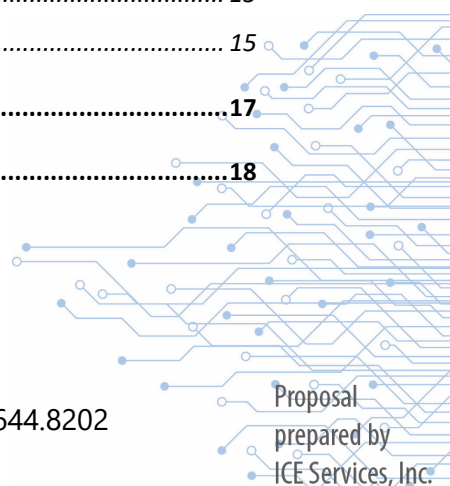




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1. Summary Letter

To: City and Borough of Juneau (CBJ)

Subject: Summary Letter – Response to RFP 25-190

Dear Purchasing,

We appreciate the opportunity to propose our services for RFP 25-190. ICE ICT understands the importance of enhancing public connectivity within Juneau's Maritime Industry Zone (MIZ). This project will provide robust and reliable Wi-Fi services to support cruise ship passengers, local businesses, and residents by deploying a high-performance public Wi-Fi network with a minimum 95% uptime, ensuring seamless internet access in high-density, seasonally active areas.

Our team has extensive experience in executing complex telecommunications and IT infrastructure projects in challenging environments. Collectively, we have successfully designed, implemented, and managed large-scale network deployments for high-profile clients in remote and environmentally sensitive regions. Our expertise spans network design and optimization, structured cabling, wireless technology implementation, and advanced project management. These capabilities enable us to address the unique challenges presented by Juneau's maritime setting, including high traffic density, weather variability, and rigorous performance standards.

ICE ICT's approach integrates ITIL and ICT best practices to ensure precise planning, efficient execution, and user-focused outcomes. For this project, we propose using Cambium's Wi-Fi 6E access points and Terragraph Mesh Networks to provide reliable connectivity and scalability. Our solution leverages innovative technologies to optimize bandwidth, mitigate congestion, and adapt to dynamic environmental factors. Additionally, we will collaborate closely with CBJ to secure installation sites, comply with all safety and environmental regulations, and ensure seamless integration with existing infrastructure.

We acknowledge receipt of Addendum No. 1 and are fully aligned with the terms outlined in Attachments A, B, and C. Our proposal details a comprehensive plan encompassing design, installation, management, and maintenance to achieve project success.

Thank you for considering ICE ICT as your partner for this critical project. We are committed to delivering a state-of-the-art public Wi-Fi network that enhances user experience, supports local businesses, and bolsters Juneau's reputation as a premier destination.

Sincerely,

Christian Cheatham
Manager of Business Development
ICE Services Inc. ICT Division (ICE ICT)
2606 C Street, Anchorage, Alaska 99503
907.308.8240
crc@iceservices.net



Understanding & Methodology

Project Understanding

The project outlined in RFP 25-190 focuses on delivering internet services in Juneau’s Maritime Industry Zone (MIZ) for the City and Borough of Juneau (CBJ). The primary objective is to enhance public connectivity, particularly during the cruise ship season, ensuring reliable Wi-Fi access for both visitors and residents. The identified zones (Zone A and Zone B) cover high-density areas with substantial seasonal activity, requiring robust network infrastructure capable of handling high traffic volumes and mitigating signal congestion. The contract will span January 2025 to December 2025, with operational service dates aligned with the cruise season from mid-April to early October. Additionally, the contract includes an annual renewal option for up to five years, contingent on funding availability and contractor performance.

Key project requirements include the implementation of a secure, high-performance public Wi-Fi network with a minimum 95% uptime and minimal geographic signal gaps. The system must support basic internet usage, operate efficiently in a high-density environment, and feature filtering and security measures to prevent misuse. Technical specifications include support for 2.4GHz, 5GHz, and 6GHz frequencies, with 60GHz backhaul connectivity and provisions for future upgrades. Contractors will be responsible for the installation, management, and maintenance of the system, while CBJ will assist in securing installation sites, such as city light poles. The network must also include reporting capabilities to provide usage statistics and demonstrate system performance.


The work area presents unique challenges as it encompasses a busy maritime environment with significant safety and environmental considerations. Contractors must account for the movement of vessels, heavy equipment, and pedestrian traffic, while ensuring compliance with safety protocols and minimizing environmental impact. This includes planning installations to avoid disruptions to maritime operations and preserving sensitive coastal habitats.

Additional challenges identified in the RFP include the congested radio frequency environment, the need for seasonal network adjustments, and adherence to stringent performance metrics. Contractors must also comply with Title 36 labor regulations if subcontractors are employed. The goal is to deliver a user-friendly, cost-effective public Wi-Fi solution that enhances the visitor experience, supports local businesses, and potentially bolsters emergency communication capabilities, all while prioritizing safety and environmental stewardship in a dynamic maritime setting.

End users must be able to send and receive email, browse websites, and conduct other basic internet activities.

Technical Challenges and Remedies

During the initial planning and assessment phases of the project, we identified several technical challenges associated with deploying a high-performance wireless network in Juneau. These challenges stem from the unique environmental and infrastructure conditions in the region, requiring careful consideration and innovative solutions. Below, we outline the primary obstacles encountered and the



strategies we are implementing to overcome them, ensuring the project achieves optimal performance and long-term reliability

Below highlights a partial list of some of the technical challenges identified:


- Electrical power for the wireless devices will primarily be supplied through the light poles to which the equipment will be attached. This installation method offers optimal coverage at a highly cost-effective value but presents several challenges:
 - The project locations feature a mix of voltage levels, including 120V, 240V, and 277V, along with varying control types.
 - To ensure continuous power to the network devices, many light poles will need to be retrofitted with photocells or provided with a dedicated separate circuit to enable continuous power to network devices.
- Juneau experiences a significant amount of precipitation during the designated service period.
 - Rain significantly affects the propagation of 60GHz radio waves. To address this challenge, the system is designed with generous link budgets to accommodate substantial rain fade and maintain reliable connectivity.
- When implementing a 60Ghz Terragraph network, Line of Site is of paramount importance to have a resilient and high-speed network. To guarantee this, Ice has dedicated time to doing a significant local study to verify line of site between the expected install locations. High-resolution photographs from this site visit, combined with high-resolution satellite imagery, allowed us to plan the network primarily around existing light poles and CBJ-owned facilities that we were able to verify the line of site between. Ice also realizes that Juneau is a dynamic environment where things can change rapidly. As such our design also prioritizes flexibility in end point locations. This allows us to rapidly respond to environmental changes affecting line of sight and adjust our device placement accordingly.

Methodology

General Design Approach

The design approach combines ITIL and ICT best practices to deliver customer-focused solutions while mitigating potential risks. Key steps include:

1. **Assessment and Requirements Gathering:** Evaluate the opportunity to understand customer objectives and gather detailed requirements from stakeholders to align with operational goals.
2. **Data Collection and Environmental Analysis:** Conduct site surveys and assessments to identify environmental risks and obstacles that may impact the solution.
3. **Technology and Resource Alignment:** Analyze data to select technologies and resources that address requirements while mitigating risks and enhancing efficiency.
4. **Vendor and SME Collaboration:** Engage vendors and experts to ensure solutions align with industry standards and best practices.
5. **Quality Assurance and Feedback:** Implement quality measures focusing on end-user experience, system performance, and reliability, incorporating feedback for continuous improvement.
6. **Operational Schedule Development:** Establish a schedule with installation timelines and service readiness, ensuring minimal disruption to operations and service commencement before the cruise season.
7. **Solution Development and Refinement:** Develop and refine the solution based on data, reviews, and feedback to ensure feasibility and quality.

- 
8. Validation and Finalization: Test and validate the solution to meet performance, security, and operational standards, and present it to the customer for approval.
 9. Implementation Planning: Create a detailed plan with project timelines, resource allocation, and risk management.

Technical Design Theory

To support the expected density of end users in a tight geographical area, a modern wireless access point with WIFI 6E support and the capability to connect numerous devices is essential. For this project, we selected the Cambium XE3-4TN access point. This high-performance, IP67-rated WIFI 6E device features a tri-radio architecture, providing fast speeds and low latency across the 2.4 GHz, 5 GHz, and 6 GHz bands. Its advanced MU-MIMO technology and scalable management make it ideal for dense environments like the Juneau waterfront and downtown. Additionally, it integrates seamlessly with CN Maestro X, enabling centralized management, detailed analytics, and AI-driven optimization to enhance performance and scalability.

To determine the required access points necessary for coverage, ICEICT partnered with Cambium to conduct a Hamina study of the project zones. Together, we identified mounting locations that prioritize an optimal end-user experience while leveraging CBJ-owned infrastructure and existing permanent unswitched power to reduce electrical upgrade costs. See **Attachment D** for proposed Client AP mounting locations within the Core Network Area.

Once the AP mounting locations were finalized, we designed the distribution network to extend service from the core network locations to the APs. Cambium's CN Wave technology was chosen for its proven track record, robust technology stack, and ability to meet project requirements. The first step was identifying Point-of-Presence locations that have existing ISP fiber optic cabling capable of distributing bandwidth, without creating bottlenecks. This design choice helped to eliminate complex trenching operations that could potentially delay the project. Working with ACS, we selected two CBJ-owned locations, Harbor House and City Hall, which satisfied the above criteria and eliminated the need for costly third-party Space & Power Agreements. Each POP has been designed to provide a highly resilient network with self-healing capabilities, aimed at preventing outages and reducing down-time. With these design principles in mind, ICE ICT has incorporated two SonicWall NSa 4700 Next Generation Firewalls, configured for High-Availability, to provide network security, bandwidth management, and content filtering in each of the designated POPs.

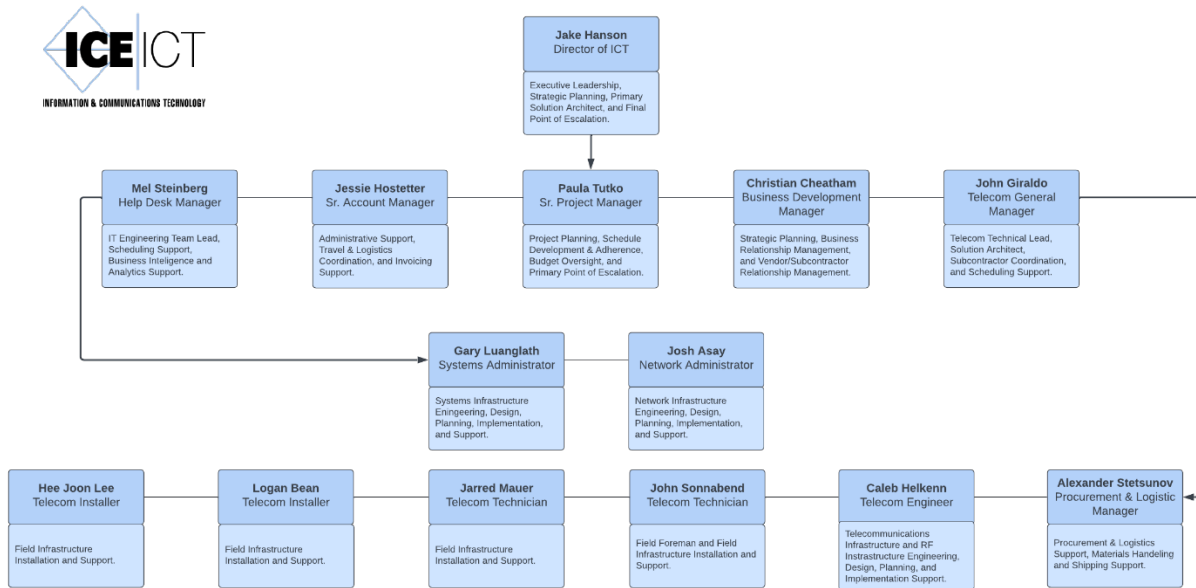
From the POPs, the distribution network will extend to all necessary service locations using Cambium V5000 and V2000 devices, adhering to Terragraph Network design principles. The core network is designed with multiple routes between nodes, ensuring that if one node fails, the overall network remains operational while also increasing throughput capacity.

The attached photos in **Attachment E** of the distribution network indicate approximate pole locations. While many identified poles are likely to be used, final selections depend on electrical discovery and design, potentially reducing costs by minimizing significant electrical work. Equipment will primarily be mounted directly to poles using stainless steel banding. In cases where pole space or line of sight is insufficient, standoff brackets and pipe mounts will be employed. Whenever possible, mounting brackets will be color-matched to poles to minimize aesthetic impact.

3. Management Plan

Organizational Structure

The below Project Organization Chart provides insight into the personnel assigned to the Project and their responsibilities.



Accountability & Communication

Project Management

ICE ICT is committed to following best practice principles for all projects whether large, small, complex or simple. Below underscores the indispensable role that structured project management will play in this endeavor.

Structured Project Management Ensures:

1. **Timely Completion:** By systematically breaking down the project into actionable phases and continuously monitoring progress, we guarantee the timely realization of each milestone, ensuring the entire project stays on track.
2. **Budget Adherence:** Efficient resource allocation and vigilant monitoring mean that we pledge to operate within the stipulated budget, ensuring there are no unforeseen costs.
3. **Clear Communication:** An integral part of our project management ethos is fostering transparent communication. We believe that keeping you informed every step of the way not only builds trust but also ensures alignment of expectations and objectives.
4. **Anticipating and Mitigating Risks:** By proactively identifying potential challenges and having preemptive solutions in place, we aim to ensure a deployment process with minimal disruptions.
5. **End-User Centricity:** Our project management approach always keeps the end-user in mind, ensuring that the deployment caters to their needs and provides exemplary user experience.



ICE ICT will provide a Project Manager to perform the following:

- Customer Communications
- Develop a project plan
- Weekly reports
 - Schedule and percentage to completion, Budget tracking, Task Completion
 - Other Notes of interest or situational awareness
 - Identifying Project risks or other notable variables
- Change Management
- Coordination of Logistics/Billeting
- Coordination of Facilities Access
- Resource Scheduling
- Lessons Learned
- Management of Subcontractors
- Project Documentation at Close Out

Change Management

Implementing a structured change management process is essential to effectively handle change orders that may arise due to scope increases, unexpected events, or unforeseen obstacles during the project. The following outlines the proposed change management process:

1. Change Identification and Request Submission:
 - a. Identification: Recognize the need for a change due to factors such as increased scope, unexpected events, or obstacles not identified during the initial scoping process.
 - b. Documentation: Complete a Change Request Form (CRF) detailing the nature of the change, reasons, benefits, costs, impacts, and any supporting documentation.
 - c. Submission: Submit the CRF to the Project Manager for initial review.
2. Initial Review and Impact Analysis:
 - a. Feasibility Assessment: The Project Manager evaluates the technical feasibility of the proposed change.
 - b. Impact Analysis: Assess the potential impact on project scope, schedule, cost, and quality.
 - c. Risk Evaluation: Identify risks associated with implementing or not implementing the change.
3. Change Control Board (CCB) Evaluation:
 - a. Review: The Change Control Board, comprising key stakeholders and subject matter experts, reviews the CRF along with the feasibility and impact assessments.
 - b. Decision Making: The CCB may approve, reject, request additional information, or suggest modifications to the proposed change.
4. Approval and Authorization:
 - a. Formal Approval: Obtain formal approval from authorized personnel or the client, as required.
 - b. Documentation: Record the approval status and any conditions or stipulations associated with the change.
5. Implementation Planning:
 - a. Resource Allocation: Determine the resources required, including personnel, materials, and time.

- b. Schedule Adjustment: Update the project schedule to incorporate the change, ensuring alignment with critical milestones.
 - c. Communication: Inform all relevant stakeholders of the approved change and its implications.
 - 6. Execution and Monitoring:
 - a. Implementation: Execute the change as per the updated project plan.
 - b. Quality Assurance: Monitor the implementation to ensure it meets the defined acceptance criteria.
 - c. Issue Resolution: Address any issues or deviations promptly to minimize impact.
 - 7. Post-Implementation Review and Closure:
 - a. Review: Conduct a post-implementation review to evaluate the effectiveness of the change and document lessons learned.
 - b. Closure: Formally close the change request, updating all project documents and baselines accordingly.
 - 8. Billing for Change Orders:
 - a. Time and Materials (T&M): Change orders related to this project will be billed on a T&M basis.
 - b. Administrative Markup: Materials and fees will include an administrative markup of 15%.

