



Alaska Land Mobile Radio Communications System

Operations Management Office Customer Support Plan

Version 5

NOTE: For State FY2012 optional services, which were not funded, have been grayed out and are not provided at this time.

November 28, 2011



Table of Contents

Table of Contents	i
Document Revision History	ii
Acronyms and Definitions	iii
1.0 Introduction	7
1.1 Executive Summary	7
1.2 Purpose and Scope.....	7
1.4 Mission Statement.....	8
1.5 Goals and Objectives	8
2.0 Staff	11
2.1 Location and Working Hours	11
2.2 Staff Contact Information (Located at Appendix A)	11
2.3 Organizational Structure	12
3.0 Functions and Services	12
3.1 Staff Functions by Position.....	12
3.2 Major Functions.....	14
4.0 Staff Responsibilities Matrices/Performance Metrics	20
4.1 Governance Management.....	20
4.2 Executive Council Support	21
4.3 User Council Support	22
4.4 Problem Escalation	23
4.5 Budget Process and Audit Coordination	23
4.6 Perform Third Party Quality Assurance/Quality Control	24
4.7 Provide Overall System Infrastructure Maintenance Oversight	24
4.8 Provide Oversight of Asset Management Services	24
4.9 System Network Management and Technical Support	25
4.10 Common Training Services/Deliverables	25
4.11 Records and Document Management	26
4.12 Security Requirement	26
4.13 Technical Assistance during Emergency Response Conditions	27
4.14 Emergency Operations during Emergency Response Conditions	27
5.0 Reporting Functions	28
6.0 Measurements	29
7.0 Conclusion	29
Appendix A Staff Contact Information	30



Document Revision History

Name	Date	Reason for Changes	Version
Shafer, Sherry	1/3/2008	Approved by the User Council – Final.	1
Shafer, Sherry	3/19/2009	Annual review/update. Approved by the User Council – Final.	2
Shafer, Sherry	10/14/2009	Updated per vote of User Council at the annual meeting that no optional items be funded; noted all optional items not approved by UC (grayed out) for new base contract (Oct 1, 2009 to Jun 30, 2010)	3
Shafer, Sherry	11/15/2010	Annual review/update. Approved by the User Council; optional items remain unfunded (grayed out) for contract year July 1, 2010 to June 30, 2011.	4
Shafer, Sherry	11/28/2011	Annual review/update. Approved by the User Council; optional items remain unfunded (grayed out) for contract year July 1, 2011 to June 30, 2012.	5



Acronyms and Definitions

Agreement: the Cooperative Agreement, Service Level Agreement or Membership Agreement.

Alaska Federal Executive Association (AFEA): federal government entities, agencies and organizations, other than the Department of Defense, that operate on the shared ALMR system infrastructure.

Alaska Land Mobile Radio (ALMR) Communications System: the ALMR Communications System, which uses but is separate from the State of Alaska Telecommunications System (SATS), as established in the Cooperative Agreement.

Alaska Municipal League: a voluntary non-profit organization in Alaska that represents member local governments.

BSIT: Bering Straits Information Technology

Charter: a document outlining the principles, functions, and organization of a corporate body.

Cooperative Agreement: the instrument that establishes ALMR and sets out the terms and conditions by which the system will be governed, managed, operated and modified by the Parties signing the Agreement.

CSP: Customer Support Plan

Department of Administration (DOA): a State of Alaska (SOA) department that maintains the SOA Telecommunication System (SATS) and provides information technology (IT) and communications technical support to state agencies.

Department of Defense – Alaska: Alaskan Command, US Air Force and US Army component services operating under United States Pacific Command.

ETS: Enterprise Technology Services

Executive Council: the ALMR Executive Council which is made up of three voting members and two associate members representing the original four constituency groups: the State of Alaska, the Department of Defense, Non-DOD Federal agencies (represented by the Alaska Federal Executive Association), and local municipal/government (represented by the Alaska Municipal League and the Municipality of Anchorage).



Help Desk: where repair, maintenance and programming issues/problems are reported; under the ALMR System Manager.

Interoperable Communications: the ability of public safety, including emergency and other first responders, to talk to one another via radio and other communication systems, and to exchange voice and/or data with one another on demand in real time.

IOMS: Infrastructure and Operations Maintenance Services.

IT: Information Technology

Local Governments: those Alaska political subdivisions defined as municipalities in AS 29.71.800(13).

Member: a public safety agency including, but not limited to, a general government agency (local, state or federal), its authorized employees and personnel (paid or volunteer), and its service provider, participating in and using the System under a Membership Agreement.

Membership Agreement: the agreement entered into between the ALMR Operations Management Office, as the designated agent for the Executive Council, and the user agency, which sets forth the terms and conditions under which the System provides services to the user agency and the user agency's responsibilities while operating the System.

Municipality of Anchorage (MOA): the MOA covers 1,951 square miles with a population of approximately 278,000. The MOA stretches from Portage, at the southern border, to the Knik River at the northern border, and encompasses the communities of Girdwood, Indian, Anchorage, Eagle River, Chugiak/Birchwood, and the native village of Eklutna.

O&M: Operations and Maintenance

OEM: Original Equipment Manufacturer

Operations Manager: the Operations Manager represents the User Council interests and makes decisions on issues related to the day-to-day operation of the system and any urgent or emergency system operational or repair decisions. In coordination with the User Council, the Operations Manager establishes policies, procedures, contracts, organizations, and agreements that provide the service levels as defined in the ALMR Service Level Agreement.

Operations Management Office (OMO): develops recommendations for policies, procedures, and guidelines; identifies technologies and standards; and coordinates



intergovernmental resources to facilitate communications interoperability with emphasis on improving public safety and emergency response communications.

P25 Standards: the P25 suite of standards involves digital Land Mobile Radio (LMR) services for local, state and national (federal) public safety organizations and agencies. P25 is applicable to land mobile radio (LMR) equipment authorized or licensed, in the U.S., under the National Telecommunications and Information Administration (NTIA) or Federal Communications Commission (FCC) rules and regulations.

