr. Bruce Richter	Office of Emergency Communications
Ms. Sherry Shafer	Operations Management Office

1. **Call to Order.** Commissioner Annette Kreitzer called the teleconference to order at 1:33 p.m.
2. **Opening Statements and Other Announcements.** None.

**3. Approval of Previous Meeting Minutes.** The Commissioner asked the ~~council~~ Executive Council if they had reviewed the August minutes and if they had any requested changes. There were no comments. The Commissioner requested a motion to approve the August minutes.

The following motion was presented for approval.

**Motion: Approve August 19, 2010, Executive Council meeting minutes, as amended.**

The motion was made by Colonel George Hays and seconded by Ms. Bergmann. There were no objections. **The motion was carried and approved.**

**4. Old Business.**

Ms. Pamela Bergmann briefed the ~~council~~ Executive Council on the status of the Interagency Agreements.

Ms. Bergmann advised the council that Mr Woodall had prepared the draft agreement and she had forwarded it to all the Non-DOD Federal Agencies for review and comment. No comments had been received.

The next step in the process is to finalize the agreement, send it to the agencies for signature, and then begin the transfer of funds.

**5. ALMR Project Status.**

a. Mr Tim Woodall, DOD Project Manager, stated that Project Office was in the final wrap up stage for the MotoBridge® project. The MotoBridge® installations ~~were was~~ complete, and most sites are operational and personnel ~~had been are being~~ trained. Mr. Woodall also stated that the OEC Barriers Case Study documents were written and being reviewed.

b. Mr Kohler, SOA Program Manager, stated that he would be reviewing the OEC Case Study at the end of the week upon his return. Mr Kohler advised the ~~council~~ Executive Council that the construction season was also winding down and fortunately ETS had received money this fiscal year to address the deferred maintenance for the SATS. This maintenance would in turn generate improvements across the ALMR System.

**6. User Council Update.**

a. Appointment of Southeast Municipalities User Council representative.

Deputy Chief Brad Johnson, User Council Vice Chair, briefed the ~~council~~ Executive Council that the primary Southeast User Council position was vacant due to the resignation of the previous incumbent. Lt Kris Sell, Juneau Police Department was nominated and received recommendations from several agencies.

In accordance with the User Council Charter, Article 5 - Membership, Section 1: "The Executive Council will approve the appointment of members and their alternates to the User Council." the following motion is presented to the Executive Council for approval.

The following motion was presented for approval.

**Motion: Approve the appointment of Lt Kris Sell, Juneau Police Department, as the Southeast municipalities' primary representative on the ALMR User Council.**

The motion was made by Ms. Bergmann and seconded by Colonel Hays. There were no objections. **The motion was carried and approved.**

b. Chief Johnson reminded the ~~Executive Council~~ Executive Council that the Annual User Council Conference ~~was is scheduled for October 18 - 19, 2010 this year,~~ but the format ~~would~~ will be different than previous years.

In past years, the first day was presentations which were open to the general public safety audience and the second day was specific User Council-related issues.

This year the conference ~~would~~ will focus on the User Council entirely. Day one ~~would~~ will be a facilitated discussion and day two ~~would~~ will be continuation of discussion from day one events as well as other items of interest to the ~~council~~ User Council. Commission Kreitzer will attend and address the ~~council~~ User Council on October 18.

## **7. Operations Management Office (OMO). Mr. Del Smith**

a. Mr. Smith advised the ~~Executive Council~~ Executive Council there were no unusual occurrences on the System metrics and the statistics were consistent with summer activity.

b. Mr. Smith briefed the ~~Executive Council~~ Executive Council on the poor response to the Annual Customer Satisfaction Survey sent out by the OMO. He advised them ~~Executive Council~~, of the surveys received, the lack of training was still one of the issues noted on many of the responses.

c. Mr. Smith reminded the Executive Council that through a previous motion and vote all Membership Agreements had been extended through December 31, 2010. He advised the ~~Executive Council~~ Executive Council that this could create a situation where member agencies were asked to sign an agreement for the period of July 1, 2010 to June 30,

2011 in January 2011 and then they would be asked to sign a new agreement in July 2011.

Because the Executive Council previously voted to remove the cost share language from the Membership Agreements agreement, he felt that it would be better served if the agreements went out for signature at this time versus waiting until the cost share apportionment was decided. He asked for the Executive Council to vote on this decision recommendation.

The following motion was presented for approval.

**Motion: The Operations Management Office shall prepare and forward for signature, the Membership Agreements for FY2011, which shall cover the period July 1, 2010 through June 30, 2011, to those agencies who do not have a current agreement on file.**

The motion was made by Ms. Bergmann and seconded by Colonel Hays. There were no objections. **The motion was carried and approved.**

#### **8. New Business.**

a. Office of Emergency Communications Barriers Study. Mr. Joe Quickel briefed the Executive Council that the study would be comprised of three separate documents: the case study, the description of the barriers gathered from discussions and interviews, and the correction action plan. The document is still in draft form and being revised.

b. Statewide Interoperable Executive Committee (SIEC). Mr. Woodall briefed the Executive Council on the history behind the ALMR Executive Council's appointment as the Alaska SIEC. At the time ALMR (State and DOD primary infrastructure stakeholders) was seeking waivers from the FCC and NTIA of the execution of the Spectrum Sharing Memorandum of Agreement, there were no other groups providing spectrum oversight for overseeing interoperability for within the State. The FCC MOA as a condition of the waiver, specifically required the establishment of an SIEC. designated tThe Executive Council assumed the role as the SEIC in order to fulfill that requirement, as designated by the Telecommunications Information Committee, which was chaired by the Lt Governor at that time.

Mr. Woodall also advised the council explained that the SEIC is normally appointed through a gubernatorial proclamation or by some legislative action. As a by-product of the Barriers Case Study, it was noted there are may be other groups which are better suited to take over administer the function or perhaps converge the SIEC function from members of the Executive Council and other applicable groups with the establishment of the SIEC endorsed by the Governor. This would also bring the SIECALMR into alignment with the OEC governance model.

Commissioner Kreitzer commented that she fully understood the requirement and knew what needed to occur and would take the matter for action.

**9. Next Meeting.** The next regularly scheduled meeting is October 21, at 1:30 p.m. in the AST Training Conference Room. Commissioner Kreitzer asked the other Executive Council council-members if that was a good day for them. All advised it was.

**10. Adjourn Meeting.** A motion made to adjourn the meeting was made by Ms. Bergmann and seconded by Colonel Hays. The meeting adjourned at 2:12 p.m.

GEORGE W. HAYS, Colonel, USAFANNETTE  
KREITZER, Commissioner  
State of Alaska, Department of Defense Executive  
Council Co-Chair  
ALMR Executive Council

**Distribution:**

~~SOA DOA, Commissioner Annette Kreitzer~~  
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~~AFEA, Ms. Pamela Bergmann~~  
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ALMR OMO, Mr. Del Smith  
ALCOM/J64, Mr. Timothy Woodall  
SOA DOA, Mr. James Kohler  
MOA, Mr. Trygve Erickson



# **Alaska Land Mobile Radio Communications System**

## **User Council 2010 Annual Assessment on System Operations and Management Performance**

**February 2, 2011**

## **1.0 Introduction**

Per the Alaska Land Mobile Radio (ALMR) Communications System Cooperative Agreement, Article 8 - User Council, Section 16.2, Performance Monitoring.

The User Council will monitor and evaluate the performance of the System, including the efficiency and effectiveness of its operation and management, as well as the performance of contracts and user agreements. The User Council will report to the Executive Council their assessment of the operational health of the System annually, or as requested by the Executive Council.

This report provides a high-level overview of ALMR System performance monitoring by the User Council (UC) and their oversight of the day-to-day Operations and System Management functions.

## **2.0 Membership**

At the beginning of 2010, there were 98 agencies operating on ALMR. At the end of the year, the total had increased to 106 agencies utilizing 14,428 subscriber units.