Escalation Matrix

	Contact Name	Job Title	Phone Number	Email Address
1	Paula Tutko	ICT Project Manager	907.921.7930	ptutko@iceservices.net
2	John Giraldo	Communications Technology Supervisor	(907) 433-6033	john.giraldo@iceservices.net
3	Christian Cheatham	Manager Of Business Development	907.308.8240	christian.cheatham@iceservices.net
4	Jake Hanson	Director of Information & Communications Technology	907.433.6030	jake.hanson@iceservices.net

ICE ICT is committed to delivering an exceptional experience for our customers, we do recognize the importance of having a structured approach for those unique situations that require elevated attention. It's important to note that this escalation matrix is ****not designed for routine support queries**** but is intended for issues or situations that necessitate escalated visibility within our organization.

Particularly when misalignments or misunderstandings arise, the escalation matrix serves as a crucial tool to bring these issues to the attention of higher authorities or specialized teams promptly. This not only speeds up the resolution process but also fosters a sense of transparency and trust between us and our valued customers. By implementing this escalation matrix, we aim to go beyond mere problem-solving and focus on strengthening and realigning the foundational elements of our business relationship, ensuring long-term harmony and collaborative success.

4. Work Strategy & Timeline.

Project Timeline

To provide a clear roadmap for this project, we've outlined a detailed timeline with key milestones, including Design, Procurement, and Construction, which will guide us through the project from start to finish, ensuring timely completion as specified in your RFP (see Attachment F - Project Schedule)



System Capabilities

Network Architecture and Connectivity:

- **Mesh Networking:** Self-healing, resilient 60GHz cnWave mesh technology with rapid reconvergence (<100ms) for redundancy and reliability.
- **High-Density Support:** Multi-radio Wi-Fi 6/6E access points optimized for dense user environments.

Performance Optimization and Control:

- **Bandwidth Control:** Advanced traffic shaping and rate-limiting features to prioritize critical services.
- **Content Filtering:** DNS-based filtering for categories like adult content, illegal activities, and application control (e.g., throttling specific apps like Netflix).

Enhanced User Experience:

- **End-User Monitoring:** Tools for real-time performance tracking, application visibility (2,400+ apps), and proactive troubleshooting.
- **Dynamic Channel Allocation:** AutoRF technology to optimize channel settings and mitigate interference.

Management and Insights:

- **Centralized Management:** cnMaestro X platform for configuration, zero-touch provisioning, real-time monitoring, and detailed analytics.
- **Customizable Reporting:** MSP dashboards with multi-tenant support, historical data retention, and integration with third-party systems.

Specialized Features:

- **Bluetooth Low Energy (BTLE):** Indoor positioning for location-based services, traffic analysis, geofencing, and public safety enhancements.
- **Dynamic Network Segmentation:** Secure separation of traffic, prioritization of critical applications, and user isolation for enhanced security.
- **Deployment Flexibility:**
- **Modular Design:** Easily scalable solutions with adaptable end-point configurations for changing environments.
- **Robust Equipment:** IP67-rated hardware designed for harsh outdoor conditions.

System Reporting

Real-Time Monitoring and Alerts:

- Continuous monitoring of network health and performance via SNMP or Rest API.
- Real-time critical alerts and escalation for incidents affecting network integrity.

Usage and Performance Insights:

- Collection and analysis of traffic statistics to provide detailed insights into network usage and efficiency.
- Advanced troubleshooting tools and real-time performance metrics available through centralized management platforms like cnMaestro X.

Scheduled and On-Demand Reports:

- Weekly project reports including schedule updates, completion percentages, budget tracking, task status, and identified risks.
- Comprehensive incident post-analysis, including root cause and lessons learned.



Historical Data Retention:

- Long-term data storage for trend analysis, including two-year retention for Fixed Wireless Broadband (FWB) devices and one year for Enterprise and IoT devices.

Customizable Dashboards:

- MSP dashboards for multi-tier customization, including detailed tenant statistics and guest portal insights.
- Drill-down capabilities for granular data examination, ensuring actionable insights for stakeholders.

5. Operations and Management

Managed Network Services & Support

- 24/7/365 Network Health & Performance Monitoring.
- 24/7/365 Remote Support for Outages or Performance Issues.
- Automatic escalation of critical alerts to Technical Support Team.
- Regular Network Maintenance, Security Patching, and Device Firmware Updates.
- Application Control and Content Filtering Support.
- Bandwidth Management Configuration Support.
- Regularly Scheduled Network Health, Performance, and Utilization Reports.

Upon project commissioning, ICE ICT will establish comprehensive support procedures and present customizable Service Level Agreement (SLA) options during negotiations. Currently, our SLA operates on a best-effort basis, supported by resources located locally in Juneau, and remotely from Anchorage and Prudhoe Bay, Alaska.

6. Experience & Qualifications


Relevant Projects

ConocoPhillips Alaska Incorporated - Open Internet Access Project

ICE ICT successfully executed a time-sensitive project to meet ConocoPhillips Alaska Inc.'s operational demands during the winter construction season. This effort was critical due to weather-dependent timelines, with operations relying on the construction of temporary ICE roads and pads, which melt each spring, necessitating rapid demobilization.

Key Project Highlights:

- Scope and Infrastructure Support:
 - Delivered Internet distribution to 1,854 beds across 23 camps and 10 office locations within the Kuparuk and Willow operations areas.
 - Utilized fiber and microwave technology to ensure robust connectivity.
- Technical Implementation:
 - Installed structured cabling adhering to ANSI/TIA/BICSI standards, certifying each composite drop.
 - Deployed Aruba wireless access points, network switches, and centralized management via Aruba Central to manage performance, security, and connectivity.

- 
- Conducted pre-deployment planning, hardware installation, configuration, and rigorous post-deployment testing to ensure reliable service.
 - Service Excellence:
 - Implemented 24/7 network monitoring, bandwidth management, content filtering, and regular updates to ensure continuous operations.
 - Installed and managed 56 security cameras within telecom spaces to enhance equipment monitoring.
 - Logistical Coordination:
 - Met the demands of harsh Arctic conditions and rapidly changing weather.
 - Completed structured milestones for invoicing, accommodating both permanent and temporary camps and offices.

This project underscores ICE ICT's capability to deliver on rapid schedules, logistical challenges, and comprehensive connectivity solutions in extreme environments, ensuring seamless support for ConocoPhillips' operations.

Santos' Nanushuk Operations Project

ICE ICT successfully executed a large scale 128,000 square foot commercial project to design, procure and install commercial Telecommunications infrastructure to support Santos' Nanushuk Operations Center project.

Key Project Highlights:

- Scope and Infrastructure Support:
 - Designed, procured and installed telecom infrastructure for a 316-bed hotel, office complex, data center, telecom module and water/wastewater facility.
 - Utilized vast array of expertise to provide structured cabling, access control, security cameras, video teleconference and IPTV systems.
- Technical Implementation:
 - Installed and certified approx. (1,800) Cat6/A structured cabling adhering to ANSI/TIA/BICSI standards
 - Installed and certified (18) single mode fiber optic trunk cables
 - Built and installed Telecom Space equipment for the following
 - 1 – Data Center, 1 – Telecom Module, 3 – Telecom Rooms, 13 – Telecom Enclosures
 - Installed wireless access point enclosures and cabling for approx. (100) wireless access points
 - Installed and commissioned and IPTV system inclusive of dishes, IPTV headend and approx. (360) televisions
 - Installed electronic access control system inclusive of locking hardware, headend equipment and credentialing servers for approximately (40) man doors and (40) cabinet doors
 - Installed IP based security camera system inclusive of cameras, cabling, network video recorder and user terminal for approximately (80) cameras
 - Installed video teleconferencing equipment for (5) conference spaces and (1) emergency operations center
- Installation technicians on the project were subject matter experts and held the following trainings/certifications:
 - BICSI Technician, ETA Fiber Installer/Technician, Leviton Authorized Network Installer



Team Bios and Experience

Christian Cheatham

Christian Cheatham is a dynamic ICT Business Development Manager with over 25 years of experience driving growth and innovation in the technology sector. Currently at ICE Services, Inc., he leads initiatives that optimize operations and deliver tailored ICT solutions, leveraging a hybrid work model to enhance collaboration and client satisfaction. Christian's career includes key roles such as Senior Solutions Architect at Alaska Communications, where he implemented cutting-edge technologies, and Account Executive at Ampersand, focusing on MSP and project sales. His expertise spans diverse industries, including Oil and Gas, federal contracting, and IT operations in Arctic and remote regions. Known for his strategic vision and commitment to excellence, Christian excels in identifying opportunities, fostering partnerships, and crafting solutions that align with business objectives.

Caleb Helkenn

Caleb Helkenn is a highly skilled telecom engineer with over 10 years of experience in designing, developing, and maintaining communication systems. With expertise in both wired and wireless technologies, Caleb has worked on a range of projects, from optimizing network infrastructure to deploying cutting-edge solutions for clients across Alaska and other challenging environments. He is a BICSI Certified Technician, with training in fiber optic cabling systems, copper cabling systems, and wireless network design. He specializes in network planning, system integration, and troubleshooting, ensuring reliable and efficient communication networks. Of note, Caleb has spent several years supervising the implementation and maintenance of HF, VHF, UHF, and microwave wireless systems in Antarctica for the United States Antarctic Program. Passionate about staying ahead of industry trends, Caleb is committed to advancing telecom solutions and contributing to the evolving digital landscape.

John Giraldo


Projects Supervisor / Field Manager - Has 16 years of experience engineering, designing, and installing inter/ intra building structured cabling. His long experience in Alaska's rugged environment and encyclopedic industry knowledge allows him to easily generate quick, dependable design and installation solutions. He oversees ICE Services cabling projects from end to end and is responsible for compliance with all industry codes, standards, and regulations over copper, coax, fiber and wireless systems. He is an ETA Certified Fiber Optic Splicer, a Copper and Fiber Optic ISP/OSP Combo-Tech, and BICSI ITS Fundamentals Certified.

Jake Hanson

Director of Technology – Has over 9 years' experience in the IT industry. With an education from University of Alaska Anchorage and AVTEC - Alaska Institute of Technology, Jake brings not only expertise and knowledge but has years of experience working as a lead technician on the North Slope, and understands the environment without delay. His analytical mindset enables him to design, install and oversee reliable networks to ensure unobtrusive operation of business. He is certified in CompTIAA+, CompTIA IT, Comp TIA Net+, MCTS, MCP, CCNA, as well as CISCO Network Fundamentals, CISCO Switches & Routing, CISCO WAN Management, CISCO Router Fundamentals.

Paula Tutko

Paula Tutko is a skilled Senior Project Manager with over 20 years of experience in managing and delivering complex projects to include Department of Defense, Oil & Gas, and telecommunications. With



expertise in overseeing large-scale infrastructure deployments, system upgrades, and service implementations, Paula has a proven ability to lead cross-functional teams and collaborate with key stakeholders to achieve project goals.

Throughout her career, Paula has successfully managed end-to-end project lifecycles, ensuring seamless coordination between engineering, operations, and client teams. She is adept at navigating the technical and regulatory challenges of the telecom industry, consistently delivering projects on time, within budget, and to the highest quality standards. Paula's reputation as a resourceful team leader and ability to work with integrity and professionalism has earned her respect and inspired cooperation.

Subcontractor Identification

ICE ICT has selected a team of subcontractors that have extensive knowledge of the proposed project location.

Design

- Pacific Alternatives - uniquely qualified to assist ICE with their WIFI and wireless back haul network roll out from concept to implementation. With our knowledge of the existing electrical infrastructure in the Downtown Juneau area, experience coordinating inter-departmental CBJ projects and in-the-field construction management experience, Pacific Alternatives aims to provide value by helping to select cost-optimized node locations and acceleration of the short project schedule through efficient planning, permitting, and implementation. As an electrical engineering and construction administration firm, we are manufacturer and contractor agnostic. We view you and your business as our only client in the project. For delivery of the project from design through construction, it is our professional duty to understand your business' needs and find solutions that best align.

Electrical Subcontractors

- Chatham Electric is a NECA contractor that employ's IBEW electricians, project support staff, mechanics, material handlers, power, and telephone lineman. Juneau is our home and we take pride in the reputation that we have established in our 24 years of operation. In addition to performing quality electrical work, we consider ourselves to be a pillar of our community and support numerous community programs. Our current project workload will be completed late fall of 2025. This positions ourselves optimally for performing the work for this project and we are confident in our abilities to support this project in its entirety. Chatham Electric, with over 20 years of experience in Alaska, specializes in building electrical and communications infrastructure, including wireless systems and structured cabling, making them well-suited for Wi-Fi deployment projects.
- Valley Electric, based in Juneau, offers comprehensive electrical services across residential, commercial, and industrial sectors, with expertise in communications and fiber installations, ensuring reliable support for Wi-Fi infrastructure projects.

Traffic Management

- Northern Dame offers reliable traffic control equipment and services of the highest quality and has successfully completed projects in Juneau. We appoint trained, experienced, and knowledgeable traffic control supervisors to set up, take down, and maintain all traffic control equipment. These dynamic individuals will also take charge of overseeing any flaggers on-site, ensuring a smooth flow of traffic in your area.

Safety Philosophy and Practices

Safety is a foundational value embedded in every aspect of ICE ICT's operations. The health, safety, and environmental (HSE) program reflects a culture of accountability, supported by robust policies and rigorous training. Through open communication and comprehensive risk assessments, teams are empowered to identify, mitigate, and respond to hazards effectively. Employees at every level are encouraged to exercise Stop Work Authority, ensuring that unsafe conditions or practices are addressed without hesitation. This commitment is further strengthened by a feedback-driven approach to continuous improvement, fostering a workplace where health and safety are integral to operational excellence.

In a bustling maritime environment, environmental stewardship is of heightened importance. ICE Services strictly adheres to all environmental regulations and permits, maintaining zero tolerance for environmental releases. A tailored Environmental Plan (EP) ensures compliance with waste management protocols, spill containment procedures, and emergency response measures. Environmental risks are proactively assessed and mitigated through project-specific hazard analyses, with swift adaptation to dynamic conditions. By integrating sustainability into the operational framework, respect for the local ecosystem and the broader community is demonstrated.

Transparency and trust are central pillars of relationships with clients and stakeholders. The HSE program is built on accountability at all organizational levels, reinforced by detailed inspections, incident reporting, and corrective actions. Clear documentation and regular audits ensure commitments to health, safety, and environmental performance are verifiable and actionable. In partnership with customers, efforts focus on exceeding expectations, delivering reliable services while safeguarding people, assets, and the environment.

MARSEC 1

During our site surveys and assessments, we observed several signs designating MARSEC Level 1 areas within the Docks and Harbors of the City Borough of Juneau. While we do not anticipate MARSEC Level 1 to impact this project, we will take precautionary measures to ensure compliance and operational readiness. All personnel involved will carry valid identification, and we will maintain detailed manifests of the materials being utilized. Additionally, as a proactive measure, we will discuss our project plans and activities with Docks and Harbors prior to any onsite implementation to align with their protocols and expectations. This approach ensures smooth operations while respecting safety and security requirements.



References

Worley

ICE Services have been providing Internet and TV services to us for many years now, with prompt and courteous customer service whenever any technical or other types of concerns emerged. Ice Services have also been willing to work with us to accommodate changes within our business. Additionally, they have a very user-friendly IT support and quote review and approval workflow, which has come in handy quite a few times.