PMI: Preventive Maintenance Inspection

POC: Point of Contact

Portable Radio: a hand-held, low-power, two-way radio.

Protocol: a standard that governs network communications by providing a set of rules for its operation.

Service Level Agreement (SLA): outlines the operations and maintenance services as required by the User Council membership for the sustainment and operation of the ALMR infrastructure. The performance metrics contained in the SLA describes the maintenance standards for the ALMR system infrastructure.

SM: System Manager

SOW: Statement of Work

SSC: System Support Center

Standard Operating Procedure (SOP): includes work flow diagrams, roles and responsibilities, etc. to clearly define work procedures.

State of Alaska (SOA): the primary maintainer of the SATS (the State's microwave system), and shared owner of the System.

State of Alaska Telecommunications Systems (SATS): the State of Alaska statewide telecommunications system microwave network

Subscriber: an individual or company that is uniquely identified within the system as a user of services.

Subscriber Equipment: portable, mobile and console equipment that is intended to operate on the ALMR infrastructure for day-to-day intra-agency communications



and/or inter-agency cross-jurisdictional interoperability purposes. Subscriber equipment can also include network management terminals, key management facility equipment, gateway and other assets which are determined not to be a burden cost share in applicable Memoranda of Agreement (MoAs).

System: the ALMR Communications System, as established in the Cooperative Agreement, and any and all System Design/System Analysis (SD/SA) and System Design/System Implementation (SD/SI) documents.

System Management Office (SMO): the team of specialists responsible for management of maintenance and operations of the System

Tactical Interoperable Communications Plan (TICP): provides communications processes, procedures, and protocols and identifies agency assets for responding to regional public safety events.

Talk group: the electronic equivalent of a channel on a trunked system; a unique group of radio Users that can communicate with each other.

User/Member: an agency, person, group, organization or other entity which has an existing written Membership Agreement with one of the Parties to the Agreement. The terms user and member are synonymous and interchangeable.

User Council: the User Council is responsible for recommending all operational and maintenance decisions affecting the System. Under the direction and supervision of the Executive Council, the User Council has the responsibility for management oversight and operation of the System. The User Council oversees the development of System operations plans, procedures and policies under the direction and guidance of the Executive Council.



1.0 Introduction

1.1 Executive Summary

To ensure that the Alaska Land Mobile Radio (ALMR) Communications System, hereinafter referred to as the “System,” continues to provide high-quality, standards-based, interoperable communications for its members, it is essential that there be a proactive Operations Management Office (OMO) Customer Support Plan (CSP) that recognizes the many challenges facing the ALMR organization, in both the short and long term.

The framework for the OMO CSP implementation has been developed, as well as an annual planning cycle that provides a means to measure successes, monitor planned improvements, and provide a mechanism for task consensus building. The CSP has been refined and finalized based on User Council requirements/ recommendations and updated thereafter, as needed.

1.2 Purpose and Scope

The purpose of this plan is to provide ALMR members with detailed information regarding services provided by the OMO to include the processes to be followed. This document is not intended to be all inclusive but will evolve as services dictate.

The OMO operates under the direction of the Operations Manager (OM). The OM has oversight for governance structure, planning, System Management Office (SMO) compliance, and operation of the System. In coordination with the User Council the OMO establishes policies, procedures, processes, organizational structure, and agreements and monitors contracts which provide service levels, as defined in the ALMR Service Level Agreement (SLA). The OMO monitors the activities of the SMO, ensuring the terms of the SLA are being met at all times.

The OMO staff, under contract with Wostmann & Associates Inc. and the 5 Star Team, provides operational support services for the System as defined in the Operations Management Services Statement of Work (SOW) and maintains a cooperative working relationship with the SMO staff, which is under contract with Bering Straits Information Technology LLC (BSIT). BSIT provides managed infrastructure maintenance services to ensure System components are fully operational at the level and quality defined in the Infrastructure Operations and Maintenance Services (IOMS) Statement of Work (SOW), and in compliance with the ALMR SLA. BSIT managed services include System management, maintenance and service of the System, System monitoring, security services, the Help Desk, asset management, notifications, performance reporting, and coordination of all contracted services.

As an established method of customer support, the OMO prepares an Annual Customer Satisfaction Survey for use in determining member satisfaction level with the coverage,

features, functions, usability, management, and service response for the System. The tabulated responses are used to guide the UC and OM in determining improvements, changes, upgrades, or additions needed for the System.

The OMO utilized historical data to identify areas where improvement, efficiency, and cost savings can be facilitated to measure strategic, operational, and customer support successes.

They are:

- Create a common understanding of communications interoperability throughout the State, and establish it as a high priority
- Enhance user knowledge and proper use of existing and future interoperable communications equipment, systems, and resources
- Establish and follow coordinated communication protocols for emergency response and, when appropriate, utilize plain/common language
- Maximize interoperability capabilities by using existing communication systems and equipment while planning for the implementation of selected and future technologies
- Promote and maintain collaborative partnerships to maximize resource sharing
- Provide leadership in the development of policies and guidelines

1.4 Mission Statement

The OMO will develop recommendations for policies, procedures, processes, protocols, and guidelines; identify technology and standards; and coordinate intergovernmental resources to facilitate communications interoperability with emphasis on improving public safety and emergency response communications. This is achieved by providing and maintaining a secure, enhanced interoperable communications system for use by local, State, and Federal agencies that is cost-effective, available, reliable, and adheres to the Project 25 standards for public safety digital land mobile radio (LMR).

1.5 Goals and Objectives

The following list of goals and objectives takes into account the OMO Statement of Work, available OMO organizational resources, and the implementation of management controls to meet cost, performance, and schedule requirements as performed by the OMO staff members. Many of these goals are part of the on-going ALMR effort. Those goals which required a concrete action, such as creating a plan, have been met. However, the OMO continues to request input on streamlining all processes and procedures by annually reviewing these documents.