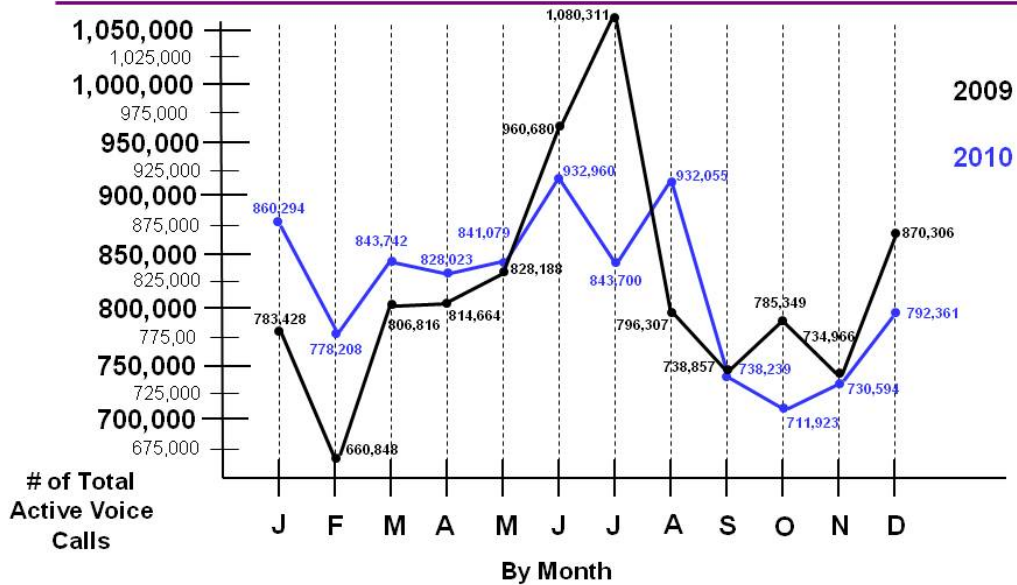
## **3.0 Metrics**

The UC is responsible for monitoring System performance and tracking various parameters including busies and voice calls per month in order to note any trends which may indicate System deficiencies. To accomplish this, they employ the Operations Management Office (OMO) to provide periodic reports. The OMO presents ALMR System metrics at the monthly UC meeting.

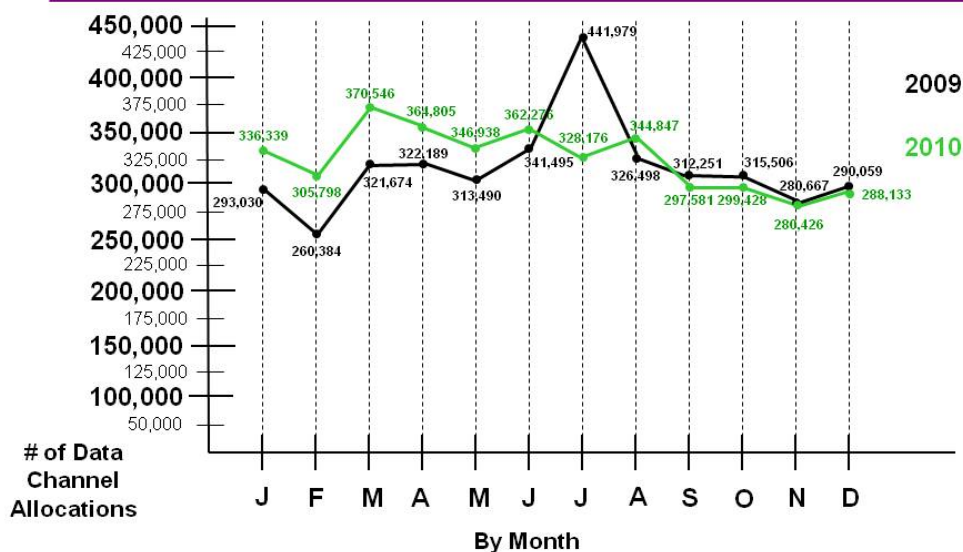
The UC has established a performance baseline standard, with respect to System busies, which identifies day-to-day and emergency operations data for individual sites by both the percentage and duration. Although individual sites may occasionally exceed the established standards, overall System performance remains well below the baseline. The OMO provides monthly statistics to the UC to determine whether those sites exceeding the standard are experiencing excessive traffic due to normal seasonal traffic or exercises, or whether there is an insufficient channel capacity at the site. This data continues to be examined periodically by the UC for long-term trend analysis.

The following charts examine the total numbers of System voice calls and data allocations per month. A comparison of the 2010 data is made to the 2009 data.

## 2009 – 2010 Comparison System Performance - Voice



## 2009 – 2010 Comparison System Performance - Data



In 2010, the ALMR System supported a total of 9,833,178 voice calls and 3,925,293 data allocations.

#### **4.0 Conflicts/De-conflicts**

Some sites continue to have channel confliction issues due to continued utilization of conventional frequencies by the State of Alaska (SOA). Others have experienced more recent conflicts, which may be attributed to frequency mixing. Therefore, channels at several ALMR sites continue to remain turned off.

- **Conflicts**
  - Site Summit Channel 6 (SOA) was turned off at the request of the Coast Guard and remains turned off while the System Management Office (SMO) continues to work on a solution. (Open)
  - Hill 3265 Channel 1 (DOD) was turned off due to suspected interference with the FAA. The technician checked the output of the repeater and it was clean. It was determined that the ALMR site was not a direct cause of the interference. The FAA changed their frequency and this cleared the interference issue. The channel was turned back on. (Closed, November 3)
  - Pole Hill was designed as a five-channel site. However, Channels 4 and 5 were not previously turned on due to a licensing issue. The SOA resolved the licensing issue, the multi-coupler and combiner were re-tuned and Channel 4 was added. The receiver board was replaced and Channel 5 was added. (Closed, August 5)
  
- **De-conflicts**
  - Frequency conflicts remain between Fire Station 12 Channel 10 (SOA) and the Municipality of Anchorage
  - Frequency conflicts remain between Pillar Mountain Channel 3 (SOA) and the Marine Highway

#### **5.0 Build out**

The ALMR System was originally designed to support 105 sites. Site equipment ownership was as follows (original design/current status):

- US Army Alaska (USARAK) – 45/45
- Elmendorf Air Force Base – 1/1
- Eielson Air Force Base – 3/3
- Clear Air Force Station – 1/1

- Municipality of Anchorage (MOA) – 15/6
- SOA – 40/32

There are currently 88 operational sites including the six MOA Anchorage Wide Area Radio Network (AWARN) sites. All Department of Defense (DOD) sites have been completed. The State has completed the build out of all funded sites.

- In 2010, there were two scheduled SOA sites completed
  - High Mountain (Ketchikan)
  - Haines
- There are no planned SOA sites scheduled for completion in 2011

## **6.0 System Coverage Issues**

ALMR was originally designed and built to provide coverage along the major roadway system in Central and South Central Alaska, major population centers in Southeast Alaska, and some portions of the Marine Highway.

During 2010, several previously identified coverage issues continue to be tracked by the OMO, while one new issue was brought to their attention.

- Skagway  
The ALMR site at Skagway does not provide coverage over the last six miles of the Klondike Highway. This is the section that is most intensively maintained, and the area where whiteouts, blowing snow, and avalanches occur. When maintenance crew works are in these areas, they must use a conventional DOT frequency for communications, which is often interfered with by truckers using the highway.

DOT has suggested that a second repeater be activated on Mine Mountain. This would cover the portion of the highway that currently has no coverage. However, Mine Mountain is remote and does not have power. The DOT&PF planning section has offered to assist with funding, if a plan can be put together.

- Houston  
The Technical Advisor traveled to the Houston area to investigate an issue with poor portable coverage reported by Houston PD. One of the immediate problems noted was that the radios did not have a "most preferred" tower site programmed. During the coverage checks in the Houston area, the only tower sites that were accessible were Site Summit, Cottonwood, and Rabbit Creek. Of the three, Site Summit provides the best site coverage for the affected area. It

was suggested to the agency when they program their radios, they should consider making Site Summit the "most preferred" site.

The System Manager noted that there had been some discussion about a new tower site along the Knik Goose Bay Road in Wasilla. There is an existing tower in the area which could provide excellent coverage throughout the Houston area. However, it may take several years to add an additional radio site if/when funding was approved.

Subsequently, the only option available at this time, which could improve Houston PD portable radio coverage in the near future, would be for them to acquire/install in-vehicle repeaters. It was suggested they contact Soldotna PD, who had recently installed several in their police vehicles and were reportedly satisfied with the improved reception capability.

- Palmer/Wasilla update (carried forward from 2009)  
In September 2009, the OMO conducted coverage tests in the Wasilla area as a follow-up to reported issues from the Wasilla PD. At that time, there were limited areas where coverage issues were experienced.