Anastasia Dubois
Manager, Supply Chain Alaska,
3700 Centerpoint Dr., Ste 703, Anchorage, AK 99503
T: 907 275 5174

Other References include:

- City of King Cove – See reference in Attachments
- North Slope Borough – Reference in Attachments

7. Price Proposal

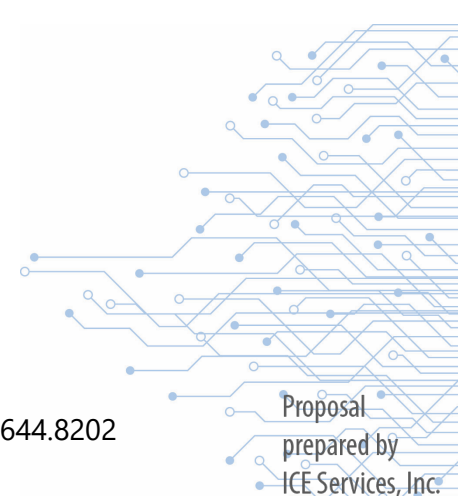
Summary of Costs

Description	Amount
Equipment	\$612,280.12
ICE ICT Professional Services	\$345,415.00
Travel Expenses	\$34,864.48
Subcontractor Services	\$715,602.00
Total: \$1,708,161.60	

Monthly Recurring Cost Summary

Description	Amount
Recurring Price April-October	\$27,382.56
Recurring Price October - April	\$5,859.36

Detailed Cost Breakdown



Equipment

Description	Price	Qty	Ext. Price	
Network Equipment				
E2EServer	Server to Host Cambium Software for E2E functionality	\$16,200.00	2	\$32,400.00
"C600500A004B"	"CAM cnWave 60GHz V5000 Distrib Node"	\$1,302.84	47	\$61,233.48
"C600500C020A"	"CAM 60G V2000 Client,Node 30W,US Cord"	\$626.22	87	\$54,481.14
"XE3-4TN0A00-US"	"CAM OD Triband WiFi6e AP SDR 4x4 6G US"	\$969.30	127	\$123,101.10
Cambium Accessories	Power Supplies, grounding and bonding equipment, mounts, etc...	\$110,965.82	1	\$110,965.82
JL658A	HPE Aruba Networking CX 6300M 24-port SFP+ and 4-port SFP56 Switch	\$9,997.20	4	\$39,988.80
JL085A	HPE Aruba Networking X371 12VDC 250W 100-240VAC Power Supply	\$330.72	4	\$1,322.88
Q9Y80AAE	HPE Aruba Networking Central Switch Class-3 Foundation 5-year Subscription E-STU	\$1,123.20	4	\$4,492.80
02-SSC-4328	SONICWALL NSA 4700	\$4,845.00	4	\$19,380.00
02-SSC-8986	SONICWALL NSA 4700 HIGH AVAILABILITY	\$3,390.00	4	\$13,560.00
02-SSC-9227	ADVANCED PROTECTION SERVICE SUITE FOR NSA 4700 3YR	\$10,646.90	4	\$42,587.60
01-SSC-001	SONICWALL HIGH-END NSA NSSP SERIES FRU POWER SUPPLY	\$543.00	4	\$2,172.00
HPFLAT	STARLINK HP FLAT KIT	\$3,000.00	2	\$6,000.00
J9151E-ENC	HP Compatible J9151E - Functionally Identical 10GB HP Compatible J9151E - Functionally Identical 10GBASE-LR SFP+ 1310nm 10km DOM MMF/SMF Duplex LC - Programmed, Tested, and Supported in the USA, Lifetime Warranty	\$78.00	20	\$1,560.00
Incidentals	Pole strapping, structured cabling materials, additional bonding equipment, manlift rentals, etc... Incidentals - J-hooks, Fireplugs, Fasteners	\$78,000.00	1	\$78,000.00
Section Subtotal				\$591,245.62
Digital Signage				
Digital Signage	QTY(5) MP10-13-SMD Premier Full Color LED Display 10mm 1' 4-1/8" x 3' 5-1/4" Pixel Matrix 32x96	\$21,034.50	1	\$21,034.50
Section Subtotal				\$21,034.50

Subtotal: **\$612,280.12**

ICE ICT Professional Services

Description	Price	Qty	Ext. Price
Project Manager ICT Project Management, Communications and Project Controls	\$165.00	340	\$56,100.00
Solution Architect Solution Design and Validation Pre-configuration	\$175.00	40	\$7,000.00
Network Engineer Labor Rate for Nework Engineer	\$165.00	591	\$97,515.00
Communications Technician Hourly Rate for Communications Technician	\$165.00	588	\$97,020.00
Communications Engineer Hourly Rate for Project and RF Engineer	\$165.00	532	\$87,780.00
Subtotal:			\$345,415.00

Travel Expenses

Description	Price	Qty	Ext. Price
Airfare Round trip flight to Juneau	\$800.00	12	\$9,600.00
Per Diem Lodging, Meals and Incidentals	\$462.56	33	\$15,264.48
Vehicle Rental Truck Rental Daily. Needs cost	\$150.00	25	\$3,750.00
Shipping and Logistics Freight and Logistics	\$6,250.00	1	\$6,250.00
Subtotal:			\$34,864.48

Subcontractor Services

Description	Price	Qty	Ext. Price
Subcontractor- Services Chatham Electric & Valley Electric - Electrical Pole Upfit and Power Distribution	\$389,172.00	1	\$389,172.00
Subcontractor Services Pacific Alternatives- Electrical Engineering and Permitting	\$132,750.00	1	\$132,750.00
Subcontractor Services Northern Dame- Traffic Control	\$193,680.00	1	\$193,680.00
Subtotal:			\$715,602.00

8. Project Variables

Electrical Power Distribution

This proposal includes time estimates to distribute unswitched power from the nearest load center to each pole mounted wireless equipment location. It is anticipated that in most instances, new power conductors will be installed to provide a dedicated circuit. This cost is challenging to estimate without detailed as-builts and site studies to determine the existing power infrastructure at each pole. As such, Ice has presented a not-to-exceed number for this scope and plans to bill time and materials for all work related to bringing unswitched power to each pole required for project success.



Permitting

There is a large amount of state infrastructure that will be required to be used along Egan Drive, Marine Way, and Franklin St. It is possible that obtaining appropriate permits for using this infrastructure could take longer than the expected project duration. In the event that this occurs, Ice Services has contingency plans in place to support service in the downtown area, as well as the majority of the waterfront area utilizing primarily CBJ infrastructure

Traffic Management

The proposed traffic control plan will be provided to address the specific needs of the various project locations. It is estimated that the project will require (10) Traffic Control Plans, flaggers for work that occurs in DOT ROW along the Egan Drive, Franklin Street and Marine Way corridors and unmanned work zone protection barriers for all other project locations. If a deviation to these assumptions arise during project implementation, a Project Deviation Notice will be issued and additional work will be conducted as Time & Materials.

Winter Working Conditions

This project is scheduled to occur during winter months in Juneau, AK which adds a number of challenges. It is anticipated that CBJ will provide adequate snow removal for all project locations utilizing their fleet of snow removal equipment. Additionally, during the unswitched power distribution phase, our electrical team will need to pull electrical conductors through existing underground duct banks. If these conduits are frozen, a Project Deviation Notice will be issued and thawing or other remediation will be conducted as Time & Materials.

Digital Signage

ICE ICT is committed to enhancing the experience of cruise ship passengers visiting Juneau by providing seamless access to public Wi-Fi and deploying these rugged informational displays. As part of this initiative, we will install five MP10-13-SMD Premier Full Color LED Displays strategically located on Borough properties across Juneau Maritime Zones A and B. These displays are IP65-rated for front and back waterproofing, feature a 160° viewing angle, can operate in a temperature range of -22°F to 140°F, and are UL Rated. Displays will provide critical information and directions to cruise passengers, enhancing their navigation and access to services. Seamless integration with the Wi-Fi network for enhanced connectivity and user engagement.

9. Acknowledgments

An Attached acknowledgment letter for all terms, conditions, insurance requirements has been added to the attachments to this submittal.





Finance Department, Purchasing Division
155 Heritage Way, Juneau, AK 99801
Email: Purchasing@juneau.gov
Phone: 907-586-5215 Opt. 4, Fax: 907-586-4561

11/18/2024

RFP No. 25-190 Addendum No. 1

Provision of Internet Services in the Juneau Maritime Industry Zone for the City & Borough of Juneau

The following items of the subject RFP are modified as herein indicated. All other items remain unchanged.

REFER TO: Service Obligations & Equipment:

ADD THE FOLLOWING BULLET TO THIS SECTION:

- **The Contractors plan for services must include the capability for standardized hotspot technology (e.g. ATT Passpoint) to automate secure roaming.**

REFER TO: Installation Locations & Contractor Access: (first bullet) •Contractor may utilize power and space within city facilities but will not be responsible for costs associated with delivering power to the equipment’s location and for modifications to spaces where the equipment will be located.

ADD THE FOLLOWING:

For Example: On a city owned light pole, the Contractor will have to pay for the work (equipment, installation, wiring, labor, etc.) to get power to the equipment but the CBJ would pay for the power costs itself. if the Contractor uses an AELP pole, it would be part of the charge AELP would bill CBJ to actually use the pole in the first place. CBJ does not anticipate any mounting on privately owned buildings; however, if needed, the process would be the same as listed above; e.g. Installation costs would be paid by the contractor, and any easement cost would be paid by the CBJ.

ACKNOWLEDGE THIS ADDENDUM IF YOU PLAN TO SUBMIT A PROPOSAL

This addendum must be acknowledged or your submitted response may be considered non-responsive. Acknowledgment can be made online at PublicPurchase.com or by signing and returning this form prior to deadline via email to Email: Purchasing@juneau.gov or provide written acknowledgement with your response proposal.

ICE Services, Inc

DocuSigned by:
Bradley Bourdon

12/19/2024

Company

Signature/Printed Name

Date

Issued by:
Mary Johns, Buyer, City and Borough of Juneau
(907) 586-5215 X 4



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11/25/2024

RFP No. 25-190 Addendum No. 2

Provision of Internet Services in the Juneau Maritime Industry Zone for the City & Borough of Juneau

The following items of the subject RFP are modified as herein indicated. All other items remain unchanged.

REFER TO: SCOPE OF WORK & DELIVERABLES

ADD THE FOLLOWING SECTION:

Performance & Reliability: Any implemented network should maintain a minimum of 95% uptime of any managed device and connectivity. The proposed coverage area should have less than 10% geographic gap coverage of little to no signal strength, while maintaining average latency levels to not exceed 50-70ms. The system must have some “self-healing” capabilities in the event of device failure, “hangs,” or connectivity problems. Contact and support numbers and information will be provided to report and escalate outages and/or other unanticipated network issues.

The following questions of the subject RFP are answered or clarified herein indicated. All other items remain unchanged.

1. **Question:** The RFP provides for a one-year initial term with five one-year renewals. Will the CBJ also entertain proposals for different initial terms, or allow for flexibility in negotiation contract duration and terms?
Answer: As a governmental agency, CBJ has rules for procurement and contracting. Typically, CBJ contracts are not approved for a longer than five-year term. Proposers may choose to provide a reason why potentially longer term may be beneficial for these proposed services and CBJ may take the request into consideration. Changes to the length of contract term may or may not be approved. Proposers should thoroughly review **Attachment C, the CBJ Sample Contract**. If there are terms or conditions that they do not agree to, they must note those exceptions with their submitted proposals. Exceptions must be reviewed by the CBJ Law and Risk Management Departments and may not be approved for award.
2. **Question:** The RFP notes on page 3 that “The initial deployment of equipment and operational services are expected to happen in time for the 2025 cruise ship season.”
 - Can/will the CBJ support a staged deployment of equipment that provides broad coverage of Wi-Fi in the port area while allowing the Contractor more time to install for higher density and wider area coverage throughout the summer season?
Answer: While not ideal, that can be possible. Note that the center of Zone A is our highest visitor density area.
3. **Question:** Per RFP requirements on page 4, “The management capabilities of the Wi-Fi network must include software utilities to administer and manage user sessions, as well as the ability to create and manage a portal page.”
 - Will the CBJ please clarify if this requirement is intended to include a customer-facing captive portal/splash page for the end user to access or pass through before getting internet access?
Answer: While a captive portal for customers is not part of our initial deployment plan, the system must be capable of providing that service.
4. **Question:** Can the CBJ clarify or expand on its requirements for a management portal page?
Answer: The management portal should allow administrative access to manage network access with

features such as authentication and user access control, captive portal functionality, network monitoring, analytics, security settings, bandwidth management, etc.

5. **Question:** Per RFP requirements on page 4, "All equipment determined necessary to provide the services as described shall be provided by, repaired, and maintained for operational status by the Contractor."

- Will the CBJ please clarify if it seeks a managed Internet Wi-Fi service where the Contractor maintains ownership of all equipment) or if it seeks to own the equipment itself while having it maintained/supported by the Contractor?

Answer: CBJ is open to proposals for either option.

6. **Question:** The RFP states on page 4 that the "Contractor's network should have filtering capabilities."

- Will the CBJ provide any additional details regarding this expectation? For example, does the CBJ expect specific applications and/or services to be blocked, or to only permit family-friendly web browsing services?

Answer: Initial deployment should limit filtering to security risks, malicious domains, and known vulnerabilities. Functionality should exist for more broad filtering categories to manage bandwidth and fit CBJ needs.

7. **Question:** Does the CBJ expect the Contractor to carry any liability if end users bypass filtering with VPN or other methods?

Answer: Barring negligence, liability for the misuse of the public Wi-Fi resides with the end user. They will be notified of this via splash page, or some other method of communication.

8. **Question:** Regarding end user support, can a Contractor meet the support need by providing a QR Code on signage that redirects the end user to a basic support FAQ/information page, or does the CBJ expect the Contractor to provide access to a support phone number or chat bot to assist while users are in the service area?

Answer: - See Scope of Work Addition; **Performance & Reliability:** first paragraph of Addendum No. 2 for information.

9. **Question:** Is there A/C power available 24/7 on all light poles along the streets and boardwalk, or are lights controlled by photocells that manage the on/off power to the light poles?

Answer: There is a mix of both.

10. **Question:** Can the contractor mount Wi-Fi Access Points (APs) to all light poles, are there are any pole styles/types where this would be prohibited? Are there any esthetic restrictions or guidelines applicable to the installation of equipment on light poles?

Answer: It is understood that equipment can't be hidden, all equipment (access points, antennas, customer-premises equipment (CPEs), power supplies, etc.) should not overly negatively impact the appearance of publicly visible areas, and CBJ-owned property.

ACKNOWLEDGE THIS ADDENDUM IF YOU PLAN TO SUBMIT A PROPOSAL

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ICE Services, Inc

DocuSigned by:

Bradley Bourdon

12/19/2024

Company

Signature/Printed Name

Date

Issued by: Shelly Klawonn on behalf of: Mary Johns, Buyer, City and Borough of Juneau



Finance Department, Purchasing Division
155 Heritage Way, Juneau, AK 99801
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11/26/2024

RFP No. 25-190 Addendum No. 3

Provision of Internet Services in the Juneau Maritime Industry Zone for the City & Borough of Juneau

The following items of the subject RFP are modified as herein indicated. All other items remain unchanged.

REFER TO: Deadline: 12/12/2024 prior to 2:00 p.m., AK Time
CHANGE TO: Deadline: 12/19/2024 prior to 2:00 p.m., AK Time

ADDITIONAL REQUIREMENTS: TITLE 36 (Little Davis-Bacon) REQUIREMENTS: If your response exceeds \$25,000.00 and you subcontract or employ anyone to perform any of the Work, the following will apply:

State of Alaska, Department of Labor, Laborers' and Mechanics' Minimum Rates of Pay, AS 36.05.010 and AS 36.05.050, Wage and Hour Administration Pamphlet No. 600, the latest edition published by the State of Alaska, Department of Labor inclusive, are made a part of this contract by reference. The Contractor is responsible for contacting the Alaska Department of Labor to determine compliance with current regulations.

Correspondence regarding Title 36 requirements may be submitted electronically, or paper copies can be submitted by mail. To submit Title 36 documents electronically, go to <https://certpay.dol.alaska.gov/portal.aspx>. If filing electronically, submit certified payrolls to ADOL at the website above and email a copy of all certified payrolls to the Contract administrator at the email address listed. If Contractor elects to submit paper copies, they should be submitted to the State of Alaska address listed below, with copies mailed to the City, 155 Heritage Way, Juneau, AK 99801, Attn: Contract Administrator Chris Murray, IT Director, email: Chris.Murray@juneau.gov.

Within 10 Days of "Notice of Award/Notice to Proceed" make a list of all Subcontractors. Include their name, address, phone, estimated subcontract amount, and estimated start and finish dates. Send this list to the Wage and Hour Section (contact information below).

Certified Payrolls must be submitted every two weeks. Before the second Friday, each CONTRACTOR and Subcontractor must file Certified Payrolls with Statements of Compliance for the previous two weeks. Indicate "Start" on your first payroll, and "Final" on your last payroll for this Project.