- **Foster Innovation and Creativity**
 - Hold frequent staff meetings
 - Listen to staff and stakeholders' thoughts and ideas
 - Establish internal working groups to discuss issues/promote creative thinking

- Ensure staff and stakeholders have up-to-date information on new technologies
 - Encourage stakeholder input on improving existing policies and procedures, and the creation of new ones, as needed
 - Encourage research on other statewide interoperable communications systems and their technology, policies, and procedures
- **Institutional Excellence**
 - Promote the current ALMR Help Desk function to the stakeholders, and make it the single point of contact for any/all maintenance requests, problem tracking, monitoring, and resolution
 - Update policies and procedures and ensure that they are communicated to the stakeholder community
 - Modify and update a Communications Plan that meets the needs of the stakeholders
 - Update the Business Case
 - Review and update the Customer Support Plan
 - Review and update the User Council and Executive Council support functions
 - Develop an annual budget process
 - Serve as corporate secretary for the documentation process
 - Review and update organization staffing
 - Review and update stakeholder requirements
 - Respond to emergency requests and document actions
- **Leadership**
 - Attend the Executive Council and User Council meetings
 - Attend all in-house meetings to promote the available services/resources and to stay abreast of actions transpiring within the organization
 - Ensure that the OMO staff is professional and aware of management expectations
- **Stakeholder Service**
 - Provide the best possible service to ALMR stakeholders
 - Be proactive, whenever possible, to keep the stakeholders informed and engaged
 - Handle all stakeholder interactions with respect and efficiency
 - Ensure that priority issues are handled correctly and on time
- **Foster Partnerships**
 - Promote the OMO services to the EC, UC and stakeholders, whenever possible
 - Form stakeholder work groups from all regions to work on issues relating to the field
 - Provide the stakeholders with informational materials, as they become available

- Promote the ALMR System to potential new partners
- Provide outreach training and education opportunities and materials, as available

- **Technical Expertise**
 - Conduct a needs assessment for the stakeholders Establish and maintain an ALMR newsletter
 - Provide an integrated and user-friendly ALMR website
 - Establish a publication approval process

- **Enhance ALMR**
 - Develop a new technology review process
 - Develop a new technology selection process
 - Develop a new site development process
 - Develop, execute and manage a maintenance coordination plan which encompasses both the SOA and contract maintenance assets

- **System Reliability**
 - Develop a security audit plan and schedule
 - Develop employee termination policy
 - Develop password management policies and procedures
 - Develop a stakeholder security awareness procedure
 - Develop intrusion reporting policies and procedures
 - Develop and implement virus protection policies and procedures
 - Develop standard security protocols for remote site access
 - Ensure that ALMR security policies and procedures are followed
 - Develop and establish and regularly review disaster contingency procedures
 - Develop a user security awareness procedure
 - Review System maintenance to ensure it is performed to the level required by the SLA; document those instances when it is not and report it
 - Ensure all stakeholders adhere to the policies and procedures within the Cooperative, Service Level, and Membership Agreements
 - Ensure that OMO stays abreast of any/all technology advances that could enhance the System
 - Exercise the interoperability of the System to ensure that stakeholders are aware of and use the Incident Command Structure protocol

- **Outreach and Education**
 - Establish a resource library for both internal and stakeholder use and ensure that training resources are available to those agencies that request them.
 - Provide training materials
 - Ensure that outreach training and education resources are available to stakeholders

- **Cost Share Consensus**
 - Work with EC, UC, and stakeholders to develop a fair and equitable Cost Share Agreement

- **Infrastructure Oversight**
 - Ensure that assets that have been purchased, installed, moved, and decommissioned are tracked
 - Develop and oversee lost and stolen reporting procedures
 - Provide inventory reports to the UC and stakeholders
 - Ensure equipment lifecycles are within manufacturers guidelines

- **Information Management**
 - Establish administrative procedures and processes
 - Establish a records management process that makes information available internally and to the stakeholder community
 - Establish change management policies and procedures

- **Risk Management**
 - Establish a risk identification process
 - Define magnitude and impact for identified risks
 - Develop risk avoidance and mitigation strategies
 - Establish a watch list that ranks and prioritizes identified risks
 - Review the watch list with stakeholders regularly

2.0 Staff

2.1 Location and Working Hours

The OMO is located at 5900 East Tudor Road in Anchorage, Alaska. The normal hours of operation are 7:30 a.m. to 4:30 p.m., excluding weekends and federal holidays. The OMO is required to provide support during emergencies as described in Section 5.2.10.