One item of particular attention was that the Cottonwood site was not being affiliated to by the agency as much as it should have been. Given that the site is in the middle of Wasilla, it should be most preferred 90 percent of the time. The issue was passed on to the SMO and they did identify some areas that had a high bit error rate on the Parks Highway on the south side of Wasilla.

In order to improve coverage, the ALMR technician worked with ETS personnel to relocate the antennas to another side of the Cottonwood tower. Subsequently, this action did improve the coverage along the Parks Highway. The SMO contacted Wasilla PD to see if this resolved the issue. The SMO was advised there were still other outstanding issues.

The technician then worked with Wasilla PD to update their firmware version, which provided for a stronger signal roaming capability. At this time, Wasilla PD hasn't completed the firmware upgrades in all their subscriber units. The SMO will continue to periodically check the situation for final resolution.

- North Pole update (carried forward from 2008)  
Previously, a System Design/System Analysis was completed at the request of Fairbanks North Star Borough and local public safety agencies regarding the

potential for an additional site in the North Pole area. The report was published in March 2008.

At the time of the original ALMR System design, it was determined that a site was not required in the North Pole area as the projected coverage met the design requirements for mobile subscriber units. Funding options for a North Pole site continue to be explored.

- Delta Junction update (carried forward from 2008)  
Delta area agencies advised the OMO in 2008 that ALMR coverage was no longer satisfactory and had degraded over the course of time. At that time, the OMO requested Motorola determine if the initial projected coverage in the area had been detrimentally affected by the relocation of the former Delta Junction site to Donnelly Dome, concurrent with the relocation of the former Donnelly Dome site to Ft Greely, and/or finally by the addition of a cellular antenna array to the Ft Greely tower.

Motorola performed a thorough preventative maintenance inspection of the ALMR transmission/receiver equipment and a sweep of all lines/antennas and determined that all equipment was working within specifications. Additionally, Motorola determined there was a strong possibility that the Ft Greely tower cellular antennas, and additional lines, were causing an RF shading/obstruction condition to occur in the direction of Delta Junction.

Motorola documented they believe an interference condition does exist in the area and is causing the observed radio behaviors and changes to the over-the-air signal levels. The source of this interference is a combination of tower obstruction/shading, land clutter (foliage), multi-path, and potentially outside RF interference.

USARAK advised the UC at the Annual Training Conference in September 2009 that they would work with AT&T and the SMO to isolate the antenna on the tower in order to determine if the modifications by AT&T were causing degradation. Testing by the SMO indicated that there was no RF interference. USARAK is continuing to work the issue from their end.

## **7.0 On-going Projects**

Since declaration of sustained Operations & Maintenance (O&M), the need for certain System modifications/updates has been noted. Some of these modifications were

requested by agencies on the System, some were in response to the need for increased coverage/capacity, and others were required to comply with deficiencies noted during the Department of Defense Information Assurance and Accreditation Process (DIACAP). The following list summarizes modifications/updates for 2010.

- **DIACAP review/System recertification**  
The current Authority to Operate (ATO) for the ALMR system will expire on May 28, 2011. The ALMR Security Manager and contractors from the Taurean company have been working on the DIACAP re-certification of ALMR. The majority of this work has been done and the expected completion date is February 15, 2011
- **Alaska Interoperability Network (AIN) - MotoBridge® Gateway System installation status**
  - As of December 31, 2010, equipment installation has been completed at all of the designated sites. Connectivity and transport remains to be completed in Kodiak, Delta and Tok by the State and to Quarry Hill by the Air Force.
  - All MOUs have been completed and technical training was completed at all locations except the locations identified above that are awaiting connectivity as well as Valdez, Juneau, Soldotna AST, Glennallen Forestry, and the wide area training for Range Control at Fort Wainwright and Fort Greely.

## **8.0 Contractor Performance**

The UC is responsible for reviewing and approving OMO auditing and control policies and procedures, which provide for accountability, compliance, monitoring and performance assessment of the ALMR System. Prior to the declared System O&M, the OMO completed development of all required critical operational documents (policies, procedures, plans, processes, and protocols), which address management, security, protection, and physical safety of the System, including its personnel and assets.

Documents are reviewed annually and updated, as necessary, to reflect changes to System performance parameters or operational mandates. The status of ALMR documentation for 2010 is:

- 54 reviewed/updated
- 54 approved by the UC

## **9.0 Periodic Maintenance Inspections (PMIs)**

The OMO provides Quality Assurance/Quality Control (QA/QC) oversight of periodic maintenance inspections (PMIs) conducted by the SMO on ALMR sites on behalf of the UC. This process ensures the sites are maintained to a standard in accordance with the Service Level Agreement (SLA) and identifies outstanding discrepancies that could potentially affect site operations.

Per the OMO Performance-Based Work Statement (PWS), 25 percent of the total infrastructure sites will be inspected annually, and 100 percent will be inspected within a four-year period. The SMO, in coordination with SOA, provides the OMO with the annual PMI inspection schedule. A total of 23 site PMIs, out of the 80 operational DOD/SOA sites, were QA/QC inspected in 2010.

### **10.0 System Enhancements**

- Genesis Air Traffic Interface Application (ATIA) (carried forward from 2009)  
The Genesis ATIA was installed for BETA testing on the Tudor Road Network Management Terminal (NMT) in December 2009. Genesis consists of a hardware and software platform that provides the ability to track system-usage time by individual agency and individual user. The formal technical and security review was completed in December. The final change request documentation is still pending approval subsequent to appointment of the new State of Alaska representative to the Executive Council.
- A new Mitel® phone switch was added to Transportable Area South. The firmware has the capacity to support 40 analog phones, 2 IP-based wireless phones, and 8 digital phones. Additionally, the Wireless Access point will provide wireless phone coverage at deployment sites.

### **11.0 Supported Events**

Many opportunities exist to allow the UC to further interoperability throughout the State, and remain up to date on current national standards. The UC utilizes the OMO staff to contact member agencies, prospective member agencies, legislators, and other interested groups to disseminate information about ALMR. However, in 2010, the User Council continued to elect to not fund any outreach efforts or agency training.

- Exercises/Transportable Deployments
  - Arctic SAREX/Arctic Edge/Vigilant Shield 2010, April 21 – May 5
    - Forward Operating Base Sparta (TAS deployed)
    - Valdez (TAN deployed)
- Outreach
  - *Insider* newsletter – produced quarterly (funded by the cooperative partners)

- Training
  - Annual User Council Training Conference (funded through grant monies), Oct 18 - 19

## **12.0 Finance/Budget**

In accordance with the Cooperative Agreement, the UC will establish a budget process and each year develop a proposed budget for the next fiscal year to meet the operating, maintenance and capital replacement needs of the System and shall submit the proposed next year's budget to the Executive Council. All proposed expenditures and activities of the System, as well as funding sources, shall be reflected in the proposed budget. The UC approved the FY2011 Operating Budget on March 3 and presented it to the EC, who approved it on May 20. The FY2012 Operating Budget was approved by the UC on August 4 and the EC on August 19, and submitted into the SOA budget cycle for consideration of funding. Many services provided by the OMO remain unfunded at this time and will be readdressed annually during the budget review process.

## **13.0 Other Issues**

Not all areas requiring oversight were previously identified in this report. Additional areas not covered, but currently being monitored:

- Outstanding Maintenance

This continues to be an on-going issue and delays in addressing R56 grounding at sites continue to be a major concern, some being over six years old. Outstanding maintenance issues have been briefed to the monthly UC meeting.
- Connectivity

The SOA is continues to work on a long-term solution to the SOA Telecommunications System (SATS) connectivity issues caused by previously deferred maintenance and aging infrastructure. SOA issues are briefed at the monthly UC meeting.
- OMO/SMO Audit

Per the OMO Performance-base Work Statement (PWS) Section 3.5.2, the contractor shall "develop and administer auditing controls for ensuring stakeholders are receiving appropriate services for their contribution." In previous years, funding for this requirement had not been provided in the contract by either the DOD or SOA. In FY2011, the SOA fully funded the audit.

The audit consisted of a line-by-line review of both the OMO and SMO functions to ensure all tasks outlined in each office's respective PWS and customer support plan are being completed. The review of both contracts began on October 22. As of the end of the year, the auditor was drafting the report. Completion of the final report, along with any recommended corrective actions, is expected to be completed no later than January 31, 2011.