As part of the final payment request package, CONTRACTOR must submit a "NOTICE OF COMPLETION OF PUBLIC WORKS" form signed by ADOL personnel. Contact Information: State of Alaska, Department of Labor and Workforce Development; Labor Standards and Safety Division and Wage and Hour Administration, P.O. Box 11149, Juneau, AK 99811-1149, Phone: 907-465-4842, Web site: <https://labor.alaska.gov/lss/whhome.htm> If you need additional information, contact the State of Alaska, Department of Labor at 465-4842, and Purchasing at Purchasing@juneau.gov

The following questions of the subject RFP are answered or clarified as herein indicated. All other items remain unchanged.

- 1. QUESTION:** Could the CBJ consider extending the proposal submission deadline by two weeks? While we understand the importance of adhering to the project schedule and deadlines, the holiday week creates resource constraints that may impact the thoroughness of proposal responses.
ANSWER: Deadline has been extended for one week.
- 2. QUESTION:** Does this project require the use of certified payroll?
ANSWER: Yes. See additional Davis-Bacon requirements issued with this Addendum.
- 3. QUESTION:** The RFP states that the network should support casual usage, such as sending emails, browsing, and basic internet activities. Could you clarify the required circuit size for the service period from mid-April to October?
ANSWER: Specific throughput numbers were not listed in the RFP by intent. Please use your best judgement.
- 4. QUESTION:** What are the specific upload and download Mbps requirements for end users?
ANSWER: Throughput requirements are listed in the RFP as “casual usage, such as sending emails, browsing, and basic internet activities”. Users should have a good experience while using the Wi-Fi.
- 5. QUESTION:** The system is required to operate effectively in high-density, high-traffic areas. Could you provide more detailed specifications or performance expectations to ensure compliance with this requirement?
ANSWER: Please see the RF study associated with this RFP.
- 6. QUESTION:** Can you provide a list of City or other Facilities that are available for access to mount equipment on in the areas zoned for Wi-Fi?
ANSWER: A list of city facilities is available in our public GIS interface, the CBJ parcel viewer at: <http://epv.juneau.org/>
- 7. QUESTION:** Is it possible to mount AP's under the awnings of Downtown that were recently retrofitted with LED Lighting? If so, since the city put this infrastructure in, can we utilize the same power meant for the lights to power access points and other network gear above the sidewalks?
ANSWER: CBJ prefers contractors to run and use circuits specific to the project, as some lighting circuits are switched at the source and others at the light itself. The awarded contractor may research and recommend usage of light circuits already in place, which could be approved.
- 8. QUESTION:** Also, is there anything that would prevent us from mounting to the underside of the awnings above the sidewalks?
ANSWER: This is possible for CBJ owned facilities.
- 9. QUESTION:** Is there any other city-owned infrastructure within the coverage scope, besides the light poles, that can be utilized for mounting Wi-Fi or backhaul equipment?
ANSWER: A map of city owned facilities is available at the CBJ Parcel Viewer: <http://epv.juneau.org>
- 10. QUESTION:** Are there any channel restrictions on the 802n/ac/ax/be?
ANSWER: No.
- 11. QUESTION:** Do any of the light poles have fiber available (how many strands), or are there any existing pathways for fiber between light poles or other city infrastructure?
ANSWER: No and no.
- 12. QUESTION:** Are there any height or weight restrictions for mounting Wi-Fi or backhaul equipment on the light poles? Can the shorter decorative light poles on Franklin St. also be used?
ANSWER: Commercial equipment should be well under the weight limits of the poles themselves. The shorter poles could be used if mounted high enough.

13. QUESTION: Can Free Space Optics be used in this area?

ANSWER: It is up to the proposer to choose the technology they want to propose. Juneau does receive heavy snow in the winter and rain in the summer.

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ICE Services, Inc

DocuSigned by:

Bradley Bourdon

12/19/2024

Company

Signature

Date

Issued by: Shelly Klawonn on behalf of: Mary Johns, Buyer, City and Borough of Juneau



Finance Department, Purchasing Division
155 Heritage Way, Juneau, AK 99801
Email: Purchasing@juneau.gov
Phone: 907-586-5215 Opt. 4, Fax: 907-586-4561

12/6/2024

RFP No. 25-190 Addendum No. 4

Provision of Internet Services in the Juneau Maritime Industry Zone for the City & Borough of Juneau

The following items of the subject RFP are modified as herein indicated. All other items remain unchanged.

REFER TO: Purpose & Intent:

ADD THIS SENTENCE: This is a solution seeking RFP. CBJ has provided as much information as is available to be focused, but inclusive and not overly limiting on what solutions may be reviewed or accepted. Contractors are encouraged to provide their best-case, cost-effective solutions in their responses based on the information provided by the solicitation process for this RFP. CBJ realizes that there may be different scenarios, related concerns, or variant solutions proposed, that may require revision to the City's expectations. If necessary, these areas would be addressed as negotiated items with the apparent best proposer.

REFER TO: Service Obligations & Equipment: - the follow bullet -

- The Contractor's network will have to contend with and formulate a plan to manage the required services within a congested radio signal environment, with cruise ships, residences, government offices, and businesses across approximately three (3) square miles.

DELETE BULLET & REPLACE WITH:

- The Contractor's network will have to contend with and formulate a plan to manage the required services within a congested radio signal environment, with cruise ships, residences, government offices, and businesses across **the identified area**.

The following questions of the subject RFP are answered or clarified as herein indicated. All other items remain unchanged.

1. QUESTION: Under minimum qualifications there is a line that says: Is able to offer reliable 24-hour assistance for troubleshoot outages, and other network service issues. Does the city expect there to be 24X7 support for end users? Can the city elaborate on the expectations of 24-hour assistance with specific issues and expectations of "assistance for troubleshoot outages"

ANSWER: There is no expectation of end user support 24/7. However, we should be able to contact the vendor or contractor off hours if technical support is needed. Details will be determined during contract negotiations.

2. QUESTION: Is the City willing to use Contractor's standard form of Wi-Fi agreement which is specifically tailored for this type of installation?

ANSWER: The CBJ Law Department typically requires the use of the CBJ Contract and the Purchasing Divisions General Terms and Conditions. On occasion the Contractor's agreement may be allowed for use and/or the GT&C's may be modified.

All Contractor agreements or request for changes/edits/deletions, to any of the standard contracting documents must be reviewed by CBJ Law Department. CBJ Law may or may not accept any requests for changes/edits/deletions and may require negotiations, to achieve any final agreement, to be able complete an award.

When responding, Contractor's may redline the areas of the CBJ contract or the GT&C's that they would need modified with their proposal response, they may also accept, or accept the GT&Cs with exceptions, or not accept the GT&C's and they may propose to use their own user agreement and provide a copy of that with their response proposal.

Exceptions may not qualify for award. Any exceptions noted will be discussed during contract negotiations. If no agreement can be reached, CBJ will cancel negotiations and move to contract with the next highest scoring Contractor.

In Summary, as a governmental agency, the CBJ Law Dept. would like Contractors to use and accept CBJ documents, terms, and conditions as this presents the easiest path to award. Exceptions can be reviewed, and possibly negotiated but aren't guaranteed to be accepted or cleared for award.

3. **QUESTION:** In the pre-bid discussion, the subject of 24-hour support came up. It was mentioned by the MIS director that this network would potentially be used for public safety, after evaluation. However, the RFP states: Contractor's wireless network signal should be capable of scheduling, turning off during evenings, overnight and possibly, other identified dates or times of minimal to no usage. Internet access MUST NOT BE delivered through the City and Borough of Juneau's existing network. At no time shall the Public Wi-Fi network be routed through the city networks. **Can CBJ Please offer up some clarity on this potential new requirement supporting public safety to include capacities and network segregation requirements?**

ANSWER: There are no added requirements at this time. As noted in the preproposal teleconference the current RFP is for public Wi-Fi services as stated. It was discussed that there may or may not be added requirements depending on how well this service works. Any changes or additions to the current specifications are unknown at this time. If changes were to be made in the future they would be addressed through negotiations with the awarded Contractor and documented through a written contract amendment.

4. **QUESTION:** Does CBJ expect a bid for "Proposed Zone B Addition?" – See Exhibit A.

ANSWER: This is unknown at this point. If services were to be added it would be the CBJ's discretion to determine the best method or process to provide additional services. Those choices could include negotiations with the awarded Contractor to make the changes or additions. Any changes to the contract would be documented through a written contract amendment. Another choice would be for the CBJ to issue another solicitation for the services. There are no current plans to make any changes to any of the work specified.

5. **QUESTION:** Can CBJ provide information to bidders as to when and where the public bid opening will be?

ANSWER: This is a Request for Proposals (RFP). There are no public opening for RFPs, only Bids have public openings.

6. **QUESTION:** Will CBJ require either a Bid bond or performance bond for this project? Will they need to be present at submittal or would they be negotiated during the award process? They aren't explicitly mentioned in the RFP but are referenced in the general terms document.

ANSWER: There is no bid bond or performance bond for this project as it is not explicitly mentioned. In the CBJ GT&C's it states Bid Bond/Security: **(When requested,)** It is not requested in the solicitation so there is no requirement.

7. **QUESTION:** Does a finalized work plan need to be provided at submittal or after award and negotiation?

ANSWER: Unclear on what the question is. All Proposals submitted needs to all inclusive of your firms plan to solve the problem as identified in the RFP. Any required or necessary changes to Contractor's submitted proposals would be done through negotiations with the selected Contractor.

8. **QUESTION:** Who owns Scope to bring AC power to the Light poles including Permitting?

ANSWER: CBJ is seeking all-inclusive solution from Contractors for the Provision of Internet Services in the Juneau Maritime Industry Zone. Contractors are expected to complete all work associated to complete the project and should provide this in their submitted proposals.

9. **QUESTION:** Can you confirm that CBJ owns Scope for Pole Structural studies for our gear attached and CBJ owns scope for Pole Augmentation?
ANSWER: For the purpose, of this RFP any structural studies or augmentation scopes are the responsibility of the proposer.
10. **QUESTION:** What is a typical timing for Permitting turn around where the proposer needs Permits to build and what is the Cost for Permitting to build where needed?
ANSWER: Depending on the plan proposed there are varying scenarios for this. Contractors are encouraged to contact the City and Borough of Juneau Community Development Department to discuss what would be an expected timeline and anticipated costs to complete their proposed project plan. Timelines and all costs for the project deliverables should be identified in the Contractor's submitted proposals.
11. **QUESTION:** Bullet 6 of "Service Obligations & Equipment" says "The Contractor's network will have to contend with and formulate a plan to manage the required services within a congested radio signal environment, with cruise ships, residences, government offices, and businesses across approximately three (3) square miles." However, the MIZ Zones B and A are significantly smaller than 3 square miles, totaling between 5-10 million sq ft (less than a third of a square mile). **Please confirm that the geographic scope is only Zones A and B as shown in the Maritime Industry Zones map included in the RFP?**
ANSWER: The RFP states clearly that this deployment is for the Maritime Industry Zone (MIZ) only. Approximately, 3 square miles may be a typo or mismeasurement and has been addressed and amended.
12. **QUESTION:** Is E911 Phase II Geolocation accuracy required for this Wi-Fi system or not at this time in this proposal?
ANSWER: No, E911 Phase II Geolocation accuracy is not required, this RFP is specific for Wi-Fi data services.
13. **QUESTION:** Who is the current Wi-fi provider in the Senate buildings as mentioned on the call? Do they have Cisco switches now?
ANSWER: This is unknown to the City. Contractors that want this information may want to check with internet service providers or building occupants to make this determination.
14. **QUESTION:** Is there a specific expected MDF specific location or location options where the Head End?
ANSWER: No, proposer can propose or negotiate use of a city owned MDF if they wish to propose that as part of their solution.
15. **QUESTION:** Gear is to be located, where Wireless is turned back into Fiber to the Core?
ANSWER: This question is unclear but no technical specifications for equipment locations has been identified as required. This is a solutions RFP that allows for Contractors to propose their best plan to solve the project requirements.
16. **QUESTION:** On average, the cited 1.7 million visitors over 6 months would come to nearly 10k visitors per day. **However, what is the peak number of Cruise Ship visitors debarked at the same time who might use the system?**
ANSWER: This can vary from year to year and day to day. Contractors are encouraged to review previous years Cruise Ship Calendars. Refer to this link: <https://juneau.org/newsroom-item/2024-juneau-cruise-ship-calendar> to make educated decisions on what day are typically high usage days, knowing that this is only an estimate and that during a new Cruise Ship Year daily totals could vary.
17. **QUESTION:** Does the city have a list of preferred contractors? Can we please get a copy of that list?
ANSWER: No, there is no preferred contractors list.

18. QUESTION: Please elaborate on the mounting of Contractors equipment with regards to the existing available poles?

ANSWER: If mounting equipment on existing poles is part of your proposal it would need to be determined by the Contractor and would be on a case-by-case basis depending on the pole and the size of the equipment. The poles are owned by both the City and the local power company, Alaska Electrical Light & Power (AELP), depending on the pole. AELP has a program for third party equipment being mounted on the poles.

ACKNOWLEDGE THIS ADDENDUM IF YOU PLAN TO SUBMIT A PROPOSAL

This addendum must be acknowledged, or your submitted response may be considered non-responsive. Acknowledgment can be made online at PublicPurchase.com or by signing and returning this form prior to deadline via email to Email: Purchasing@juneau.gov or provide written acknowledgement with your response proposal.

ICE Services, Inc

DocuSigned by:
Bradley Bourdon

12/19/2024

Company

Signature/Printed Name

Date

Issued by: Mary Johns, Buyer, City and Borough of Juneau



December 19, 2024

Mary Johns,
City & Borough of Juneau
Finance Department
155 Heritage Way, Juneau,
Juneau, AK 99801

Dear Ms. Johns,

Subject: Acknowledgment and Acceptance of Terms, Conditions, and Insurance Requirements

On behalf of ICE Services Inc., I am writing to formally acknowledge and accept the Terms and Conditions, Insurance Requirements, and the Standard Contract included as attachments in RFP No. 25-190 for the Provision of Internet Services in the Juneau Maritime Industry Zone.

We confirm that ICE Services Inc.] has reviewed these documents in detail and agrees to meet all stipulated requirements as outlined:

We will maintain the required insurance coverage, including Commercial General Liability, Workers Compensation, Comprehensive Automobile Liability, Professional Liability, and Cyber Liability, as detailed in Attachment B.

We will comply with the General Terms and Conditions and any specific project terms included in Attachment A.

We will comply with Title 36 Labor Rules and Regulations.

We are prepared to execute the Standard Contract provided in Attachment C and deliver all services in accordance with the stated scope of work.

Furthermore, we affirm that our company has the technical and operational capacity to meet the project's demands and deliver reliable, high-quality services that align with the City and Borough of Juneau's expectations.

If you have any questions or require additional documentation to complete the contracting process, please feel free to contact me directly.

Sincerely,

A handwritten signature in blue ink, appearing to read "Brad Bourdon", is written over a solid black horizontal line.

Brad Bourdon
Vice President

Alaska Department of Commerce, Community, and Economic Development

Division of Corporations, Business, and Professional Licensing
PO Box 110806, Juneau, AK 99811-0806

This is to certify that

ICE SERVICES INC.

2606 C STREET, ANCHORAGE, AK 99503

owned by

I. C. E. SERVICES, INC.

is licensed by the department to conduct business for the period

December 6, 2022 to December 31, 2024
for the following line(s) of business:

54 - Professional, Scientific and Technical Services



This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States.

This license must be posted in a conspicuous place at the business location.
It is not transferable or assignable.

Julie Sande
Commissioner

ICE SERVICES INC.
2606 C STREET
ANCHORAGE, AK 99503

License #: CONE28179
Effective: 12/4/2024
Expires: 09/30/2026

State of Alaska

Department of Commerce, Community, and Economic Development
Division of Corporations, Business, and Professional Licensing

Regulation of Construction Contractors and Home Inspectors

Licensee: **ICE Services, Inc.**

License Type: **General Contractor Without Residential Contractor Endorsement**

Status: **Active**

Doing Business As: **ICE Services, Inc.**

Commissioner: Julie Sande

Relationships

Relation Type	License #	License Type	Owners/Entities	Name/DBA
Electrical Administrator Assignee	212677	Electrical Administrator	Tyson Bundy	
Electrical Administrator Assignee	EADE1643	Electrical Administrator	DANIEL OVERHOLSER	

Designations

No designations found.