2.2 Staff Contact Information (Located at Appendix A)

2.3 Organizational Structure

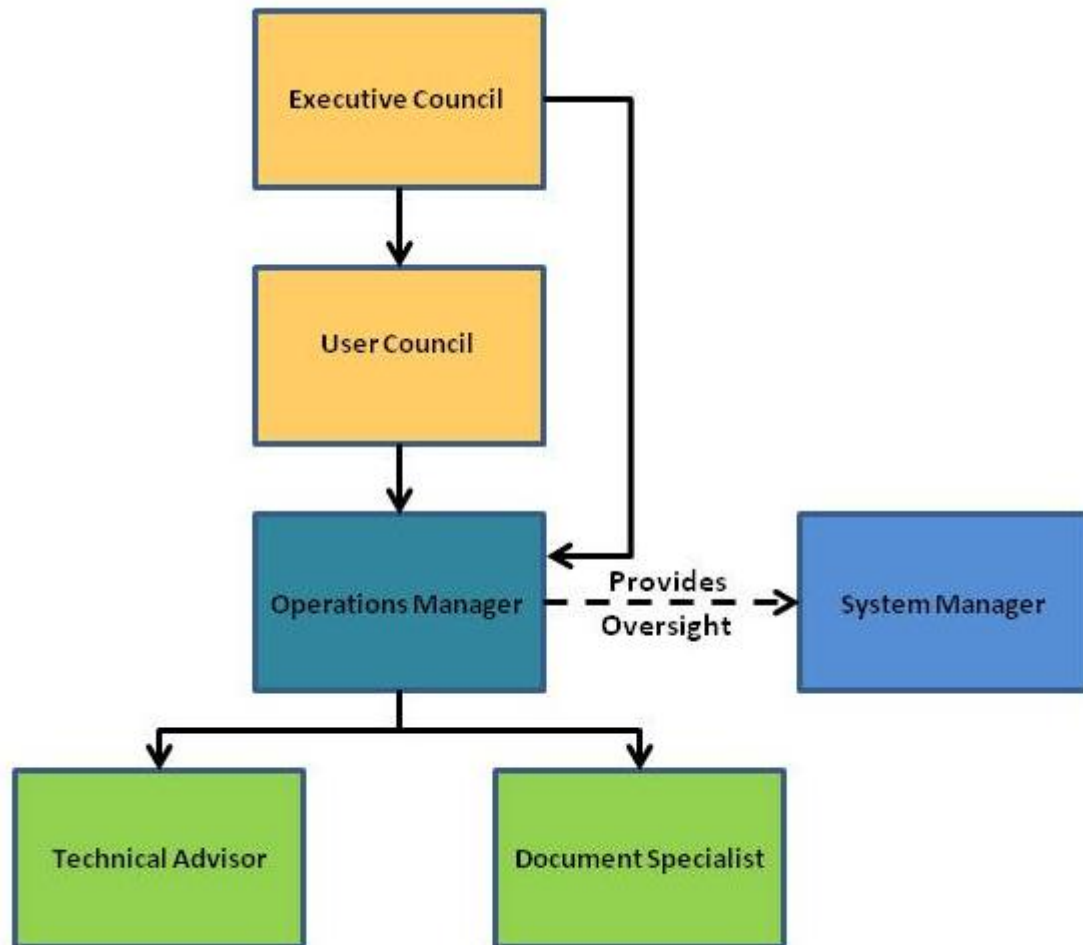


Figure 1 – OMO Organizational Structure

3.0 Functions and Services

This section describes all functions that are provided to System members by the OMO.

3.1 Staff Functions by Position

3.1.1 Operations Manager

- Providing direction and management of the operational System by overseeing day-to-day operations
- Ensuring creation, analysis, and distribution of status and trend reports;

- Contingency planning
- Budget development, and other operations and maintenance oversight activities as necessary to ensure the availability of the System 24 hours a day/7 days a week
- Acting as the single point of contact between the UC and the operations and maintenance contractor; monitors, audits, and reports on compliance with the System SLA
- Attending EC and UC meetings and provides reports, briefings, metrics, and other support, as requested
- Facilitates resolution of conflicts and issues that may arise among stakeholders and seeks to achieve collaborative solutions. Works with executives and leaders to develop a communication strategy that facilitates smooth, non-disruptive resolution of issues and the prompt distribution of information and instructions regarding the resolution, as appropriate
- Provides outreach and information to interested groups, prospective system users, legislative bodies, member agency executive management, and the public
- Serving and the Chairman of the Change Control Board

3.1.2 Technical Advisor

- Analyzing field and vendor data to characterize radio frequency (RF) and communications system performance, and applies expert knowledge of signal processing and information theory to ensure success of the resulting radio products
- Providing oversight of vendor and all partnering agency preventive maintenance procedures to ensure they meet service level requirements. Supports all analysis efforts needed for product development.
- Assisting with projects and work programs to improve the performance and reliability of RF systems and equipment, and provides for the dissemination of expert RF support, advice, information, and guidance to the user community
- Acting as the point of contact for all technical questions and concerns from the public safety community.
- Ensuring System safety, security, availability, and operational status 24 hours a day/7 days a week
- Drafting best practices, concept of operations (CONOPS), and standard operating procedural documents pertaining to the Project 25, trunked land mobile radio System utilized by Department of Defense (DOD), Federal Non-DOD, State, and local member agencies
- Develops, implements, and exercises tactical interoperable communications plans (TICPs).
- Provides outreach education and training for System members during exercises

3.1.3 Documentation Specialist

- Preparing and/or maintaining documentation systems, programming and operations documentation, processes and procedures, and methods, including user reference manuals
- Maintaining a current internal documentation library
- Providing or coordinating documentation services, as required.
- Ensuring accuracy of technical documentation.
- Maintaining knowledge and basic understanding of all aspects of proofreading, including grammar and spelling.
- Composing and finalizing documentation, including specifications, user manuals, briefings, point papers, plans, contact lists, and minutes, in the style and format required by the task
- Attending and providing administrative support to the EC and UC taking meeting minutes and maintaining historical files
- Providing interface with member agencies on service requests and tracks through closure
- Providing outreach support through newsletters, web site, and surveys

3.2 Major Functions

3.2.1 Governance Management

The OMO shall facilitate the review and update of all governance agreements with the Stakeholders, the User Council and the Executive Council.

- Maintain, review, and update the Cooperative Agreement for Stakeholders/member agencies
- Maintain, review, and update the Service Level Agreement for Stakeholders/member agencies
- Maintain all Membership Agreements and a current list of POCs for all stakeholders/member agencies on the System
- Maintain all talkgroup sharing agreements for all stakeholders/member agencies on the System
- Write, edit, coordinate, and distribute all policies, procedures, plans and protocols at the direction of the User Council and the Executive Council
- Review and comment on all DOD-contracted System Design/System Analysis documents

3.2.2 Executive Council Support

The OMO shall provide reports, minutes, and meeting support required by the Executive Council and its members for all scheduled and special meetings.