- **USARAK Divesture**

On March 10, General Atkins, Commander Alaskan Command, advised the SOA, that USARAK intended to divest itself of the majority of its land mobile radio equipment located at SOA sites. The initial planned divesture at 13 sites is to be completed by July 1, 2011, and an additional 28 sites are planned between July 1, 2012 and June 30, 2013. USARAK is currently in discussions with SOA regarding the possible transfer of the equipment to the State at no cost, or the decommissioning/removal of the equipment. Discussions between USARAK and SOA are on-going. Regardless of the outcome, USARAK wishes to remain a partner in ALMR.

#### **14.0 Conclusion**

This report addresses the status of various issues regarding the operation and management of ALMR and outstanding items noted during this calendar year, or carried forward from previous years.

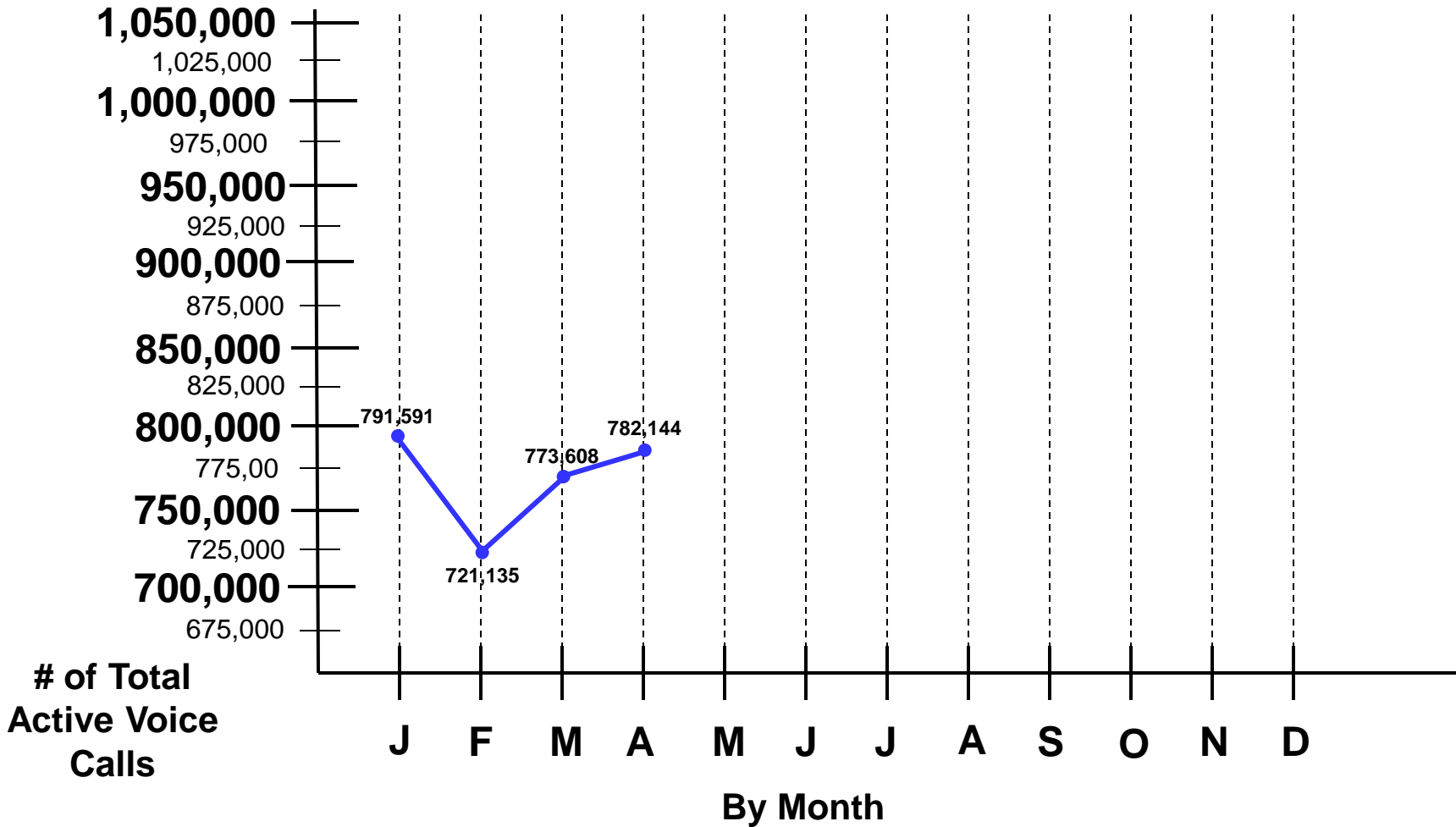
The efficiency and effectiveness of the OMO and SMO in performance of their contract functions meet the expectations of the UC.

The greatest area of concern, that continues to be monitored by the OMO, is a final Cost Share solution which addresses life-cycle funding for the System.