ICE Services, Inc.
2606 C ST
ANCHORAGE, AK 99503-2640

Wallet Card

State of Alaska Department of Commerce, Community, and Economic Development Division of Corporations, Business, and Professional Licensing Regulation of Construction Contractors and Home Inspectors		
ICE Services, Inc. DBA: ICE Services, Inc. As General Contractor Without Residential Contractor Endorsement		
License CONE28179	Effective 12/4/2024	Expires 09/30/2026

License #: CONE28179
Effective: 12/6/2022
Expires: 12/31/2024

State of Alaska

Department of Commerce, Community, and Economic Development
Division of Corporations, Business, and Professional Licensing

Regulation of Construction Contractors and Home Inspectors

Licensee: **ICE SERVICES INC**

License Type: **General Contractor Without Residential Contractor Endorsement**

Status: **Active**

Doing Business As: **ICE SERVICES INC**

Commissioner: Julie Sande

Relationships

Relation Type	License #	License Type	Owners/Entities	Name/DBA
Electrical Administrator Assignee	EADE1997	Electrical Administrator	JAROD BLANKENSHIP	

Designations

No designations found.

ICE SERVICES INC
2606 C St
Anchorage, AK 99503-2640

Wallet Card

State of Alaska Department of Commerce, Community, and Economic Development Division of Corporations, Business, and Professional Licensing Regulation of Construction Contractors and Home Inspectors		
ICE SERVICES INC DBA: ICE SERVICES INC As General Contractor Without Residential Contractor Endorsement		
License CONE28179	Effective 12/6/2022	Expires 12/31/2024



HSE Program

POL 001
Subject: State and Federal HSE Compliance Statement
Revision: 3
Issue Date: 11/01/2015
Revision Date: 01/01/2024

STATE AND FEDERAL

HSE

REGULATIONS AND GUIDELINES

COMPLIANCE STATEMENT

Regulatory Compliance

ICE Services places particular importance upon the safety of its employees and others and the protection of the environment. ICE Services is committed to the continuous improvement of workplace health and safety. ICE Services will not sacrifice the safety of our employees to achieve business goals. Our goal is to provide a safe workplace while producing a product that meets the needs of our customers.

All ICE Services employees are required to obey all applicable national, local or other health, safety and environmental laws and regulations and must observe the proper safety rules and environmental practices in work situations. ICE Services is committed to compliance with these standards and monitors its workplaces to determine if equipment, machinery and facilities meet specified safety standards and that safety and health hazards are adequately addressed through appropriate work practices, training and procedures. ICE Services does not expect or permit the taking of unnecessary or unreasonable risks in the performance of duties by an employee.

ICE Services is committed to full compliance with both the spirit and the letter of all national, state and local environmental statutes and regulations applicable to our business. Each of our facilities is primarily responsible for occupational and environmental safety at that location. Many of our facilities have internal personnel dedicated to occupational and/or environmental issues.

Regulatory Permits

ICE Services shall secure required regulatory permits for all projects, either through direct application or by requesting copies, as a subcontractor, from client's issued permits for the project. The ICE Services facility Manager or Supervisor will maintain these permits.

Regulatory Postings

Under provisions established by state and federal regulations, specified informational postings are required to be displayed in prominent locations throughout the workplace. The following ICE Services guidelines will outline the procedures for compliance with all applicable posting regulations, to ensure that the information is made available to all ICE Services employees.

Responsibility for Regulatory Postings

The HSE Site Representative is responsible for ensuring that posting requirements are met and maintained in the assigned location and for the appropriate duration.



HSE Program

POL 001
Subject: State and Federal HSE Compliance Statement
Revision: 3
Issue Date: 11/01/2015
Revision Date: 01/01/2024

Types of Required Regulatory Postings

OSHA 300 A summary, State or Federal citations for non-compliance, Safety and Health in the Workplace (OSHA 3165); Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), Equal Employment Opportunity (EEO), Employee Polygraph Protection Act (EPPA), Uniform Services Employment and Re-employment Rights Act (USERRA), and the Alaska Labor Law Posting.

Locations of Regulatory Postings

It is the responsibility of the HSE Department to verify that all regulatory postings are placed in the appropriate locations accessible to all ICE Services employees. Postings will be located in the following locations: ICE Services Anchorage office, facilities operated by ICE Services and any ICE Services Human Resource bulletin board.

Duration of Postings

The OSHA 300A Summary will be posted from February 1st thru April 30th of each year. All regulatory citations for non-compliance will be posted at the site of the citation or a prominent location until the violation has been abated and/or a minimum of 5 working days. All required regulatory postings will remain posted until revisions or changes have been made by the issuing regulatory agency.

TJ Bourdon, President

REVISION HISTORY

Date:	Revision level:	Description of revision:	Document Owner:
11/01/2015	0	Initial release	K. Holzschuh
10/01/2018	1	Biennial Review – No change	A. Archuleta
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01/01/2024	3	Biennial Review complete. No change	A.Archuleta



POL 002
Subject: Mission Statement and Goals
Revision: 3
Issue Date: 11/01/2015
Revision Date: 01/01/2024

ICE SERVICES

HSE MISSION STATEMENT

ICE Services' commitment to safety is based on our vision to create a working environment that places the highest value on the health, safety and security of the individual, to instill a sense of ownership and to embrace all aspects of performance.

Our goal is to create added value for our customers through best in class performance in health and safety. We place the safety and well-being of our employees, clients and subcontractors first and use honesty and integrity in pursuit of our vision.

We use work planning, risk analysis and risk control to achieve these goals. We will encourage and respect the participation of our employees, subcontractors and clients in helping us reach our goals.

We hold ourselves responsible and accountable for HSE performance within the organization and will install management and feedback systems to measure our progress and performance.

We seek opportunities for continual improvement and will communicate effectively, consistently and competently.

HSE GOALS

ICE Services is committed to actively promote the highest standards of health, safety and environmental excellence in the conduct of our business. We can achieve these goals by:

Demonstrating through attitude and example, policy and procedure, culture and communication, ICE Services' commitment to a zero incident philosophy

- ICE Services managers will demonstrate commitment to leadership in health, safety and environmental performance by involving every level of the organization in promoting a zero incident culture.
- Include health, safety and environmental performance measures in personnel appraisals.
- Conduct our business in an environmentally and culturally sensitive manner.

Providing high quality and consistent training programs

- Promote common application of programs and standards, which focus on employee participation in promoting a zero incident culture.
- Provide training to prepare for the safe and environmentally compliant execution of work activities.
- Promote daily risk assessment to enhance health and safety awareness and the development of safe work habits.



HSE Program

POL 002
Subject: Mission Statement and Goals
Revision: 3
Issue Date: 11/01/2015
Revision Date: 01/01/2024

Supporting open communication and continuous improvement

- Conduct meetings to discuss lessons learned from incidents or near miss incidents.
- Promote employee participation and commitment towards improvement and teamwork.
- Support HSE in addressing employee concerns and promoting ideas of improvement to the HSE process.

Accepting Responsibility

- Maintain responsibility for HSE at all levels of the organization.
- Each ICE Services employee is responsible for their health and safety and those around them.
- Each employee is responsible to be aware of and to employ responsible actions associated with environmental and cultural issues.

Expecting Accountability

- Senior management and all levels of employees throughout the organization will be held accountable for health, safety and environmental performance.
- HSE accountability measures will be established and progress will be monitored.

T.J. Bourdon, President

REVISION HISTORY

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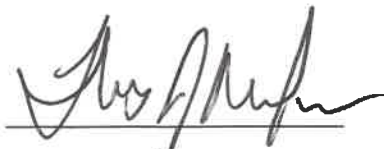


POL 003
Subject: Non-Reprisal
Revision: 3
Issue Date: 11/01/2015
Revision Date: 01/01/2024

ICE SERVICES
NON-REPRISAL POLICY

ICE Services maintains the utmost commitment to workers' safety and instilling a zero-incident culture. In doing so the reporting of unsafe working conditions and actions are paramount in achieving this goal. A key component for eliminating any hazard potential is maintaining a direct, open line of communication with employees working in the field and at all ICE Services' facilities. ICE Services Management will not tolerate any intimidation or retaliatory action against any employee openly reporting an unsafe condition or action and maintains a zero tolerance for this behavior. Any ICE Services employee that demonstrates reprisal or retaliation will be subject to immediate disciplinary action up to and including termination of employment.

The ICE Services President and Facility/Project Manager(s) maintain an open door policy for any employee that feels that intimidation or retaliatory action is or has been displayed due to the reporting of an unsafe condition or action. All ICE Services employees shall be informed of this policy along with any client reprisal policy and contact numbers during their initial indoctrination and orientation.


TJ Bourdon, President

REVISION HISTORY

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POL **004**
Subject: **HSE Policy Statement**
Revision: **3**
Issue Date: **11/01/2015**
Revision Date: **01/01/2024**

ICE SERVICES
HEALTH, SAFETY AND ENVIRONMENTAL
POLICY STATEMENT

The purpose of this policy is to emphasize ICE Services' commitment to health, safety and environment (HSE) and to ensure that all employees are aware of their responsibilities with regard to these issues in the workplace. No worker will be asked, expected or required to work in an unsafe manner, nor will they be authorized to do so.

ICE Services expects all personnel to demonstrate commitment to health, safety and environment in the workplace. Managers and supervision will provide leadership, set the example for HSE performance and provide the resources for success.

ICE Services is committed to providing a healthy, safe, secure and environmentally conscious workplace for its employees. It is ICE Services' intention to comply with all health, safety and environmental requirements.

ICE Services strives to develop the best possible operations, procedures and technologies to ensure a healthy, safe, secure and environmentally conscious work environment.

While the overall responsibility for ICE Services' HSE program rests with the company president or designee, the senior management team joins with the president in accepting responsibility and providing support for this policy. Management and all employees share the responsibility for creating and maintaining a healthy, safe, secure and environmentally conscious workplace. The senior management at each ICE Services location is responsible for monitoring and implementing ICE Services' HSE program.

Working safely is a condition of employment. Employees who disregard health, safety or environmental (HSE) rules and regulations or knowingly violate HSE rules are subject to disciplinary action, up to and including separation from employment, even for a first offense.

All incidents, including injuries, vehicle or equipment accidents, near miss situations, unsafe work conditions or practices are to be reported immediately to management. Management is responsible for addressing the situation and resolving the issue in accordance with reporting policies and procedures. ICE Services views non-reporting of any incident as an unsafe act and a violation of HSE rules.

ICE Services' clients may have additional HSE requirements. Employees are expected to be aware of, and abide by, these requirements.



HSE Program

POL 004
Subject: HSE Policy Statement
Revision: 3
Issue Date: 11/01/2015
Revision Date: 01/01/2024

By fulfilling our health, safety and environmental responsibilities, everyone who works for ICE Services will share the benefits of a healthy, safe, secure and environmentally conscious workplace.

A handwritten signature in black ink, appearing to read "TJ Bourdon", is written over a horizontal line.

TJ Bourdon, President

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HSE Program

POL **005**
Subject: **Environmental and Cultural Awareness**
Revision: **3**
Issue Date: **11/01/2015**
Revision Date: **01/01/2024**

ICE SERVICES

ENVIRONMENTAL AND CULTURAL AWARENESS

POLICY STATEMENT

ICE Services is committed to the protection and preservation of the environment and the established cultural values and traditions of Alaska Native Groups that may be impacted as a result of any work that ICE Services assumes.

By the implementation of ICE Services' Environmental and Cultural Awareness Policy, everyone will:

- Show commitment and leadership by complying with the spirit and intent of applicable Environmental and Cultural Awareness (ECA) rules and requirements.
- Promote environmental and cultural awareness to all staff, contractors, visitors, neighbors and the public.
- Meet or exceed compliance obligations of Federal, State, local agency, industry standards, client and company requirements.
- Participate in training as it applies to these regulations and awareness issues.
- Work with contractors, suppliers, visitors, clients and third parties to encourage a responsible and effective approach to environmental and cultural awareness issues.
- Implement a simple, common sense approach toward compliance. ICE Services understands that total compliance may be complex and at times difficult, but we will strive for excellence.
- Adhere to all reporting policies and procedures as mandated by ICE Services and our clients.
- Maintain a commitment to environmental and cultural awareness issues and encourage continuous improvement.



HSE Program

POL 005
Subject: Environmental and Cultural Awareness
Revision: 3
Issue Date: 11/01/2015
Revision Date: 01/01/2024

Management is committed to the application of the ICE Services Environmental and Cultural Awareness Policy and will endeavor to maintain a high level of excellence in meeting environmental and cultural awareness obligations. Management will openly listen, consult and respond to any concerns, comments and recommendations by its employees.

TJ Bourdon, President

REVISION HISTORY

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HSE Program

POL **006**
Subject: **Open Work Environment**
Revision: **3**
Issue Date: **11/01/2015**
Revision Date: **01/01/2024**

ICE SERVICES OPEN WORK ENVIRONMENT POLICY

What We Expect From All Employees

- Be responsible for treating others with respect, courtesy, and consideration.
- Be open and honest in all your communication.
- Never engage in or tolerate harassment, intimidation, retaliation or discrimination.
- Constantly evaluate your work process to identify better ways to do business in support of ICE Services' Continuous Performance Improvement program.
- Take ownership and accountability for your area of responsibility.
- Maintain a safe work environment.
- Take pride in your work. Produce a product in which all of us can be proud.
- If you have a concern, be it safety related or otherwise, first address it through your supervisor. If for any reason, you cannot use your supervisor, work to resolve your concern directly through another member of management, or through your human resources representative.

Expectations for Supervisors & Managers

- Treat your employees with respect and promote that attitude throughout the work environment.
- Actively maintain an open door approach so employees will feel free to raise concerns without fear of retaliation or discrimination.
- Never engage in or tolerate harassment, intimidation, retaliation or discrimination.
- Be an active listener. Provide a work environment that allows the flow of ideas and encourage those ideas.
- Be a leader, coach and role model. Delegate authority along with the responsibility.
- Take immediate action to address any issues surrounding our employees, including health, safety and security and any environmental concerns.
- Evaluate and document your employee's performance. Help them grow.
- Be familiar with and utilize the HR Policies and other resources available to address employee issues.

What You Can Expect From Us

- We will treat all employees with respect.
- We will be open and honest about events within our company that may impact you and your family.



HSE Program

POL 006
Subject: Open Work Environment
Revision: 3
Issue Date: 11/01/2015
Revision Date: 01/01/2024

- We will not tolerate any hostile environment within our workplace.
- We will work to support and promote a diverse workforce.
- We will hold all employees and supervisors accountable for their behaviors and performance.
- We will support and promote ICE Services’ Health, Safety and Environmental goals and policies.
- We will pursue training opportunities for the workforce that will help all of us in our jobs.
- We will support and defend the right of any member of the ICE Services workforce to raise concern and to have that concern addressed in a timely and respectful manner without fear of retaliation.

TJ Bourdon, President

REVISION HISTORY

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POL 007
Subject: Continuous Performance Improvement
Revision: 3
Issue Date: 11/01/2015
Revision Date: 01/01/2024

CONTINUOUS PERFORMANCE IMPROVEMENT (CPI) POLICY

Summary

ICE Services promotes the need to continuously improve our procedures and processes. We also believe what gets measured gets managed. Therefore, the basic purpose of the CPI policy is to continuously monitor and devise new and innovative ways to improve the ICE Services' process.

• Benefits

- Safety
- Health
- Environment protection
- Customer satisfaction
- Quality
- Team involvement

• Focus

- Provide a safe working environment
- Reduce risk
- Protect the environment
- Reduce waste, defects and deficiencies
- Reduce project costs
- Improve schedules
- Improve budget estimates
- Improve quality

• Guidelines

- All project team members are encouraged to participate

• Process

- Employee develops the CPI idea or recommendation.
- Key Performance Indicators will be developed and measured.
- The recommendation is forwarded to the Site supervision.
- Site supervision approves or disapproves and records appropriate action to the Site CPI file.

A handwritten signature in black ink, appearing to read "TJ Bourdon", is written over a horizontal line.