- Schedule the Executive Council meetings, reserve conference rooms, and set up telephone conference bridges, as necessary

- Prepare the meeting agenda and applicable attachments and send them to the Executive Council Chair and other supporting staff, as required/directed
- Prepare the Minutes of the Meeting and send to contributing members for verification of content within five business days
- Make appropriate edits and revisions to meeting minutes and provide them to the presiding Co-Chair within three business days of completion of the meeting
- Maintain all Executive Council records, to include all correspondence, minutes, policies, written or recorded actions
- Develop and provide briefings, liaison actions, and charter review/updates at the direction of Executive Council members; provide User Council defined and approved system metrics at all meetings
- Develop and prepare reports, white papers, or other special projects as directed by Executive Council

3.2.3 User Council Support

The OMO shall provide reports, minutes, and meeting support required by the User Council and its members for all scheduled and special meetings and working groups.

- Schedule Monthly User Council Meetings, reserve conference rooms, and set up telephone conference bridges
- Prepare the meeting agenda and attachments, update the Issues & Risk Log, and prepare the outstanding Action Items List and send to the User Council five business days to the meeting. Post the agenda, all attachments, and associated meeting reports/documents, presentations to the ALMR website
- Scribe the Meeting Minutes and prepare a draft which is sent to contributing members for verification of content within five business days. Minutes are published final upon approval and posted to the ALMR website at www.alaskalandmobileradio.org
- Provide Direct Support for Auditing and Controlling Policies and Procedures, short- and long-term financial needs and budget development
- Provide Monthly Status Updates on system performance at scheduled monthly meetings
- Other Support Provided to the User Council includes, but is not limited to, briefings, annual meetings, user agency liaison actions, and support for annual member elections, records management, and charter review/update
- Develop, administer, and maintain an ALMR website at www.alaskalandmobileradio.org at the direction of the User Council
- Distribute meeting reminders normally one or two days prior to the meeting
- Develop and distribute special reports, white papers, or other projects as directed by the User Council
- Develop, publish, and distribute quarterly newsletters

- Develop and administer annual member satisfaction surveys; provide the report to the User Council
- Provide technical support for agencies requesting grant funding for ALMR

3.2.4 Problem Escalation for Stakeholder/Member Agencies

The OMO shall monitor and report on violations of procedures and will facilitate their resolution and recommend mitigating actions.

- Assess Repeated Violations of System Guidelines, procedures, protocols, or the Membership Agreement; provide report to User Council and or Executive Council, as required
- Determine and review all facts pertaining to breaches of Cooperative, Service Level, or Membership Agreements and make a determination of mitigation/termination actions, provide recommendation to User Council and or Executive Council. Continue to track and report, as required, until resolution; submit a final report to User Council and or Executive Council, as directed
- Provide follow up, as directed, and associated reporting until resolution
- Provide conflict resolution and Impasse resolution among System users; provide a report detailing issues and resolution/mitigation actions to UC
- Prepare briefings, talking papers, and other correspondence to present issues for review or mitigation actions and decision

3.2.5 Budget Process and Audit Coordination for Stakeholder/Member Agencies

The OMO shall develop, administer, monitor and report against an annual budget.

- Prepare and submit for User Council approval an annual budget proposal
- Develop and administer auditing controls for ensuring stakeholders are receiving appropriate services for their contribution
- Conduct expenditure tracking and reporting
- Develop and maintain an overall report on System replacement costs – O&M or Capital Investment to the User Council annually
- Provide other budget and cost reports, as required, by the User Council and/or Executive Council

3.2.6 Perform Third Party Quality Assurance/Quality Control of Systems Management Office and general System oversight on behalf of the Stakeholders/Member Agencies

The OMO shall provide oversight of the duties and responsibilities of the SMO to ensure the availability of the System 24 hours a day/7 days a week, and act as the single point of contact between the User Council and the SMO. The OMO also monitors, audits, and reports on SMO and infrastructure owner compliance with System Service Level Agreement ensuring appropriate quality assurance and quality control for all member agencies.

3.2.7 Provide Overall System Infrastructure Maintenance Oversight

- The OMO shall perform quality assurance evaluations for periodic maintenance inspections performed by contract for 100% of sites to ensure they are being maintained in accordance with the Service Level Agreement; report discrepancies to the User Council and the Executive Council.
- Conduct inspections of all ALMR infrastructure to determine compliance by owner/stakeholder/member agency with the Service Level Agreement for infrastructure that supports the shared use of the ALMR system. 25% of the total infrastructure sites will be inspected annually and 100% will be inspected within a four year period
- Monitor all trouble tickets monthly by category to ensure there are no negative trends; develop and report trends to User Council monthly
- Provide oversight of SMO Help Desk support services, develop and report performance metrics at least once quarterly. During times of issue, provide status reports and metrics as directed by the User Council
- Provide annual customer satisfaction survey to address quality of support provided

3.2.9 System Network Management and Technical Support

The OMO shall provide the management and reporting services required to support the System network.

- Develop, update and maintain standard operating procedures (see www.alaskalandmobileradio.org)
- Monitor and manage distribution of flash updates and technical advisories regarding System subscribers
- Provide oversight of System management services, develop metrics at the direction of the User Council and report trends at least once monthly to the User Council
- Track and provide periodic reports and updates as required on status of conflicted sites
- Provide oversight of information assurance management services, develop metrics and report trends related to system log in audit reports and negative trends associated with security compliance of the applicable controls by stakeholders/member agencies
- Conduct and provide periodic reports to the User Council on emerging technology evaluations
- Track and provide reports and Updates as required on issues/resolution of interference and coverage Issues
- Develop, administer, coordinate and provide current and potential member needs assessments
- Provide new equipment procurement assistance and temporary loaner equipment administration

3.2.10 Common Training Services/Deliverables for Stakeholders/Member Agencies

The OMO shall provide the materials, management and planning services to support technical and operational training for stakeholder/member agencies.