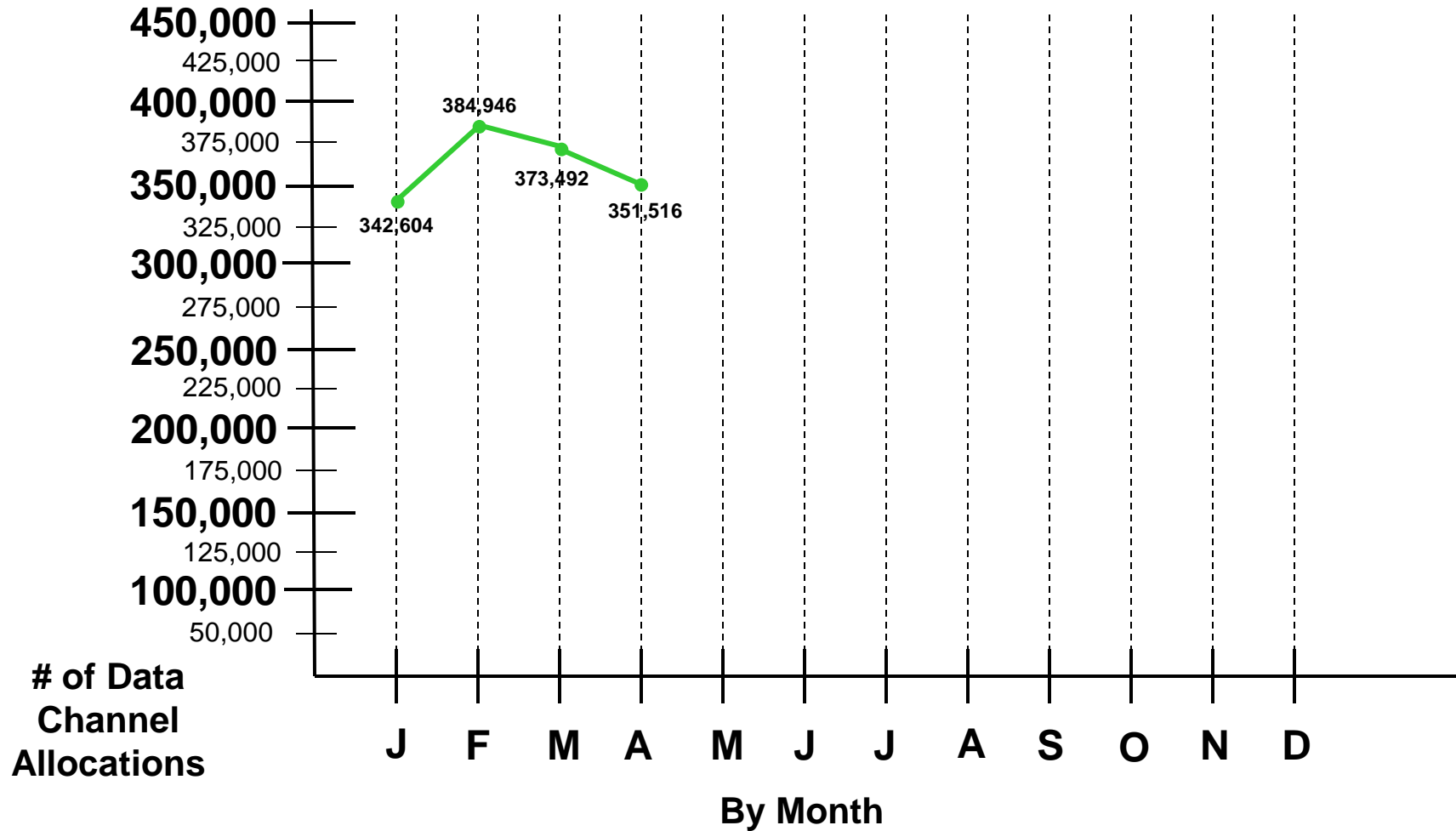
# 2011 System Performance

## Active Voice Calls

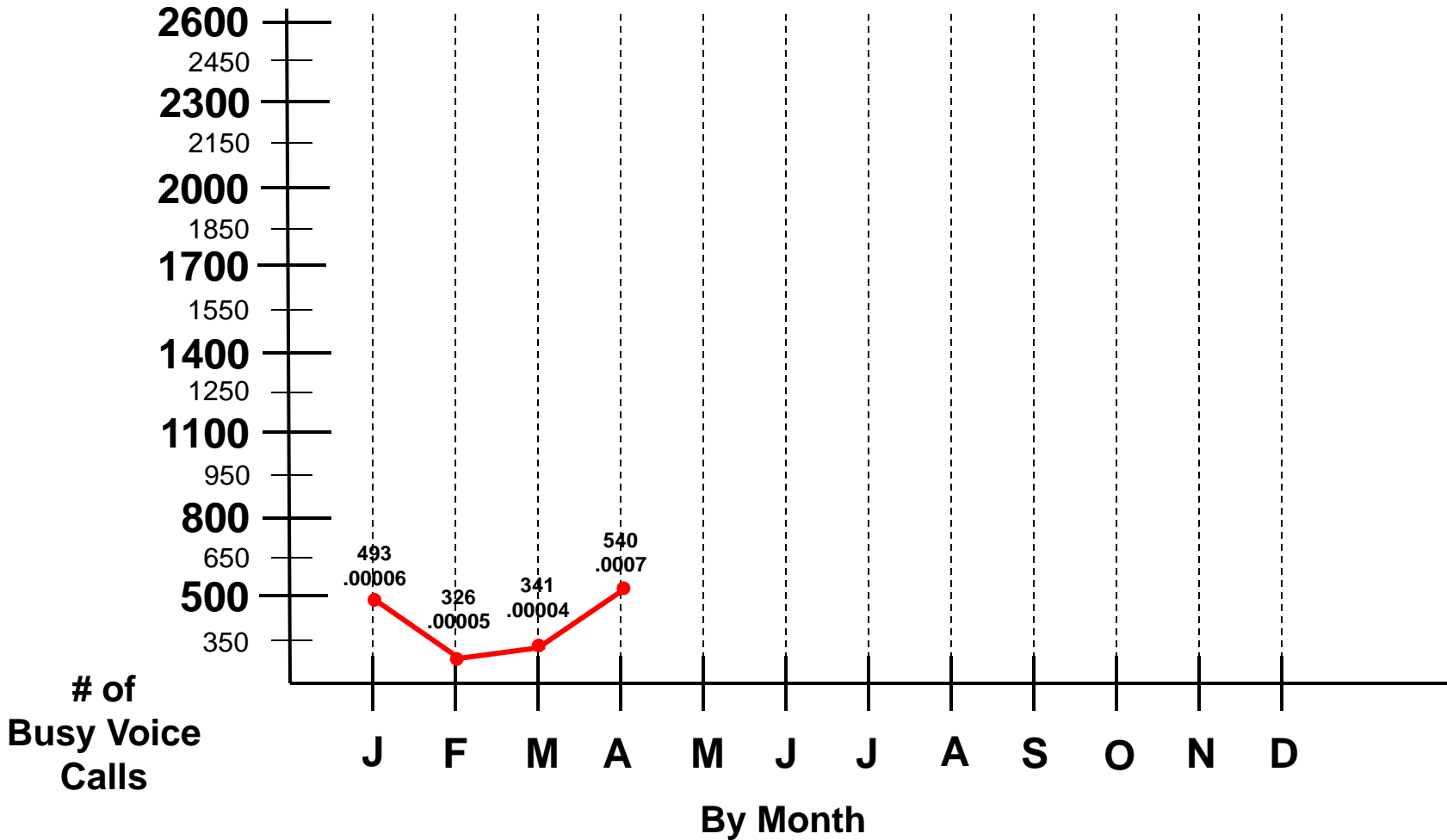
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# 2011 System Performance Data Channel Allocations



# 2011 System Performance Busy Voice Calls



April 21, 2011

To: ALMR Executive Council

From: ALMR User Council

Subject: FY12 US Army Alaska Land Mobile Radio Equipment Divestiture

Since March 2010, the User Council (UC) has been aware of the intent of United States Army Alaska (USARAK) to divest their land mobile radio (LMR) equipment currently located at State of Alaska (SOA) sites. The UC has frequently discussed the potential impact to interoperable communications this will cause. Despite the obvious impact to the public safety users we represent, we have not been privy to any details or specific plans resulting from direct discussions between the SOA and USARAK. Nor have we been consulted on what the potential impact to our member agencies will be if USARAK divests the equipment, the State does not accept it and the equipment is subsequently removed. The UC is not aware of any direct engagement by the Executive Council (EC) to address and unanimously agree on the terms and conditions under which the equipment relinquished by USARAK might be transferred to the other parties, or in this case, to the SOA. Such discussions and agreement are required by Article 3, Section 8, of the ALMR Cooperative Agreement (CA) - Voluntary Termination. Although Article 3 does not specifically address divestiture of equipment, as intended by USARAK, we believe that it applies in this situation.

At the Annual UC Conference in October 2010, then Department of Administration (DOA) Commissioner Annette Kreitzer advised UC members that discussions were ongoing between SOA and USARAK with regard to the divestiture, but no decisions had been reached. During the same meeting, the USARAK representative to the UC briefed fellow council members that although the first phase of the planned divestiture was to occur after July 1, 2011, no actual dates for implementation had been set.

Until the most recent UC meeting (April 6, 2011), the UC had not received any additional information regarding USARAK's divestiture plan and schedule. Although, the USARAK voting representative was not in attendance at the meeting, the UC was advised by Mr. Tim Woodall, DOD ALMR Project Manager, that the current DOA Commissioner, Becky Hultberg, and members of her staff had met via video conference on March 16, 2011, with US Army Pacific (USARPAC), USARAK and Alaska Command (ALCOM) representatives. The purpose of that meeting was to discuss the pending divestiture and also SOA's intent regarding the equipment. According to Mr. Woodall, and confirmed by Deputy Director SOA Enterprise Technology Services Jim Kohler, Commissioner Hultberg advised USARPAC that the State had not made a decision

about whether or not to accept the equipment. The apparent result of the meeting was General Scott, USARPAC G-6 (communications); advising Commissioner Hultberg that the LMR equipment located at the 13 sites would be placed in a "break/fix" status effective July 1, 2011, and funded through December 31, 2011. After January 1, 2012, the SOA could either accept the equipment, and if not, it would be removed.

While we remain deeply concerned regarding the future implications for public safety communication and interoperability in Alaska, our immediate concerns are: 1) the "break/fix" plan announced by General Scott to be implemented July 1, 2011; and 2) the disposition of that equipment on January 1, 2012, if the SOA ultimately does not accept the equipment. In both cases, moving from the current maintenance response requirements set out in the ALMR Service Level Agreement (SLA), to an unspecified level of response described as "break/fix," causes us great concern.

We recognize that USARAK has the right to divest the equipment and has given ample notice to the partnership. We appreciate General Scott's agreement to engage in "break/fix" for the next six months and not immediately divest, as was originally planned. However, as the representatives of the 108 public safety agencies on the ALMR System, we are seeking an understanding of exactly what "break/fix" entails and request input into that determination.

The UC respectfully suggests the EC immediately engage in discussions with ALMR partner Department of Defense (DOD), represented by ALCOM, to negotiate and unanimously agree on the terms and conditions of "break/fix" from July 1 through December 31, 2011. Additionally, we suggest the EC engage in discussions with SOA DOA to determine what actions the State is actively pursuing toward reaching a decision on acceptance of the equipment, proposed sustainment strategies, an understanding of the long-term affect to cost share and other possible ramifications.

To assist in the discussions between the EC members, we have outlined below what we see as a minimum level for "break/fix" to ensure the maximum amount of uptime for the ALMR System during the remainder of 2011.

- Sole source contract with existing vendor (BSIT) which ensures continued DIACAP compliance and access to existing spares
- 24-hour system monitoring by Motorola
- 72-hour minimum response time to investigate and effect repairs, as necessary
- Replacement of critical spares

We believe the establishment of the above minimum "break/fix" will mitigate, to the largest extent possible, the impact on the daily operations of ALMR users.