TJ Bourdon, President



HSE Program

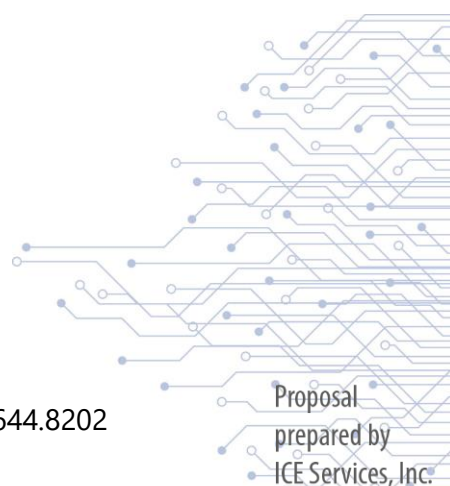
POL 007
Subject: Continuous Performance Improvement
Revision: 3
Issue Date: 11/01/2015
Revision Date: 01/01/2024

REVISION HISTORY

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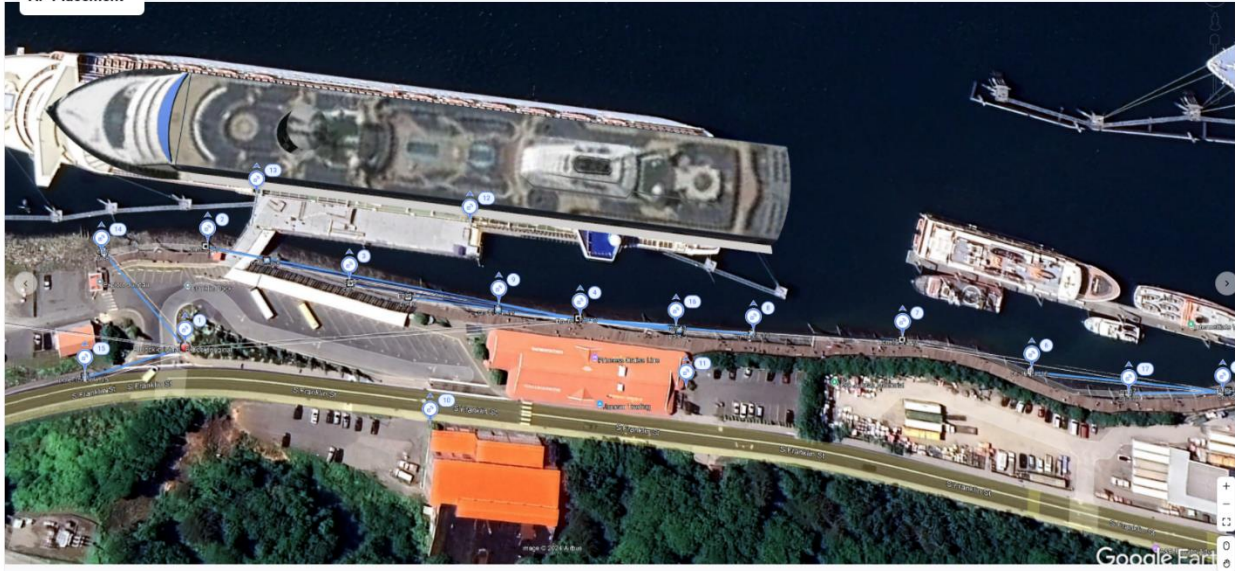


Appendix A – Proposed Client AP Mounting Locations in Core Network Zones





AP Placement

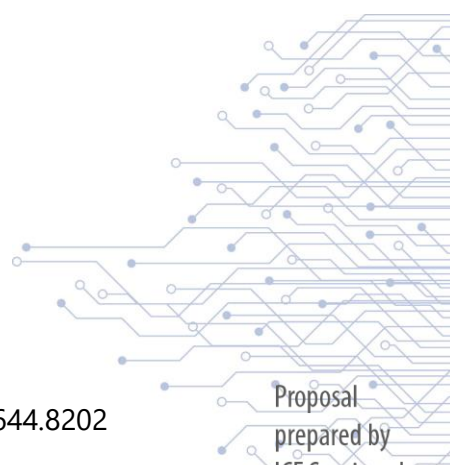


AP Placement



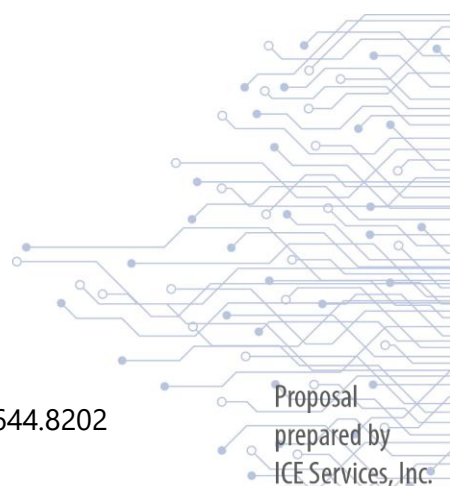


AP Placement

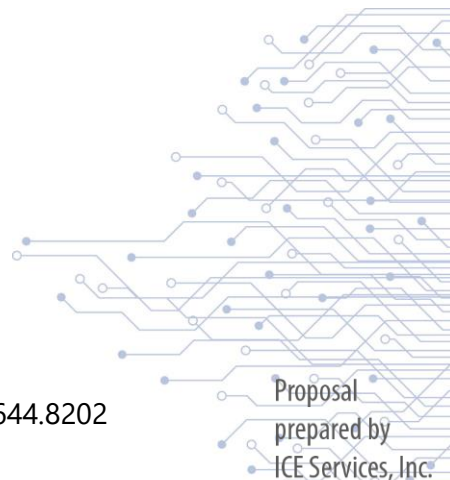
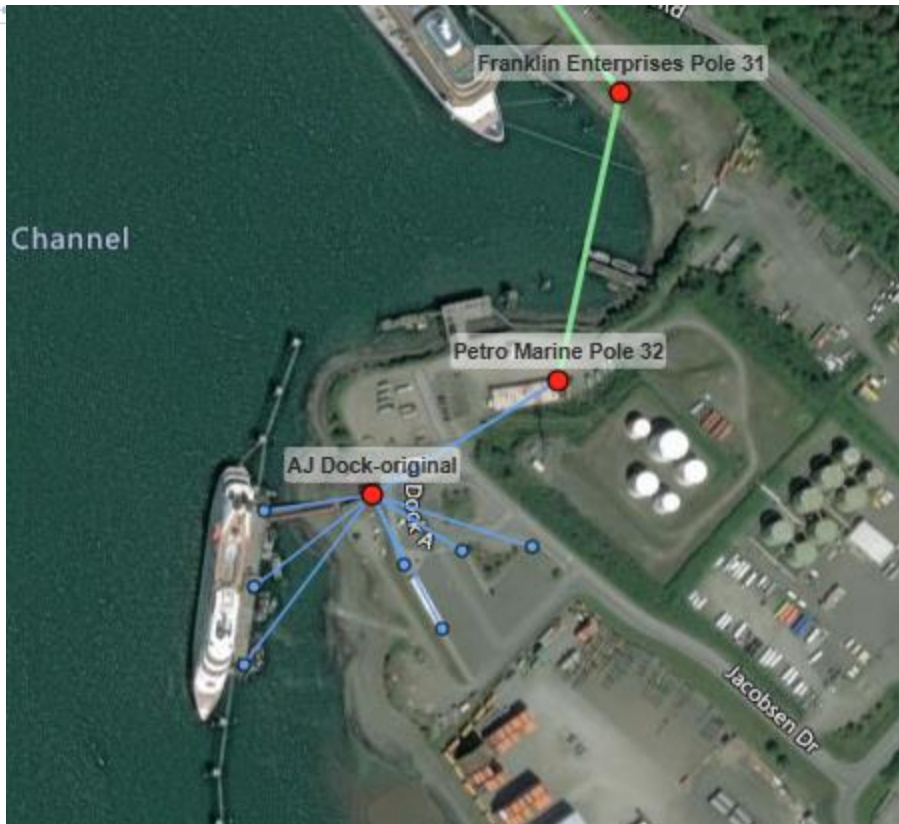




Appendix B – Proposed Distribution Network Mounting Locations









Finance Department, Purchasing Division
155 Heritage Way, Juneau, AK 99801
Email: Purchasing@juneau.gov
Phone: 907-586-5215 Opt. 4, Fax: 907-586-4561

11/18/2024

RFP No. 25-190 Addendum No. 1

Provision of Internet Services in the Juneau Maritime Industry Zone for the City & Borough of Juneau

The following items of the subject RFP are modified as herein indicated. All other items remain unchanged.

REFER TO: Service Obligations & Equipment:

ADD THE FOLLOWING BULLET TO THIS SECTION:

- **The Contractors plan for services must include the capability for standardized hotspot technology (e.g. ATT Passpoint) to automate secure roaming.**

REFER TO: Installation Locations & Contractor Access: (first bullet) •Contractor may utilize power and space within city facilities but will not be responsible for costs associated with delivering power to the equipment’s location and for modifications to spaces where the equipment will be located.

ADD THE FOLLOWING:

For Example: On a city owned light pole, the Contractor will have to pay for the work (equipment, installation, wiring, labor, etc.) to get power to the equipment but the CBJ would pay for the power costs itself. if the Contractor uses an AELP pole, it would be part of the charge AELP would bill CBJ to actually use the pole in the first place. CBJ does not anticipate any mounting on privately owned buildings; however, if needed, the process would be the same as listed above; e.g. Installation costs would be paid by the contractor, and any easement cost would be paid by the CBJ.

ACKNOWLEDGE THIS ADDENDUM IF YOU PLAN TO SUBMIT A PROPOSAL

This addendum must be acknowledged or your submitted response may be considered non-responsive. Acknowledgment can be made online at PublicPurchase.com or by signing and returning this form prior to deadline via email to Email: Purchasing@juneau.gov or provide written acknowledgement with your response proposal.

ICE Services, Inc

DocuSigned by:
Bradley Bourdon

12/19/2024

Company

Signature/Printed Name

Date

Issued by:

Mary Johns, Buyer, City and Borough of Juneau
(907) 586-5215 X 4



Finance Department, Purchasing Division
 155 Heritage Way, Juneau, AK 99801
 Email: Purchasing@juneau.gov
 Phone: 907-586-5215 Opt. 4, Fax: 907-586-4561

11/25/2024

RFP No. 25-190 Addendum No. 2

Provision of Internet Services in the Juneau Maritime Industry Zone for the City & Borough of Juneau

The following items of the subject RFP are modified as herein indicated. All other items remain unchanged.

REFER TO: SCOPE OF WORK & DELIVERABLES

ADD THE FOLLOWING SECTION:

Performance & Reliability: Any implemented network should maintain a minimum of 95% uptime of any managed device and connectivity. The proposed coverage area should have less than 10% geographic gap coverage of little to no signal strength, while maintaining average latency levels to not exceed 50-70ms. The system must have some “self-healing” capabilities in the event of device failure, “hangs,” or connectivity problems. Contact and support numbers and information will be provided to report and escalate outages and/or other unanticipated network issues.

The following questions of the subject RFP are answered or clarified herein indicated. All other items remain unchanged.

1. **Question:** The RFP provides for a one-year initial term with five one-year renewals. Will the CBJ also entertain proposals for different initial terms, or allow for flexibility in negotiation contract duration and terms?
Answer: As a governmental agency, CBJ has rules for procurement and contracting. Typically, CBJ contracts are not approved for a longer than five-year term. Proposers may choose to provide a reason why potentially longer term may be beneficial for these proposed services and CBJ may take the request into consideration. Changes to the length of contract term may or may not be approved. Proposers should thoroughly review **Attachment C, the CBJ Sample Contract**. If there are terms or conditions that they do not agree to, they must note those exceptions with their submitted proposals. Exceptions must be reviewed by the CBJ Law and Risk Management Departments and may not be approved for award.
2. **Question:** The RFP notes on page 3 that “The initial deployment of equipment and operational services are expected to happen in time for the 2025 cruise ship season.”
 - Can/will the CBJ support a staged deployment of equipment that provides broad coverage of Wi-Fi in the port area while allowing the Contractor more time to install for higher density and wider area coverage throughout the summer season?
Answer: While not ideal, that can be possible. Note that the center of Zone A is our highest visitor density area.
3. **Question:** Per RFP requirements on page 4, “The management capabilities of the Wi-Fi network must include software utilities to administer and manage user sessions, as well as the ability to create and manage a portal page.”
 - Will the CBJ please clarify if this requirement is intended to include a customer-facing captive portal/splash page for the end user to access or pass through before getting internet access?
Answer: While a captive portal for customers is not part of our initial deployment plan, the system must be capable of providing that service.
4. **Question:** Can the CBJ clarify or expand on its requirements for a management portal page?
Answer: The management portal should allow administrative access to manage network access with

features such as authentication and user access control, captive portal functionality, network monitoring, analytics, security settings, bandwidth management, etc.

5. **Question:** Per RFP requirements on page 4, "All equipment determined necessary to provide the services as described shall be provided by, repaired, and maintained for operational status by the Contractor."

- Will the CBJ please clarify if it seeks a managed Internet Wi-Fi service where the Contractor maintains ownership of all equipment) or if it seeks to own the equipment itself while having it maintained/supported by the Contractor?

Answer: CBJ is open to proposals for either option.

6. **Question:** The RFP states on page 4 that the "Contractor's network should have filtering capabilities."

- Will the CBJ provide any additional details regarding this expectation? For example, does the CBJ expect specific applications and/or services to be blocked, or to only permit family-friendly web browsing services?

Answer: Initial deployment should limit filtering to security risks, malicious domains, and known vulnerabilities. Functionality should exist for more broad filtering categories to manage bandwidth and fit CBJ needs.

7. **Question:** Does the CBJ expect the Contractor to carry any liability if end users bypass filtering with VPN or other methods?

Answer: Barring negligence, liability for the misuse of the public Wi-Fi resides with the end user. They will be notified of this via splash page, or some other method of communication.

8. **Question:** Regarding end user support, can a Contractor meet the support need by providing a QR Code on signage that redirects the end user to a basic support FAQ/information page, or does the CBJ expect the Contractor to provide access to a support phone number or chat bot to assist while users are in the service area?

Answer: - See Scope of Work Addition; **Performance & Reliability:** first paragraph of Addendum No. 2 for information.

9. **Question:** Is there A/C power available 24/7 on all light poles along the streets and boardwalk, or are lights controlled by photocells that manage the on/off power to the light poles?

Answer: There is a mix of both.

10. **Question:** Can the contractor mount Wi-Fi Access Points (APs) to all light poles, are there are any pole styles/types where this would be prohibited? Are there any esthetic restrictions or guidelines applicable to the installation of equipment on light poles?

Answer: It is understood that equipment can't be hidden, all equipment (access points, antennas, customer-premises equipment (CPEs), power supplies, etc.) should not overly negatively impact the appearance of publicly visible areas, and CBJ-owned property.

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ICE Services, Inc

DocuSigned by:

Bradley Bourdon

12/19/2024

Company

Signature/Printed Name

Date

Issued by: Shelly Klawonn on behalf of: Mary Johns, Buyer, City and Borough of Juneau



Finance Department, Purchasing Division
155 Heritage Way, Juneau, AK 99801
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Phone: 907-586-5215 Opt. 4, Fax: 907-586-4561

11/26/2024

RFP No. 25-190 Addendum No. 3

Provision of Internet Services in the Juneau Maritime Industry Zone for the City & Borough of Juneau

The following items of the subject RFP are modified as herein indicated. All other items remain unchanged.

REFER TO: Deadline: 12/12/2024 prior to 2:00 p.m., AK Time
CHANGE TO: Deadline: 12/19/2024 prior to 2:00 p.m., AK Time

ADDITIONAL REQUIREMENTS: TITLE 36 (Little Davis-Bacon) REQUIREMENTS: If your response exceeds \$25,000.00 and you subcontract or employ anyone to perform any of the Work, the following will apply:

State of Alaska, Department of Labor, Laborers' and Mechanics' Minimum Rates of Pay, AS 36.05.010 and AS 36.05.050, Wage and Hour Administration Pamphlet No. 600, the latest edition published by the State of Alaska, Department of Labor inclusive, are made a part of this contract by reference. The Contractor is responsible for contacting the Alaska Department of Labor to determine compliance with current regulations.

Correspondence regarding Title 36 requirements may be submitted electronically, or paper copies can be submitted by mail. To submit Title 36 documents electronically, go to <https://certpay.dol.alaska.gov/portal.aspx>. If filing electronically, submit certified payrolls to ADOL at the website above and email a copy of all certified payrolls to the Contract administrator at the email address listed. If Contractor elects to submit paper copies, they should be submitted to the State of Alaska address listed below, with copies mailed to the City, 155 Heritage Way, Juneau, AK 99801, Attn: Contract Administrator Chris Murray, IT Director, email: Chris.Murray@juneau.gov.