- Develop, maintain and distribute subscriber and System operations guides
- Document, administer and maintain a training library of all training materials provided by member/stakeholders for cooperative use
- Provide System familiarization to Stakeholder/member agencies.
- Perform scheduling services for training classes as required or requested
- Arrange, conduct, support and administer annual User Council Meeting training conference
- Develop and provide briefings at local, regional, state or national conferences.
- Provide training necessary to solve problems that arise with operating on the system to include: operational differences between communication technologies and integration of trunking systems with legacy systems

3.2.11 Records and Document Management for Stakeholders/Member Agencies

The OMO shall manage and maintain the records and documentation for the ALMR System.

- Maintain all System documentation (site books, agreements, MoUs, organizational structure, System Description, CONOPs, SOPs, TICPs etc.)
- Prepare all documentation previously described
- Provide office of record services for all ALMR documentation
- Post to the ALMR website and to the SharePoint Server
- Prepare and update briefings on ALMR for presentation to Congressional delegations, the State Legislature, and the Municipality of Anchorage.
- Manage DHS CASM updates for ALMR stakeholders

3.2.12 Security Requirement for Stakeholders/Member Agencies

The OMO shall maintain and periodically evaluate ALMR security standards and procedures.

- Maintain written standards and procedures to verify implementation of, and compliance with, the ALMR Security Policy directives and DIACAP standards and procedures necessary to ensure implementation of, and compliance with, the ALMR Security policy and DIACAP
- Conduct periodic audits of security measures to ensure continuous compliance (log in audits, System backup tape storage audits, building penetration attempts).



3.2.13 Technical Assistance During Emergency Response Conditions

The OMO shall provide reporting and coordination of training and outreach during emergency responses.

- Manage requests for assistance during emergencies and assist with reprogramming of loaner subscriber units for special events
- Provide reporting as required by stakeholders during contingencies, exercise and emergency response conditions (SITREP, COMSPOT etc.)
- Develop, provide, present briefings, papers, assessments, courses of action, and other deliverables as required to support emergency operations
- Provide outreach education and training for stakeholder/member agencies during exercises or real world events, document and report training

3.2.14 Emergency Operations Support During Emergency Response Conditions

The OMO shall provide operational and Communications Leader support during emergency responses

- Provide 24/7 emergency operations support to stakeholders during exercises or real world emergencies
- Obtain and maintain accreditation and perform ALMR communications leader COML duties in accordance with DHS guidelines in support of incident command

3.2.15 Non-Shared Services

The OMO shall provide the following non-shared services as requested by and as paid for by the requesting agency or agencies.

- Maintain and update exercise-based ALMR Tactical Interoperable Communications Plans (TICPs) for the DOD and the State.
- Prepare and distribute special reports, white papers, or other projects, as required, by centric requirements of Stakeholder/member agencies.
- Provide ALMR training as required for new or existing member agencies. Training will be tailored to requesting agency's requirements. Cost will include travel per diem, development of training materials, reproduction, distribution, scheduling and administration of training.



4.0 Staff Responsibilities Matrices/Performance Metrics

The following tables provide detailed information regarding the provided services. Non-supported optional items are not included.

4.1 Governance Management

Governance Management

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Maintain, review, and update Cooperative Agreement	OM - R/A TA - C DS - R/S	A R	Annually Email or telephone	N/A Next business day	Month prior to annual review NLT 5 business days	N/A	Website	Data base Track It®
Maintain, review, and update SLA	OM - R/A TA - C/I DS - R/S	A R	Annually Email or telephone	N/A Next business day	Month prior to annual review NLT 5 business days	N/A	Website	Data base Track It®
Maintain Membership Agreements and current list of POCs	OM - A DS - R	A R	Annually Email or telephone	N/A Next business day	May NLT 10 business days	N/A	Email or paper copy via USPS	Data base Track It®
Maintain talkgroup sharing agreements	OM - A DS - R	R	Email or telephone	Next business day	NLT 5 business days	N/A	Email or paper copy via USPS	Data base/ Track It®
Write, edit, coordinate, and distribute policies, procedures, plans and protocols	OM - R/A TA - S/C DS - R/S	A R	Annually Email or telephone	N/A Next business day	NLT 5 business days	N/A	Website	Data base Track It®
Review/comment on DOD-contracted SDSA documents	OM - R/A TA - S/C DS - S/I	R	Email or telephone	Next business day	NLT 5 business days	N/A	Email or paper copy via USPS	Data base/ Track It®

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)
R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform



4.2 Executive Council Support

Executive Council Support

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Schedule the EC Meetings	OM - R/A DS - R/S	A R	Monthly Email or telephone	N/A Next business day	Third Thursday of month NLT 5 business days	N/A	Email	Outlook Calendar
Prepare the Meeting Agenda and Applicable Attachments	OM - R/A DS - R/S	A R	Monthly Email or telephone	N/A Next business day	NLT 5 business days prior NLT 3 business days prior	N/A	Website or Email	N/A
Prepare the Minutes of the Meeting	OM - R/A DS - R/S	A R	Monthly Email or telephone	NLT 5 business days NLT 5 business days	NLT 5 business days after NLT 5 business days after	N/A	Website or Email	N/A
Make Appropriate Edits and Revisions to the Meeting Minutes	OM - R/A DS - R/S	A R	Monthly Email or telephone	Next business day	NLT 3 business days NLT 3 business days	N/A	Email	N/A
Maintain all Executive Council Records	OM - R/A DS - R/S	A	N/A	N/A	Upon final approval	N/A	Website	N/A
Develop and Provide Briefings, Liaison Actions, Records Management, and Charter Review/ Updates	OM - R/A TA - S/C/I DS - R/S/I	R	Email or telephone	Next business day	NLT 10 business days	N/A	Email	Data base/ Track It®
Develop and Prepare Reports, White Papers, or Other Special Projects	OM - R/A TA - S/C/I DS - R/S/I	R	Email or telephone	Next business day	NLT 10 business days	N/A	Email	Data base/ Track It®