Despite our recommendations regarding “break/fix,” the UC believes that maintaining ALMR at the current levels outlined in the SLA is in the best interests of the public and the public safety responders who depend on ALMR for day-to-day and emergency response communications. We strongly urge both the SOA and USARAK to arrive at a funding arrangement that will allow the continuation of ALMR, as currently established.

In closing, we understand that Commissioner Hultberg pointed out during the March 16, 2011, video conference that the future of SOA ALMR consortium funding and support depended on funding decisions by the Legislature that were unresolved at that time. The divestiture of USARAK LMR equipment at 41 sites further complicates the issue. Additionally, the unresolved funding issues before the Legislature, and the pending divestiture, have created confusion and skepticism among current ALMR member agencies. These unresolved issues have also discouraged agencies considering ALMR for their public safety and day-to-day communications needs from moving forward and joining ALMR, which would further improve interoperability and reduce costs among partnering agencies. ALMR has allowed for the interoperability between local, state and federal first responders that is so critical to a coordinated response during emergencies. A timely resolution of the pending issues, that ensures the continued existence of ALMR and the interoperability it provides, is critical.

Thank you for your consideration in this matter.

A handwritten signature in black ink, appearing to read "Matthew Leveque", with a long horizontal flourish extending to the right.

Matthew Leveque  
User Council Chair

Attachment: Divestiture Events Timeline

## USARAK ALMR Equipment Divestiture Timeline

(**NOTE:** This timeline was constructed from letters and e-mails available to the Operations Management Office (OMO) and/or information provided by participants in meetings/discussions between the State of Alaska (SOA) and US Army Alaska (USARAK) regarding the equipment divestiture.)

USARAK Commanding General, MG Troy, in a memorandum (February 16, 2010) to Lt Gen Atkins, Commanding General, Alaska Command, addressed the USARAK sustainment strategy regarding the Alaska Land Mobile Radio (ALMR) Communications System. MG Troy advised Lt Gen Atkins that USARAK, in order to remain within their budget ceiling and to compensate for continued funding shortfalls, intended to divest the land mobile radio (LMR) equipment owned by USARAK, but located at SOA roadway sites along the Seward Highway starting in SOA FY11. However, USARAK would remain a cooperative partner in ALMR and would continue to fund, operate and maintain owned infrastructure. Additionally, MG Troy stated in the memorandum that additional cost and mission analysis would be conducted with regard USARAK LMR equipment located at other SOA sites throughout the ALMR System. MG Troy advised that USARAK would continue, for the long term, to fund, operate and maintain the four ALMR sites and the North Zone controller which provide direct support to Ft. Wainwright and Ft. Greely.

Lt Gen Atkins, in a follow-on letter (March 10, 2010) to SOA Department of Administration (DOA) Commissioner Kreitzer (SOA Executive Council Co-Chair), provided a one-year written advance notification of USARAK's intention to divest the LMR equipment located at 13 SOA sites (attachment to letter) effective July 1, 2011. He also stated the intent was for the equipment to be decommissioned and removed from the sites, or to be transferred to the SOA at no cost. Lt Gen Atkins reiterated USARAK's intent to remain a partner operating on the ALMR System and advised that any future equipment divestiture would be communicated to all affected parties at least one-year in advance. Lt Gen Atkins requested negotiations for disposition of the identified equipment and future cost share arrangements begin immediately.

Commissioner Kreitzer responded (March 18, 2010) to Lt Gen Atkins acknowledging the one-year advance notice of USARAK's intended divestiture. Commissioner Kreitzer advised that due to the press of on-going SOA budget business, she would not be able to meet with USARAK to discuss the issue until the week of April 19, 2010. Additionally, she advised that it was too late in the SOA FY11 budget planning process to submit amendments to the Legislature for consideration, and the State could not accept the equipment without the Legislature's budget authorization. Commissioner Kreitzer advised that the earliest such authority could be granted would be at least a year away at the start of SOA FY12 (July 1, 2011).

Although Commissioner Kreitzer was unable to attend the meeting (April 21, 2010), DOA Deputy Commissioner Petro and SOA ALMR Program Manager Jim Kohler met with Mr. Thomas (Rick) Williams, USARAK Deputy G6, to gain a better understanding of the USARAK divestiture plan. During the meeting, they requested responses to four questions, which Mr. Williams agreed to provide answers to by mid-May.

Governor Parnell, in a letter to Secretary of the Army McHugh (July 30, 2010), requested the Army answer, no later than August 15, 2010, the questions previously presented by the State in April. As of the date of Governor Parnell's letter, no response had been received. This would allow ALMR Consortium members to plan appropriately for the ALMR FY12 budget.

In a letter received by the SOA on August 23, 2010, LG Jeffery Sorenson, Chief Information Officer (CIO) for the Army, responded to Governor Parnell on behalf of Secretary of the Army John McHugh. LG Sorenson stated USARAK had originally purchased LMR equipment, to be placed at SOA roadside sites, in support of the Army's mission to safely and securely transport ammunition from ports to Army bases within Alaska. Improvements in transportation and communication infrastructure now precluded much of the need for highway truck shipments and the supporting communications. USARAK currently ships ammunition either by rail or air and no longer has a mission requirement for the LMR equipment at the roadside sites. The only other potential Army requirement for the LMR equipment is Military Support to Civil Authorities (MSCA). However, according to LG Sorenson, DOD Directives preclude USARAK from maintaining equipment exclusively for the MSCA mission, absent the express direction of the Secretary of Defense. Therefore, USARAK only required four of the existing 45 Army LMR sites to support their mission in Alaska and intended to divest LMR equipment at those sites no longer needed to support its current mission.

Commissioner Kreitzer wrote a letter (November 30, 2010) to BG Scott, Commander 311<sup>th</sup> Signal Command, and BG Williams, Director, Command, Control, Communications and Computer Systems, US Pacific Command, which referred to an on-going Office of Emergency Communications (OEC) study of the barriers to consortium partnerships, such as ALMR. Commissioner Kreitzer offered that USARAK divestiture of LMR equipment may not be necessary if the barriers to be identified by the OEC could be overcome. Commissioner Kreitzer closed the letter by requesting the addressees engage the ALMR Executive Council (EC) and all users in discussing ways to mitigate the USARAK challenges.

BG Scott responded (December 22, 2010) to Commissioner Kreitzer and reiterated the USARAK's position that the LMR equipment was no longer required to meet mission requirements. According to BG Scott, a careful assessment of the Army's mission needs, plus both the legal and economic feasibility, revealed USARAK does not have a

good business case for continuing to maintain the sites. With regard to the draft OEC barriers study, BG Scott stated the document reinforced their previous conclusion regarding the 41 sites. However, BG Scott confirmed that USARAK fully intended to remain a cooperative partner in ALMR.

Most recently (March 16, 2011), a video teleconference was conducted between SOA Commissioner Becky Hultberg, the new DOA Commissioner, General Scott and several USARAK, SOA and ALCOM representatives to discuss the divestiture, beginning July 1, 2011. It is our understanding that Commissioner Hultberg advised General Scott that the State had not made a decision regarding acceptance of the equipment. General Scott stated that effective July 1, 2011, USARAK would place the 13 affected sites in "break/fix" repair mode and would fund repairs through December 31, 2011. Effective January 1, 2012, the SOA could accept the divested equipment or not. If the State chose not to accept the equipment, USARAK would remove the equipment.

January 28, 2011

Del Smith, Operations Manager  
Alaska Land Mobile Radio  
Operations Management Office

Dear Mr. Del Smith:

I am pleased to present an audit report of the **Alaska Land Mobile Radio (ALMR) System: Operations Management Office (OMO) and System Management Office (SMO)**, for your review. A brief summary of the report is present below.

This audit had two objectives. First, to determine OMO's compliance with the requirements of the Performance Based Work Statement. Second, to determine if SMO had provided an integrated suite of services to ALMR users including help desk support, system management services, system maintenance services, transportable deployment and storage services, and reporting.

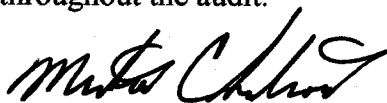
#### **Operations Management Office**

OMO has generally complied with the requirements of the Performance Based Work Statement. However, OMO staff did not track expenses and report them and had not developed and maintained an overall annual report on system replacement costs. In addition, OMO staff may find it difficult to inspect all ALMR radio sites. Finally, OMO had not obtained and maintained the Communications Unit Leader accreditation.