Within 10 Days of "Notice of Award/Notice to Proceed" make a list of all Subcontractors. Include their name, address, phone, estimated subcontract amount, and estimated start and finish dates. Send this list to the Wage and Hour Section (contact information below).

Certified Payrolls must be submitted every two weeks. Before the second Friday, each CONTRACTOR and Subcontractor must file Certified Payrolls with Statements of Compliance for the previous two weeks. Indicate "Start" on your first payroll, and "Final" on your last payroll for this Project.

As part of the final payment request package, CONTRACTOR must submit a "NOTICE OF COMPLETION OF PUBLIC WORKS" form signed by ADOL personnel. Contact Information: State of Alaska, Department of Labor and Workforce Development; Labor Standards and Safety Division and Wage and Hour Administration, P.O. Box 11149, Juneau, AK 99811-1149, Phone: 907-465-4842, Web site: <https://labor.alaska.gov/lss/whhome.htm> If you need additional information, contact the State of Alaska, Department of Labor at 465-4842, and Purchasing at Purchasing@juneau.gov

The following questions of the subject RFP are answered or clarified as herein indicated. All other items remain unchanged.

- 1. QUESTION:** Could the CBJ consider extending the proposal submission deadline by two weeks? While we understand the importance of adhering to the project schedule and deadlines, the holiday week creates resource constraints that may impact the thoroughness of proposal responses.
ANSWER: Deadline has been extended for one week.
- 2. QUESTION:** Does this project require the use of certified payroll?
ANSWER: Yes. See additional Davis-Bacon requirements issued with this Addendum.
- 3. QUESTION:** The RFP states that the network should support casual usage, such as sending emails, browsing, and basic internet activities. Could you clarify the required circuit size for the service period from mid-April to October?
ANSWER: Specific throughput numbers were not listed in the RFP by intent. Please use your best judgement.
- 4. QUESTION:** What are the specific upload and download Mbps requirements for end users?
ANSWER: Throughput requirements are listed in the RFP as “casual usage, such as sending emails, browsing, and basic internet activities”. Users should have a good experience while using the Wi-Fi.
- 5. QUESTION:** The system is required to operate effectively in high-density, high-traffic areas. Could you provide more detailed specifications or performance expectations to ensure compliance with this requirement?
ANSWER: Please see the RF study associated with this RFP.
- 6. QUESTION:** Can you provide a list of City or other Facilities that are available for access to mount equipment on in the areas zoned for Wi-Fi?
ANSWER: A list of city facilities is available in our public GIS interface, the CBJ parcel viewer at: <http://epv.juneau.org/>
- 7. QUESTION:** Is it possible to mount AP's under the awnings of Downtown that were recently retrofitted with LED Lighting? If so, since the city put this infrastructure in, can we utilize the same power meant for the lights to power access points and other network gear above the sidewalks?
ANSWER: CBJ prefers contractors to run and use circuits specific to the project, as some lighting circuits are switched at the source and others at the light itself. The awarded contractor may research and recommend usage of light circuits already in place, which could be approved.
- 8. QUESTION:** Also, is there anything that would prevent us from mounting to the underside of the awnings above the sidewalks?
ANSWER: This is possible for CBJ owned facilities.
- 9. QUESTION:** Is there any other city-owned infrastructure within the coverage scope, besides the light poles, that can be utilized for mounting Wi-Fi or backhaul equipment?
ANSWER: A map of city owned facilities is available at the CBJ Parcel Viewer: <http://epv.juneau.org>
- 10. QUESTION:** Are there any channel restrictions on the 802n/ac/ax/be?
ANSWER: No.
- 11. QUESTION:** Do any of the light poles have fiber available (how many strands), or are there any existing pathways for fiber between light poles or other city infrastructure?
ANSWER: No and no.
- 12. QUESTION:** Are there any height or weight restrictions for mounting Wi-Fi or backhaul equipment on the light poles? Can the shorter decorative light poles on Franklin St. also be used?
ANSWER: Commercial equipment should be well under the weight limits of the poles themselves. The shorter poles could be used if mounted high enough.

13. QUESTION: Can Free Space Optics be used in this area?

ANSWER: It is up to the proposer to choose the technology they want to propose. Juneau does receive heavy snow in the winter and rain in the summer.

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DocuSigned by:

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12/19/2024

Company

Signature

Date

Issued by: Shelly Klawonn on behalf of: Mary Johns, Buyer, City and Borough of Juneau



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12/6/2024

RFP No. 25-190 Addendum No. 4

Provision of Internet Services in the Juneau Maritime Industry Zone for the City & Borough of Juneau

The following items of the subject RFP are modified as herein indicated. All other items remain unchanged.

REFER TO: Purpose & Intent:

ADD THIS SENTENCE: This is a solution seeking RFP. CBJ has provided as much information as is available to be focused, but inclusive and not overly limiting on what solutions may be reviewed or accepted. Contractors are encouraged to provide their best-case, cost-effective solutions in their responses based on the information provided by the solicitation process for this RFP. CBJ realizes that there may be different scenarios, related concerns, or variant solutions proposed, that may require revision to the City's expectations. If necessary, these areas would be addressed as negotiated items with the apparent best proposer.

REFER TO: Service Obligations & Equipment: - the follow bullet -

- The Contractor's network will have to contend with and formulate a plan to manage the required services within a congested radio signal environment, with cruise ships, residences, government offices, and businesses across approximately three (3) square miles.

DELETE BULLET & REPLACE WITH:

- The Contractor's network will have to contend with and formulate a plan to manage the required services within a congested radio signal environment, with cruise ships, residences, government offices, and businesses across **the identified area**.

The following questions of the subject RFP are answered or clarified as herein indicated. All other items remain unchanged.

1. QUESTION: Under minimum qualifications there is a line that says: Is able to offer reliable 24-hour assistance for troubleshoot outages, and other network service issues. Does the city expect there to be 24X7 support for end users? Can the city elaborate on the expectations of 24-hour assistance with specific issues and expectations of "assistance for troubleshoot outages"

ANSWER: There is no expectation of end user support 24/7. However, we should be able to contact the vendor or contractor off hours if technical support is needed. Details will be determined during contract negotiations.

2. QUESTION: Is the City willing to use Contractor's standard form of Wi-Fi agreement which is specifically tailored for this type of installation?

ANSWER: The CBJ Law Department typically requires the use of the CBJ Contract and the Purchasing Divisions General Terms and Conditions. On occasion the Contractor's agreement may be allowed for use and/or the GT&C's may be modified.

All Contractor agreements or request for changes/edits/deletions, to any of the standard contracting documents must be reviewed by CBJ Law Department. CBJ Law may or may not accept any requests for changes/edits/deletions and may require negotiations, to achieve any final agreement, to be able complete an award.

When responding, Contractor's may redline the areas of the CBJ contract or the GT&C's that they would need modified with their proposal response, they may also accept, or accept the GT&Cs with exceptions, or not accept the GT&C's and they may propose to use their own user agreement and provide a copy of that with their response proposal.

Exceptions may not qualify for award. Any exceptions noted will be discussed during contract negotiations. If no agreement can be reached, CBJ will cancel negotiations and move to contract with the next highest scoring Contractor.

In Summary, as a governmental agency, the CBJ Law Dept. would like Contractors to use and accept CBJ documents, terms, and conditions as this presents the easiest path to award. Exceptions can be reviewed, and possibly negotiated but aren't guaranteed to be accepted or cleared for award.

3. **QUESTION:** In the pre-bid discussion, the subject of 24-hour support came up. It was mentioned by the MIS director that this network would potentially be used for public safety, after evaluation. However, the RFP states: Contractor's wireless network signal should be capable of scheduling, turning off during evenings, overnight and possibly, other identified dates or times of minimal to no usage. Internet access MUST NOT BE delivered through the City and Borough of Juneau's existing network. At no time shall the Public Wi-Fi network be routed through the city networks. **Can CBJ Please offer up some clarity on this potential new requirement supporting public safety to include capacities and network segregation requirements?**

ANSWER: There are no added requirements at this time. As noted in the preproposal teleconference the current RFP is for public Wi-Fi services as stated. It was discussed that there may or may not be added requirements depending on how well this service works. Any changes or additions to the current specifications are unknown at this time. If changes were to be made in the future they would be addressed through negotiations with the awarded Contractor and documented through a written contract amendment.

4. **QUESTION:** Does CBJ expect a bid for "Proposed Zone B Addition?" – See Exhibit A.

ANSWER: This is unknown at this point. If services were to be added it would be the CBJ's discretion to determine the best method or process to provide additional services. Those choices could include negotiations with the awarded Contractor to make the changes or additions. Any changes to the contract would be documented through a written contract amendment. Another choice would be for the CBJ to issue another solicitation for the services. There are no current plans to make any changes to any of the work specified.

5. **QUESTION:** Can CBJ provide information to bidders as to when and where the public bid opening will be?

ANSWER: This is a Request for Proposals (RFP). There are no public opening for RFPs, only Bids have public openings.

6. **QUESTION:** Will CBJ require either a Bid bond or performance bond for this project? Will they need to be present at submittal or would they be negotiated during the award process? They aren't explicitly mentioned in the RFP but are referenced in the general terms document.

ANSWER: There is no bid bond or performance bond for this project as it is not explicitly mentioned. In the CBJ GT&C's it states Bid Bond/Security: **(When requested,)** It is not requested in the solicitation so there is no requirement.

7. **QUESTION:** Does a finalized work plan need to be provided at submittal or after award and negotiation?

ANSWER: Unclear on what the question is. All Proposals submitted needs to all inclusive of your firms plan to solve the problem as identified in the RFP. Any required or necessary changes to Contractor's submitted proposals would be done through negotiations with the selected Contractor.

8. **QUESTION:** Who owns Scope to bring AC power to the Light poles including Permitting?

ANSWER: CBJ is seeking all-inclusive solution from Contractors for the Provision of Internet Services in the Juneau Maritime Industry Zone. Contractors are expected to complete all work associated to complete the project and should provide this in their submitted proposals.

9. **QUESTION:** Can you confirm that CBJ owns Scope for Pole Structural studies for our gear attached and CBJ owns scope for Pole Augmentation?
ANSWER: For the purpose, of this RFP any structural studies or augmentation scopes are the responsibility of the proposer.
10. **QUESTION:** What is a typical timing for Permitting turn around where the proposer needs Permits to build and what is the Cost for Permitting to build where needed?
ANSWER: Depending on the plan proposed there are varying scenarios for this. Contractors are encouraged to contact the City and Borough of Juneau Community Development Department to discuss what would be an expected timeline and anticipated costs to complete their proposed project plan. Timelines and all costs for the project deliverables should be identified in the Contractor's submitted proposals.
11. **QUESTION:** Bullet 6 of "Service Obligations & Equipment" says "The Contractor's network will have to contend with and formulate a plan to manage the required services within a congested radio signal environment, with cruise ships, residences, government offices, and businesses across approximately three (3) square miles." However, the MIZ Zones B and A are significantly smaller than 3 square miles, totaling between 5-10 million sq ft (less than a third of a square mile). **Please confirm that the geographic scope is only Zones A and B as shown in the Maritime Industry Zones map included in the RFP?**
ANSWER: The RFP states clearly that this deployment is for the Maritime Industry Zone (MIZ) only. Approximately, 3 square miles may be a typo or mismeasurement and has been addressed and amended.
12. **QUESTION:** Is E911 Phase II Geolocation accuracy required for this Wi-Fi system or not at this time in this proposal?
ANSWER: No, E911 Phase II Geolocation accuracy is not required, this RFP is specific for Wi-Fi data services.
13. **QUESTION:** Who is the current Wi-fi provider in the Senate buildings as mentioned on the call? Do they have Cisco switches now?
ANSWER: This is unknown to the City. Contractors that want this information may want to check with internet service providers or building occupants to make this determination.
14. **QUESTION:** Is there a specific expected MDF specific location or location options where the Head End?
ANSWER: No, proposer can propose or negotiate use of a city owned MDF if they wish to propose that as part of their solution.
15. **QUESTION:** Gear is to be located, where Wireless is turned back into Fiber to the Core?
ANSWER: This question is unclear but no technical specifications for equipment locations has been identified as required. This is a solutions RFP that allows for Contractors to propose their best plan to solve the project requirements.
16. **QUESTION:** On average, the cited 1.7 million visitors over 6 months would come to nearly 10k visitors per day. **However, what is the peak number of Cruise Ship visitors debarked at the same time who might use the system?**
ANSWER: This can vary from year to year and day to day. Contractors are encouraged to review previous years Cruise Ship Calendars. Refer to this link: <https://juneau.org/newsroom-item/2024-juneau-cruise-ship-calendar> to make educated decisions on what day are typically high usage days, knowing that this is only an estimate and that during a new Cruise Ship Year daily totals could vary.
17. **QUESTION:** Does the city have a list of preferred contractors? Can we please get a copy of that list?
ANSWER: No, there is no preferred contractors list.

18. QUESTION: Please elaborate on the mounting of Contractors equipment with regards to the existing available poles?

ANSWER: If mounting equipment on existing poles is part of your proposal it would need to be determined by the Contractor and would be on a case-by-case basis depending on the pole and the size of the equipment. The poles are owned by both the City and the local power company, Alaska Electrical Light & Power (AELP), depending on the pole. AELP has a program for third party equipment being mounted on the poles.

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ICE Services, Inc

DocuSigned by:
Bradley Bourdon

12/19/2024

Company

Signature/Printed Name

Date

Issued by: Mary Johns, Buyer, City and Borough of Juneau



**HEALTH, SAFETY, AND
ENVIRONMENTAL
PROGRAM
(HSE Program)**



HSE Program

PROG **001**
Subject: **HSE Written Program**
Revision: **2**
Issue Date: **11/01/2015**
Revision Date: **01/01/2024**

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1. ICE SERVICES' MISSION STATEMENT

Ice Services' commitment to safety is based on our vision to create a working environment that places the highest value on the health, safety and security of the individual, to instill a sense of ownership and to embrace all aspects of performance.

Our goal is to create added value for our customers through best in class performance in health and safety. We will place the safety and well-being of our employees, subcontractors and clients first and use honesty and integrity in pursuit of our vision.

We will use work planning, risk analysis and risk control to achieve these goals. We will encourage and respect the participation of our employees, subcontractors and clients in helping us reach our goals.

We will hold ourselves responsible and accountable for HSE performance within the organization and will install management and feedback systems to measure our progress and performance.

We will seek opportunities for continual improvement and will communicate effectively, consistently and competently.

2. HSE PROGRAM OVERVIEW

This program contains management policies and procedures that define Ice Services' commitment to worker health, safety and environmental protection. It provides a clear statement of the overall Project/Facility HSE responsibilities. It is the expectation that this document be read and understood by all members of each Project/Facility team.

3. GUIDING PRINCIPLES

Ice Services' goal is 100% Safety. Our plan is to achieve this through communication, training, accountability, and continuous improvement.

3.1 Open Communication

- Management will require and support safety meetings to discuss incidents, near miss accidents and Project/Facility experiences.
- Supervision at all levels will hold daily toolbox safety meetings to promote awareness of the health, safety and environmental issues inherent in each ongoing Project/Facility and at each work site.
- Management will require that pre-planning meetings be held with Project/Facility personnel to develop detailed HSE plans identifying job steps, staffing and all hazards associated with those steps. Supervision will work with employees to develop controls for those hazards and communicate this HSE plan to all personnel on site. As conditions



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change this HSE plan will be amended to address those changing conditions and the new plan will be communicated to all site personnel.

3.2 Training

- Provide proactive training programs in safe work practices to continuously ensure employee awareness of the Ice Services' safety culture and to promote employee involvement in daily HSE assessments and hazard recognition.

3.3 Accountability

- Ensure that all levels of management accept the responsibilities as laid out in this document and are held accountable for their actions.
- Promote and continually emphasize that each Project/Facility employee is responsible for themselves as well as the other workers on the job.

3.4 Continuous Improvement

- Require an incident review for every incident.
- Focus on learning and prevention in all incident investigations.
- Require an annual executive review of the HSE Program, assessing its effectiveness and plans for continuous improvement.

4. CODE OF CONDUCT

It is Ice Services' policy that all employees will work safely at all times. Working safely is a condition of employment. Employees who fail to observe proper standards of conduct, HSE policies and procedures, or who violate company rules and/or act in an unsafe manner, will be subject to appropriate disciplinary action, from their immediate supervisor or upper management, which may include dismissal at the discretion of the company, even for a first offense.