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)
R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform



4.3 User Council Support

User Council Support

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Schedule the User Council Meetings	OM - R/A DS - R/S	A R	Monthly Email or telephone	N/A Next business day	First Wednesday of month NLT 5 business days prior	N/A	Email	Outlook Calendar
Prepare the Meeting Agenda and Applicable Attachments	OM - R/A DS - R/S	A R	Monthly Email or telephone	N/A Next business day	NLT 5 business days prior NLT 5 business days prior	N/A	Website or Email	N/A
Prepare the Minutes of the Meeting	OM - R/A DS - R/S	A R	Monthly Email or telephone	NLT 5 business days NLT 5 business days	NLT 5 business days after NLT 5 business days after	N/A	Website or Email	N/A
Provide Direct Support for Auditing and Controlling Policies and Procedures	OM - R/A TA - C DS - R/S	A R	Annually Email or telephone	N/A NLT 3 business days	Month of annual review NLT 15 business days	N/A	Website or Email	Data base Track It®
Provide Monthly Status Updates	OM - R/A TA - I/S DS - I/S	A	N/A	N/A	At monthly meeting	N/A	Email	N/A
Other Support Provided to the User Council	OM - R/A TA - R/S DS - R/S	R	Email or telephone	Next business day	NLT 5 business days	N/A	Website or Email	Data base or Track It®
Develop, Administer, and Maintain an ALMR website	OM - R/A DS - R/S	A	Email or telephone	N/A	Updated, as required	N/A	Website	N/A

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)
R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform



4.4 Problem Escalation

Problem Escalation

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Assess repeated violations of System guidelines, procedures, protocols or Membership Agreement	OM - R/A TA - C DS - S	A R	N/A Email or telephone	N/A Next business day	Upon discovery NLT 3 business days	N/A	Email	Track It®
Determine and review all facts to breaches of Cooperative, Service Level, or Membership Agreements	OM - R/A TA - C DS - S	A R	N/A Email or telephone	N/A Next business day	Upon discovery NLT 3 business days after	N/A	Email or paper	Track It®

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)
R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform

4.5 Budget Process and Audit Coordination

Budget Process and Audit Coordination

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Prepare and submit an annual budget proposal	OM - R/A TA - C/I DS - S	A	N/A	June	August	N/A	Email or paper	N/A
Develop and administer auditing controls	OM - R/A TA - C/I DS - S	R	Contracted	NLT 5 business days	NLT 60 days	TBD	Email or paper	N/A
Conduct expenditure tracking and reporting	OM - R/A TA - R/I DS - R/S	A	N/A	Upon occurrence	Upon occurrence	N/A	Email or paper	Data base
Develop and maintain an overall report on System replacement costs	OM - R/A TA - C DS - S	A	N/A	N/A	N/A	N/A	Email or paper	N/A

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)
R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform

4.6 Perform Third Party Quality Assurance/Quality Control

Third Party Quality Assurance/Quality Control

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Oversight of SMO duties and responsibilities	OM - R/A TA - C/I DS - S	A	IAW PMI schedule	NLT 5 business days after schedule submission	Upon PMI trip	N/A	Email or paper	N/A

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)
R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform

4.7 Provide Overall System Infrastructure Maintenance Oversight

Infrastructure Maintenance Oversight

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Perform Quality Assurance Evaluations for PMIs	OM - A TA - R/C/I DS - S	A	IAW PMI schedule	IAW PMI schedule	Upon PMI trip	N/A	Email or paper	N/A
Conduct Inspections of infrastructure for compliance with SLA	OM - A TA - R/C/I DS - S	A R	IAW PMI schedule Email	IAW PMI schedule NLT 3 business days	Upon PMI trip NLT 10 business day	N/A	Email or paper	N/A

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)
R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform

4.8 Provide Oversight of Asset Management Services

Asset Management

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Oversight of inventory of all equipment and spares	OM - R/A TA - C/I DS - S	A	Annually	July	August	N/A	Email or paper	Track It®
Develop metric and report trends	OM - A TA - R DS - S	R	Email	Quarterly	Quarterly	N/A	Email or paper	Track It®

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)
R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform



4.9 System Network Management and Technical Support

System Network Management and Technical Support

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Develop , update and maintain standard operating procedures	OM - R/A TA - C/I DS - R/S	A R	Annually Email	N/A NLT 3 business days	Month of annual review NLT 5 business days	N/A	Web site	Track It®
Monitor System Parameters	OM - R/A TA - R/C/I DS - R/S	R	Monthly	First day of the month	First Wednesday of each month	N/A	Email or paper	Track It®
Monitor and Manage Distribution of Flash Updates	OM - R/A TA - C/I DS - R/S	A	Upon Receipt	NLT 3 business days	NLT 5 business days	TBD	Email and USPS	Track It®
Provide oversight of System Management services	OM - R/A TA - C/I DS - R/S	R	At UC meeting Email	At UC meeting NLT 3 business days	NLT 5 business days NLT 5 business days	N/A	Verbal Email	Track It®
Track and provide periodic reports on conflicted sites	OM - R/A TA - C/I DS - R/S	A R	Upon occurrence Email or telephone	NLT 3 business days NLT 3 business days	NLT 5 business days NLT 5 business days	N/A	Email	Track It®
Provide oversight of information assurance management services	OM - A TA - R/I DS - S							

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)

R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform

4.10 Common Training Services/Deliverables

Common Training Services

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Develop, maintain and distribute subscriber and system operations guides	OM - A TA - R/C/I DS - R/S	A R	Annually Email	N/A NLT 3 business days	Month of annual review NLT 5 business days	N/A	Web site Email or paper	Track It®
Document, administer, and maintain a training library	OM - A DS - R	R	Email	NLT 3 business days	NLT 5 business days	Postage	USPS	Track It®