#### **System Management Office**

SMO has generally provided an integrated suite of services to the ALMR users. However, we identified eight instances where the completion of a preventive maintenance inspection was not documented. In addition, some reports required by SMO's Customer Support Plan were not always completed and other reports appeared to be similar to one another. Finally, work orders did not appear to be closed timely once completed.

I would like to thank the OMO staff and the SMO staff for their cooperation and assistance throughout the audit.



Michael Chadwick, CICA

PWR & Associates

January 28, 2011

**Alaska Land Mobile Radio System  
Operations Management Office and System Management Office**

**Introduction.** The Alaska Land Mobile Radio (ALMR) System is a joint and complex cooperative effort between federal, state and local government agencies to operate a single land mobile radio infrastructure for day-to-day and emergency response communications to over 100 member agencies. ALMR's mission is to "Manage the shared ALMR System by supporting the collaborative partnership between public safety first responders serving the citizens of Alaska, and provide secure, reliable, 24/7 operations by utilizing the latest proven land mobile radio technologies."

The ALMR Executive Council, which provides executive oversight, is comprised of representatives from the State of Alaska, the Department of Defense (DOD), non-DOD Federal agencies, and local municipal/government. The ALMR Executive Council has established a User Council. The User Council is responsible for defining the operational requirements and providing operational oversight. The Operations Management Office (OMO) has a staff of three and reports to the User Council. The OMO oversees the System Management Office (SMO). The SMO has a staff of four that provides help desk support, system management services, system maintenance services, transportable deployment and storage services, and reporting.

**Audit Objective and Scope.** This audit had two objectives. First, to determine OMO's compliance with the requirements of the Performance Based Work Statement. Second, to determine if SMO had provided an integrated suite of services to ALMR users including help desk support, system management services, system maintenance services, transportable deployment and storage services, and reporting. To accomplish the objective, we examined pertinent documentation and interviewed appropriate personnel as necessary to ascertain the status of required actions contained in OMO's performance based work statement and SMO's Customer Support Plan.

The audit was requested by OMO's Manager pursuant to a general audit requirement found in OMO's performance based work statement which states: "**Develop and Administer Auditing Controls** for ensuring stakeholders are receiving appropriate services for their contribution."

We would like to thank the OMO staff and the SMO staff for their cooperation and assistance throughout the audit.

**Overall Evaluation.** OMO has generally complied with the requirements of the Performance Based Work Statement. However, OMO staff did not track expenses and report them and had not developed and maintained an overall annual report on system replacement costs. In addition, OMO staff may find it difficult to inspect all ALMR radio sites. Finally, OMO had not obtained and maintained the Communications Unit Leader (COML) accreditation.

SMO has generally provided an integrated suite of services to the ALMR users. However, we identified eight instances where the completion of a preventive maintenance inspection was not documented. In addition, some reports required by SMO's Customer Support Plan were not always completed and other reports appeared to be similar to one another. Finally, work orders did not appear to be closed timely once completed.

## **Findings and Recommendations**

### **Operations Management Office**

#### **1. Expenditures and Replacement Costs Not Reported.**

**Finding.** OMO staff did not track expenses and report them. Instead, expenditure tracking was left up to individual contractors. Performance Based Work Statement 3.53 requires OMO to

conduct expenditure tracking and reporting. According to OMO staff, they have no mechanism to adequately track expenditures.

In addition, OMO staff had not developed and maintained an overall annual report on system replacement costs. According to OMO staff, the intent of this requirement was to have a report prepared within about five years of the equipment's life cycle. However, Performance Based Work Statement 3.54 states, "**Develop and Maintain an Overall Report on System Replacement Costs - O&M or Capital Investment to the User Council annually.**"

**Recommendation.** OMO should develop a mechanism to track and report expenditures and report replacement costs as required by Performance Based Work Statements 3.53 and 3.54, or consider revising these requirements.

2. **Site Visit Requirement May Be Difficult to Satisfy.**

**Finding.** OMO staff may find it difficult to inspect all ALMR radio sites. Currently, there are over 80 radio sites throughout Alaska. Many of these sites are located in areas that are difficult to visit and at least 16 sites are only accessible by helicopter. Performance Based Work Statement 3.7.2 requires OMO staff to "**Conduct Inspections of All ALMR Infrastructure to determine compliance . . . with the Service Level Agreement for infrastructure . . . 25% of the total infrastructure sites will be inspected annually and 100% will be inspected within a four year period.**"

Although OMO is currently fulfilling its obligation and is inspecting 25 percent of the sites each year, this requirement may be difficult to fully satisfy because OMO's technical advisor is unable to visit sites accessible only by helicopter. In April 2008, a helicopter chartered to take State of Alaska technicians to one of the mountain sites crashed, killing all but one of the passengers. According to OMO staff, as a result of this accident the technical advisor has been unable to use the helicopter to visit remote ALMR sites until liability issues are resolved.

In addition, it should be noted that the period of performance for the contract with the Department of Defense and the period of performance for Performance Based Work Statement 3.7.2 do not coincide. The current contract with the Department of Defense is a three year contract plus 2 months, if all renewal options are exercised. Performance Based Work Statement 3.7.2 states that 100 percent of ALMR's infrastructure will be inspected within a four year period.

**Recommendation.** OMO should resolve the liability issues regarding helicopter use and should consider revising Performance Based Work Statement 3.7.2 to coincide with the Department of Defense's contract performance period, if all renewal options are exercised.

3. **Communications Unit Leader Accreditation Not Obtained.**

**Finding.** OMO had not obtained and maintained the COML accreditation. Performance Based Work Statement 3.14.2 states "**Obtain and Maintain Accreditation and Perform ALMR Communications Leader COML Duties** in accordance with DHS [Department of Homeland Security] guidelines in support of Incident Command."

OMO does have one staff who received some COML training in 2007, but still needs to complete additional training. According to DHS, individuals who successfully complete the COML training must meet the requirements set forth by their State to become a certified COML. However, the State of Alaska does not offer COML certification. Currently, the Alaska Interoperability Coordinating Committee, made up of representatives from local, state and federal agencies is developing procedures for accrediting COML trained personnel in Alaska.

**Recommendation.** OMO should revise Performance Based Work Statement 3.14.2 to reflect the State's progress in implementing accreditation standards.

## System Management Office

### 4. Preventive Maintenance Inspections Not Always Supported.

**Finding.** We identified eight instances where the completion of a preventive maintenance inspection (PMI) was not documented. According to SMO staff, they know the dates when the inspections were completed, but the PMI completion chart did not show they were completed and paperwork completed at the time of the inspections could not be found. According to SMO management, a technician had completed these PMIs but failed to submit the reports prior to terminating his employment. Requirement 2.13.1 of SMO's Customer Support Plan requires that SMO coordinate PMIs and conducted them annually.

**Recommendation.** OMO should ensure that SMO staff adequately document PMI visits as they occur.

### 5. Some Required Reports Not Always Completed.

**Finding.** Some reports required by SMO's Customer Support Plan were not always completed and other reports appeared to be similar to one another. For example, SMO's reporting standards requires that an annual asset inventory report be completed by October 31<sup>st</sup> of each year. However, since member agencies have not reported their entire infrastructure to the SMO, the report has not been completed. According to SMO staff, they plan to send out to member agencies what they do have on their records for verification. In addition, an annual maintenance customer support plan had not been completed.

Moreover, some required reports appeared to be duplicative. For example, three separate line items in the reporting metrics appeared to ask for essentially the same information. When we talked to SMO staff they said that each of the below requirements was asking for essential the same information to be reported.

<u>Report 1</u>	<u>Report 2</u>	<u>Report 3</u>
"Provide statistical reports: carryover calls, new calls received, calls closed and calls carried over to next month. Provide narrative, tabular, and graphic form that summarizes call activity for the month"	"Monthly Statistical Report including: calls and usage by zone, call duration, talkgroup usage, maintenance and issues by type and by priority; Overall system metrics and system service level performance; System uptime, fault management, cause origination"	"System Performance Report detailing, ALMR system zone statistics including, site usage, data calls, data busy calls, voice calls, voice busy calls, channels in use, ALMR system Talkgroup Usage, user breakdown data, open System issues, system performance trends and recommendations for system changes"

**Recommendation.** SMO should clarify and identify reports required by each contract.

**6. Work Order Management Needs Improvement.**

**Finding.** Work orders did not appear to be closed timely once completed. Work orders can be opened, completed, or closed. For example, as of November 26, 2010, work order records showed 220 work orders from October 2010 had been completed, but had not yet been closed. According to SMO staff these completed work orders cannot be fully closed until they are reviewed by supervisors for accuracy and asset records are updated. Currently, SMO staff have a significant backlog of completed work orders that need to be fully closed.