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)

R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform



4.11 Records and Document Management

Records and Document Management

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Maintain all System Documentation	OM - A TA - R/C/I DS - R/S	A R	Annually Email	N/A NLT 3 business days	Month of annual review NLT 5 business days	N/A	Web site Email or paper	Track It®
Prepare documentation (site books, agreements, CONOPS, ect.)	OM - A/R TA - C/I DS - R/S	A R	Annually/As revised Email	N/A NLT 3 business days	Month of annual review NLT 5 business days	N/A	Web site Email or paper	Track It®
Provide Office of Record Services	OM - A DS - R	A	Email	N/A	N/A	N/A	SharePoint Server and OMO hard drive	N/A
Post documents to the web site	OM - A DS - R	A		N/A	N/A	N/A	Web site	N/A

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)
R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform

4.12 Security Requirement

Security

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Maintain written standards and procedures	OM - A TA - C DS - R/S	A R	N/A Email	N/A NLT 3 business days	Month of annual review	N/A	Web site Email or paper	Track It®
Conduct periodic audits of security measure	OM - A TA - R DS - S	A R	Monthly Email	N/A NLT 3 business days	Monthly NLT 5 business days	N/A	SharePoint Email or paper	N/A Track It®

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)
R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform

4.13 Technical Assistance during Emergency Response Conditions

Technical Assistance During Emergency Response Conditions

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Manage requests for assistance	OM - R/A TA - R/C/I DS - S	R	Email	NLT 3 business days	NLT 5 business days	N/A	Email or in person	Track It®
Provide reporting (SITREP, COMSPOT, etc.)	OM - A/R TA - C/I DS - S	A R	IAW 300-5 Email	IAW 300-5 NLT 3 business days	IAW 300-5 NLT 5 business days	N/A	Email	N/A
Develop, provide, present briefing, papers, etc	OM - R/A TA - C/I DS - S	R	Email	As condition dictates	As condition dictates	N/A	Email or paper	N/A

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)
R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform

4.14 Emergency Operations during Emergency Response Conditions

Emergency Operations During Emergency Response Conditions

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Provide 24/7 emergency operations support during exercises or real world emergencies	OM - R/A TA - R/C/I DS - R/S	A	N/A	Upon occurrence of an event	Upon occurrence of an event	N/A	N/A	N/A
Obtain and maintain accreditation (as available) and perform ALMR COML duties in support of incident	OM - A TA - R DS - S	A	N/A	N/A	N/A	N/A	N/A	N/A

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)
R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform



5.0 Reporting Functions

The OMO utilizes several reporting methods to keep the EC and the UC apprised of the System status and on-going requirements.

Reporting Functions

Function	Responsible Staff (see legend)	How Rendered Automatic – A Requested – R	How Requested	Request Confirmation Time	Request Implementation Time	Cost to Member Agency	Delivery Method	Tracking Method
Budget Projection	OM - R/A TA - C/I DS - R/S	A	Annually	Apr (3.5.1, Cooperative Agreement Art 10, Sec 4, & UC Charter Art 4, Sec 1.11)	June	N/A	Email or paper	N/A
Performance Assessment	OM - R/A TA - R/C DS - R/S	A	Annually	Jan (Cooperative Agreement Art 8, Sec 16.2)	Feb	N/A	Email or paper	Track It®
Information Assurance Report	OM - A TA - C/I DS - R/S	A	Annually	Jan	Jan	N/A	Email	Track It®
User Satisfaction Survey (optional)	OM - A TA - C DS - R/S	A	Annually	Aug (Optional 3.3.11 & Optional 3.7.5)	Oct	N/A	Website or Email	Data base
Facility Penetration	OM - A TA - R/I DS - S	A	Periodic/Annually	N/A (3.12.2 & Cooperative Agreement Art 8, Sec 16.4)	N/A	N/A	Email or paper	N/A
Asset Management Inventory	OM - A TA - R/I DS - S	A	Quarterly	N/A (3.8)	N/A	N/A	Email or paper	Track It®
System Metrics	OM - A TA - S DS - R/S	A	Monthly	First day each month (3.3.5 & 3.9.4)	NLT 5 business days	N/A	Email or paper	Track It®
Log In Audit	OM - A TA - R DS - S	A	Periodic/Monthly	N/A (3.12.2 & Cooperative Agreement Art 8, Sec 16.4)	N/A	N/A	Email or paper	Track It®
Back up Tape Storage	OM - A TA - R DS - S	A	Periodic/Monthly	N/A (3.12.2 & Cooperative Agreement Art 8, Sec 16.4)	N/A	N/A	Email or paper	N/A
Site Busy Metrics	OM - A TA - C DS - R/S	A	Weekly	N/A (3.9.2 & 3.9.4)	First Wednesday each month	N/A	Email or paper	Track It®

Legend: OM (Operations Manager), TA (Technical Advisor), DS (Documentation Specialist)
R - Responsible, A - Accountable, S - Supportive, C - Consult, I - Inform



6.0 Measurements

The annual ALMR Customer Satisfaction Survey, distributed by the OMO, measures progress of the System operation and maintenance program. The survey is distributed for member comment and can consist of any of the following areas of emphasis, but will not necessarily contain all areas:

- System performance
- UC performance
- OMO performance
- SMO performance
- Help Desk performance
- Training
- Website

7.0 Conclusion

The User Council shall be responsible for the formal approval of the OMO CSP and any revisions hereafter.



Appendix A Staff Contact Information

Position	Name	Office Phone	Mobile Phone	Email	Fax
Operations Manager	Del Smith	334-2636	229-2114	delsmith@5starteam.net	269-6797
Technical Advisor	Richard Leber	269-5607	(513) 659-2346	richleber@5starteam.net	269-6797
Document Specialist	Sherry Shafer	269-8408	632-9030	sherryshafer@5starteam.net	269-6797