In addition, the work order database showed some work orders with completion dates occurring before they were entered into the work order system. For example, one work order had a closed date of January 15, 2010. However, the date the work order was entered into the work order system was October 21, 2010. Work orders are not always entered timely because requests involving multiple asset records require individual work orders be opened for each asset record, which can be time consuming. For example, an emergency occurs and a member agency requests 25 laptops and 10 telephones, resulting in 35 separate work orders. The equipment is provided, but due to time constraints the work order requests are not entered into the work order

system at that time. Later, the equipment (35 separate work orders) is entered into the work order system with completion dates showing when the equipment was loaned out and the current date as the "entered date" for the work orders. As a result, it was difficult to know how quickly work orders were completed and the true status of the work orders. In our opinion, SMO staff are using the work order system to document work orders instead of scheduling and tracking them.

**Recommendation.** SMO should evaluate their work order process and the tools used to process work orders to determine if work order procedures and tools could be improved to help reduce the closure backlog and obtain efficiencies.

## **Other Pertinent Information**

**State Contract.** Discussions with various ALMR staff indicated that the contract between Wostmann and Associates, Inc. and the State of Alaska was initially a nine month contract with two annual renewal options. However, our review of the contract found that it was initially a nine month contract with three annual renewal options. Specifically, the contract states, "ALMR Operations Management Services from September 30, 2009 through June 30, 2010 with three (3) annual renewal options for the periods of July 1, 2010 through June 30, 2011; July 1, 2011 through June 30, 2012 and July 1, 2012 through June 30, 2013." As a result, it is our opinion that if all renewal options are exercised this contract will end on June 30, 2013, not June 30, 2012.

**Department of Defense Contract.** The contract between Wostmann and Associates, Inc. and the Department of Defense began on September 30, 2009. The contract states that "The total duration of this contract, including the exercise of any options under this clause, shall not exceed 3 years, 2 months." Therefore, if all options are exercised the total length of the contract is 38 months (12 months x 3 years = 36 months + 2 months = 38 months). Since the contract began on September 30, 2009, and if all options are exercised, then the contract terminates on November 30, 2012.

Michael Chadwick, CICA  
PWR and Associates

# **Consolidated Responses of the Operations Management and System Management Offices to the Audit Report of Findings**

## **1.0 Introduction**

The following information is provided in response to the findings of the audit for the Alaska Land Mobile Radio (ALMR) Communications System Operations Management Office (OMO) and the System Management Office (SMO). The audit was conducted by Mr. Michael Chadwick, CICA, of PWR & Associates and funded by the State of Alaska (SOA) through the ALMR cooperative partnership. The report was presented to the User Council on February 2, 2011.

In accordance with the OMO Performance-based Work Statement (PWS) paragraph 3.5.2 - Develop and Administer Auditing Controls, the OMO shall be responsible for "ensuring stakeholders are receiving appropriate services for their contribution."

The audit objectives were to: 1) determine if the OMO was in compliance with the PWS; and 2) determine if the SMO had provided an integrated suite of services to ALMR users.

## **2.0 OMO Findings**

### **2.1 Expenditure and Replacement Costs Not Reported (OMO)**

**2.1.1 Finding:** "OMO staff did not track expenses and report them." (PWS 3.53)

At this time, the only expenses required to be tracked within the OMO are for travel regarding the PMI QA/QC functions provided by the Technical Advisor. He submits the travel vouchers and receipts through 5 Star Team under a sub-contract with Wostmann & Associates who is the responsible provider for the OMO PWS.

**Corrective Action:** *The OMO will develop a tracking data base for expenditures made against the travel contract line item(s).*

**2.1.2 Finding:** "OMO staff had not developed and maintained an overall annual report on system replacement costs." (PWS 3.54)

The OMO has no ability to track System replacement costs. The State of Alaska (SOA) and the Department of Defense (DOD) directly manage replacement costs as the owners of the equipment.

**Corrective Action:** *The government will modify the PWS.*

## **2.2 Site Visit Requirements May Be Difficult to Satisfy**

**2.2.1 Finding:** "OMO staff may find it difficult to inspect all ALMR radio sites." (PWS 3.7.2)

As noted in the audit report, the sites in question are those only accessible by helicopter. After the fatal crash in 2008 involving SOA technicians, the liability regarding the Technical Advisor traveling aboard the chartered aircraft was raised. The Operations Manager has advised the Technical Advisor not to travel aboard any chartered aircraft until such time as the liability/insurance issue is resolved.

**Corrective Action:** *The liability insurance issue for travel to the helicopter sites has been resolved by the contractor.*

**2.2.2 Finding:** The PWS states "... 25% of the total infrastructure will be inspected annually and 100% will be inspected within a four year period." The contract period does not support the completion of 100 percent of the sites. (PWS 3.7.2)

The current contract, if all renewal options are exercised, only runs three years plus two months. Therefore, the OMO staff will not be able to meet the requirement to inspect 100 percent of the sites in the current contract period.

**Corrective Action:** *Under the current Periodic Maintenance Inspection QA/QC schedule, 25 percent of the sites are currently being inspected each year. With the resolution of the insurance liability issue for the helicopter sites, the intent of the PWS is being fully met.*

## **2.3 Communications Unit Leader (COML) Accreditation Not Obtained**

**2.3.1 Finding:** "OMO had not obtained and maintained COML accreditation." (3.14.2)

The Technical Advisor received COML training in 2007. However, he must complete/meet requirements set by the State to be fully certified. The SOA currently has no COML certification program. However, the Alaska Interoperability Coordination Committee (AKICC) is in the process of developing Communications Generalist (COMG) accreditation standards.

**Corrective Action:** *The government will modify the PWS.*

### **3.0 SMO Findings**

#### **3.1 Preventive Maintenance Inspections Not Always Supported**

**3.1.1 Finding:** "There were eight instances where the completion of a preventative maintenance inspection (PMI) was not documented." (SMO CSP 2.13.1)

The SMO was positive the inspections were completed. However, the supporting paperwork could not be located. The responsible technician terminated employment around the time that the inspections were done. It was surmised that the technician failed to submit the reports prior to departing.

**Corrective Action:** *The SMO has already put two actions in place to ensure this does not happen again: 1) a Help Desk Administrator was hired to track the cases and ensure proper reporting procedures are followed; and 2) a policy was instituted whereas PMI reports are to be turned into the Help Desk within two business days of completing the PMI. Compliance will be tracked by the Help Desk administrator.*

#### **3.2 Some Required Reports Not Always Completed**

**3.2.1 Finding:** "Some reports required by the SMO Customer Support Plan were not always completed and other reports appeared to be similar to one another." (SMO CSP 3.2 and 4.4)

Annual asset inventory management reports have not been accomplished. Some reports appear to be duplicates (3.2, Integrated System Management Reports).

**Corrective Action:** *Bering Straits Information Technology will work with the government to modify contract deliverables to reduce any duplicate reports or define similar tasks to clarify objectives.*

*The SMO also hired a Help Desk Administrator which will allow the Asset Manager more time to work with User Agencies to provide proper inventory information.*

#### **3.3 Work Order Management Needs Improvement**

**3.3.1 Finding:** "Work orders did not appear to be closed timely once completed."

A work order is opened for every item (i.e. if 25 radios are requested on loan, then 25 work orders are opened when the equipment is loaned and an additional 25 work orders are opened when the equipment is returned). Hence, the priority to create the work



orders may not be high. Therefore, the work orders may be opened regarding the initial loaning of the equipment after the equipment has already been returned.

***Corrective Action:*** *The SMO hired a Help Desk Administrator, which will free up time for the Asset Manager. This will allow both positions to properly input work orders as they are received.*

There will continue to be cases where work orders are input after the fact. Technicians have two business days to turn in paperwork on equipment that is being moved.

#### **4.0 Other Pertinent Information**

**Observation:** The DOD contract, if all options are exercised, terminates on November 30, 2012. The SOA contract, if all options are exercised, terminates on June 30, 2013.