In addition to complying with Ice Services' policies and procedures, all Ice Services' personnel must be familiar with and comply with client policies and procedures, including HSE and camp rules. Failure to comply with client policies and procedures will result in appropriate disciplinary action up to and including dismissal, even for a first offense.

Violations that will result in disciplinary action up to and including termination, even for a first offense, include, but are not limited to:

- Willfully endangering the lives of others.
- Assaulting another employee, supervisor, or client personnel.
- Being intoxicated or under the influence of alcohol or drugs while on the job.
- Consumption of illegal drugs on company or client property.



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- Willful destruction of company or client equipment, property, or supplies.
- Possession of dangerous weapons or illegal drugs on company or client property.
- Insubordination - refusal to follow supervisor's instructions.
- Disregard of safety rules and/or other acts that endanger you and/or others.
- Failure to report incidents.
- Violations of additional client, camp and company rules of conduct.

Supervisors and management will meet with employee(s) to discuss their disciplinary notice, the rule or procedure that was violated and the corrective action to be taken in each instance. Corrective actions could include further training, assignment of a mentor or reassignment.

5. ADDITIONAL HSE PROGRAM ELEMENTS

- Risk Assessment
- Emergency Response Plan
- Incident Management
- Environment
- Subcontractor Control
- Security
- Office Safety
- Inspections and Audits

6. STOP WORK AUTHORITY

Ice Services is committed to protecting the health and safety of its employees and other personnel at its work sites and the environment in which it conducts its business. Each employee, client representative, subcontractor, third party service provider, and visitor has a responsibility to contribute to a safe and healthful workplace and to protect the environment. Ice Services believes that environmental, health and safety goals need not conflict with economic goals.

It is management's expectation that Ice Services' employees, client representatives, subcontractors, third party service providers, and visitors will act in a manner that is consistent with the above expectations. This Stop Work Authority (SWA) is provided as a tool to be used to meet these goals. Invoking a SWA by anyone on an Ice Services' worksite or client worksite will not be considered a negative action and there will be no retribution to the person or the company for which that person works. No person will be expected or coerced into performing work they consider unsafe or damaging to the environment.



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This SWA grants all persons on an Ice Services' worksite the right, obligation, authority and responsibility to stop any work or actions that are unsafe to personnel, equipment, or that if continued may damage the environment. Once invoked, it is expected that the activity in question will be stopped and reviewed by those performing the work, the immediate supervisor and appropriate Ice Services' representation on site, to determine if the SWA is warranted. Action will be taken to remove a hazard or prevent environmental damage. Persons or groups invoking the SWA will communicate the reasons for the SWA to Ice Services' immediate representative to better understand why or how the hazards and risk of environmental hazards can be mitigated. No work shall resume until all issues and concerns are addressed.

All SWA actions shall be documented and each SWA shall be reviewed by the Ice Services North Slope Manager. The North Slope Manager will be responsible for follow-up to the SWA to ensure that issues and concerns were addressed and any corrective actions have been closed. Further follow-up shall be the responsibility of the North Slope Manager to assess the effectiveness of the Stop Work Authority process throughout the various worksites.

The SWA applies to all Ice Services' operations and should be communicated to and periodically reviewed with all Ice Services' employees, subcontractors and other on-site personnel. This shall be done through documented training by the North Slope HSE representatives prior to initial assignment.

7. COMMUNICATIONS

7.1 General

- Effective communication is the most important aspect of an effective HSE Management System. To be effective, communication must flow through the organization in both directions, from the Project/Facility Manager through to the workers and back again.
- An important component of effective communication is trust. Employees must believe that their comments and observations will be taken seriously or they will not communicate openly.
- To maintain credibility, supervision must take action on legitimate concerns raised by employees as well as provide direct feedback on issues that do not require further action.

7.2 Meetings

- **Daily HSE Pre-job Meetings** - Daily pre-job meetings, as appropriate, are required for each Ice Services' and Subcontractor crew. These meetings shall take place each morning prior to the start of any work activity. The time shall be used to pre-plan for safety, identify hazards, determine control measures, discuss housekeeping, check for defective tools and equipment, review environmental concerns, etc. At the daily pre-job meetings a risk assessment card will be completed documenting hazards discussed



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during this meeting.

- **Weekly Safety Meetings** - Safety meetings shall be conducted weekly for each Ice Services' and Subcontractor crew. These discussions shall address a specific topic(s) related to the Project/Facility and provide employees an opportunity to raise concerns, or put forth suggestions on ways and means to improve safety at the Project/Facility. Any incidents from the previous week will be discussed in these meetings. Meeting minutes from weekly safety meetings will be taken and turned into the Project/Facility Manager.
- **Supervisors' HSE Meeting** - The Field/Facility Manager shall conduct a HSE meeting with the Supervisors within their area of responsibility. This provides Supervisors an opportunity to raise concerns or put forth suggestions on ways and means to improve health, safety and environmental compliance at the Project/Facility. This will also provide Supervisors an opportunity to review unresolved issues and concerns from their daily and weekly crew meetings. This meeting will be conducted weekly or more frequently as the Project/Facility dictates.
- **Incident/Information Sharing** - To maximize Project/Facility lessons learned HSE Job Bulletins shall be prepared to share lessons learned associated with incident trends, serious incidents and serious near miss incidents. Incident summaries shall be prepared and posted on work-site and electronic bulletin boards.
- **Communications with the Media** - Any and all communication with the press or news media at the Project/Facility shall be conducted by and through the Ice Services' President. Ice Services' personnel and subcontractors shall direct all requests by the press or news media to the Ice Services President. Any and all comments to the media shall be conducted in accordance with Ice Services' policy, outlined in the Ice Services Employee Handbook.

7.3 Remote Field Communications

- **General**
Field communications for maintaining verbal contact with Ice Services' Project/Facility sites or owner facilities shall be addressed in the Emergency Response Plan within the Project/Facility-specific HSE Plan.
- **Remote Field Communications Responsibilities**
 - **Project/Facility Manager**
Provides necessary resources to comply with remote field communication requirements.
 - **North Slope HSE Representative**
Develops remote communication plans and integrates into the Emergency Response Plan within the Project/Facility-specific HSE Plan. Assists in the development of



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communications training.

➤ **Supervisor**

Complies with Project/Facility remote communications requirements. Ensures that personnel are issued and trained in the use of remote communication equipment.

➤ **Employees**

Knows how to utilize communication equipment. Understands and executes their responsibility under the Emergency Action Plan.

7.4 Cellular Phones

- Cell phones shall not be used while operating vehicles or equipment. If a call is received pull over at a safe location or discontinue operation of equipment and return the call. This includes the use of text messaging and email.
- Cell phones and pagers are prohibited on operating facilities where there is a potential for a gaseous atmosphere.
- Personnel are responsible to adhere to site-specific requirements regarding cell phone utilization.

7.5 Communication Documentation Requirements

The North Slope HSE Department shall maintain general communication files, specifically:

- HSE Alerts and Postings
- Daily Tool Box Meeting Minutes
- Weekly Safety Meetings
- Regulatory Agency Communication
- HSE Procedures

Supervision shall record:

- Employee concerns
- All significant HSE-related communications and contacts

7.6 Communication Responsibilities

- **Project/Facility Manager**
 - Places HSE matters first on the agenda of Project/Facility meetings.
 - Approves and issues HSE Project/Facility bulletins.
 - Supports the open work environment and encourages communication.
- **Field and Office Management**
 - Complies with Project/Facility communications requirements.
 - Reviews HSE responsibilities with all employees within their area of responsibility.
 - Conducts the daily pre-job meeting.
 - Conducts the weekly HSE meeting.



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- **North Slope HSE Representative**
 - Monitors Project/Facility compliance as related to communication requirements and provides feedback findings to the Project/Facility Manager and Risk Manager.
 - Assists in preparation of the weekly safety meetings.
 - Establishes and maintains the filing system for communication records.
 - Assists Contract/Procurement Manager in review of subcontractor HSE responsibilities and compliance.
- **Employees**
 - Actively participates in HSE meetings.
 - Communicates HSE concerns and HSE opportunities to supervision.

8. TRAINING AND EDUCATION

8.1 General

- Ice Services shall provide employees with the necessary training so they may safely and efficiently perform assigned tasks. To meet this requirement, a Site-specific Training Matrix is required as part of the Project/Facility-specific HSE Plan.
- Ice Services' HSE training shall be relevant to the employee's assignment and verified as effective through employee testing.
- Supervisors are responsible to ensure that workers are competent to perform assigned tasks and to assess the competency of each worker they supervise. Particular attention must be given to the new worker, who represents an unknown with respect to ability and who may take risks.

8.2 Project/Facility-specific Training Requirements

All members of Ice Services' and subcontractor supervision shall receive an introduction to the Ice Services' Project/Facility-specific HSE Plan. This orientation shall outline the duties and responsibilities of the supervisor in regard to HSE. Topics shall include, but are not limited to:

- Health, Safety and Environment- Management System
- 100% Safe Philosophy
- General HSE Responsibilities
- Driving Safety
- Stop Work Authority
- HSE Meetings
- Emergency Procedures (General)
- Incident Investigations
- Job Hazard Analysis
- Risk Assessment Program



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- Incident Reporting, Recording and Investigation
- Drug and Alcohol Program Requirements
- Signs and Symptoms of Drug and Alcohol Abuse
- Environmental Control Plan (Environmental Management System)

8.3 Visitor Orientation

While they are on the work-site, responsibility for a visitor's safety rests with the host. Visitors must comply with Project/Facility HSE rules and regulations. To ensure they understand these expectations, Ice Services shall conduct a visitor's orientation.

Typical training shall include:

- Emergency Procedures and Reporting
- Site-specific Hazard Communication
- Requirements for Personal Protective Equipment

Visitors shall:

- Report any hazardous condition or activity observed to their host.
- Report any injury or adverse health effects experienced to their host.
- Comply with other Project/Facility HSE requirements that affect visitor's or vendor's activities on the Project/Facility.

Visitors who will be on the Project/Facility for more than one visit, a total of two days, or who will be performing physical work are required to attend a basic New Employee Orientation.

8.4 Skill-Specific Training Requirements

Due to the nature of the work, employees may be required to perform tasks that require additional training. Skill-specific training shall be provided based upon the Project/Facility-specific HSE Plan.

Skill-specific training requirements shall be identified in the Job Hazard Analysis (JHA) or risk assessment process and may include, but not be limited to the following:

- Fire/Safety Watch
- Scaffold Erection
- Emergency Response Training
- Confined Space Entry
- Fall Protection
- Ground Disturbance
- Energy Isolation
- Trenching and Excavation



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8.5 Training Documentation

Attendance lists for the training courses shall be filed as part of the Project/Facility record. Training records shall be maintained on file. All training records will be entered into a selected database for compliance tracking.

8.6 Training Responsibilities

- **Project/Facility Manager**
Provide the personnel, facilities and other resources necessary to effectively accomplish HSE training objectives.
- **Supervisors**
 - Assess employee competence and assign individuals to tasks within their skill and qualification level.
 - Be fully versed on the training requirements for employees within area of responsibility.
 - Ensure employees who require task-specific training receive the required training.
 - Assign longer-term employees to work with new employees.
- **North Slope HSE Representative**
 - Work with North Slope Compliance Specialist to develop a Project/Facility HSE training matrix.
 - Ensure records of HSE training delivered by Ice Services or third parties are tracked and kept on file in the appropriate department.
 - Audit compliance to the training matrix.
 - Monitor effectiveness of training/education and feedback to senior management.

9. RESPONSIBILITY AND ACCOUNTABILITY

9.1 General

The following sub-sections provide a summary of Project/Facility responsibilities and accountability by position. Some Projects/Facilities may not be large enough to have all of these titles. In such cases, these responsibilities shall be divided among Project/Facility management.

9.2 Project/Facility Manager

The Project/Facility Manager has overall responsibility for the Project/Facility and is accountable to the client. The Project/Facility Manager shall:

- Establish Project/Facility HSE objectives.
- Ensure adequate HSE staffing levels.
- Ensure that Project/Facility safety is carried out regardless of scope or location.
- Make a personal commitment to HSE that is apparent in all Project/Facility duties.
- Hold the Project/Facility team accountable for HSE performance through ongoing monitoring of Project/Facility performance.



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- Initiate corrective action through the Management Team in every case where audits show HSE issues.
- Provide the physical and financial resources and management support necessary to carry out the HSE Management System.
- Lead by positive example.
- Conduct field visits and inspections on a regularly scheduled basis but no less than weekly.
- Facilitate and support the safe design and constructability process.
- Create a culture where HSE considerations are integrated into and receive equal attention to other management priorities of cost, quality, and schedule.
- Personally communicate with direct reports on HSE issues related to their area of responsibility.
- Build a 100% safe culture where incidents are an unacceptable consequence of performing work.
- Interface with regulatory agencies and clients on HSE matters.
- Promote communication and cooperation between Project/Facility stakeholders on HSE issues.

9.3 North Slope HSE Representative

The North Slope HSE Representative has overall responsibility for the HSE Management System coordination and is accountable to the Project/Facility Manager. The HSE Representative shall:

- Coordinate Project/Facility-specific HSE Management Systems.
- Develop and implement HSE training, environmental, security, emergency response, and occupational health plans.
- Advise management team on HSE issues.
- Prepare and issue a monthly HSE performance report.
- Monitor compliance to Project/Facility, client and regulatory requirements, initiate corrective action through supervision or senior management.
- Interface with the Project/Facility Manager, senior management, supervision, subcontractors, and other Project/Facility stakeholders as regards to HSE.
- Administer the Project/Facility HSE recordkeeping system.
- Maintain positive relationships with supervision, clients, contractors, and regulatory enforcement representatives.
- Conduct field visits and inspections on a regularly scheduled basis but no less than weekly or as the Site Specific Plan requires.
- Liaison with the client HSE Representative.
- Establish a system to ensure that all actions identified during planned inspections, incident investigations, and HSE communications are tracked to completion.
- Participate in the development and implementation of Emergency Response Plan.
- Assist in developing procedures to implement site security policies.



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- Initiate investigations for security breaches or threats to personnel, operations and assets.
- Identify security loss exposures related to company personnel, operations or assets.
- Act as response leader in the event of a significant security breach or threat.
- Interface with local police authorities on site security issues.

9.4 Field Supervisor or Team Lead

The Field Supervisor or Team Lead has responsibility for planning, leading, organizing, and controlling field activities within a specific assignment and is accountable to the applicable manager directing the field work. The Field Supervisor or Team Lead shall:

- Conduct pre-job risk assessments and identify mitigation methods.
- Ensure tools and equipment required to execute the job safely are available.
- Demand compliance to site-specific and regulatory HSE requirements.
- Communicate HSE performance expectations to crews.
- Ensure that crews are utilizing the risk assessment tools and are trained in the proper use and application of these tools.
- Review all incident reports regardless of severity and ensure that corrective action has been taken.
- Know and understand role within an emergency response.
- Conduct field visits and inspections on a regularly scheduled basis but no less than daily or as the Site Specific Plan requires.
- Identify and facilitate, in conjunction with Risk Manager, training requirements for upcoming work.
- Identify and eliminate HSE exposures within area of responsibility.
- Conduct and document weekly inspections of work-site and initiate corrective action on observed substandard acts/conditions.
- Conduct daily toolbox and weekly safety meeting.

9.5 Employees

This applies to both direct hire and subcontractor personnel. Employees shall:

- Know and comply with HSE rules, regulations and procedures.
- Report all incidents and hazards immediately to your supervisor.
- Stop all unsafe work and take corrective action.
- Maintain and use personal protective and safety equipment.
- Communicate frequently with the supervisor on HSE issues.
- Integrate HSE into all activities and exercise necessary steps to protect health and safety of self and others.
- Suggest ways and means to reduce risk.
- Know how to effectively use risk assessment tools to assess hazards and develop a mitigation plan.



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- Actively participate in:
 - Job planning activities
 - HSE meetings
 - Inspections
 - Incident investigations, as required
 - Company initiated training sessions

10. CONTINUOUS PERFORMANCE IMPROVEMENT

Ice Services promotes the need to continuously improve our procedures and processes. The purpose of a continuous performance improvement program is to monitor and devise new and innovative ways to improve the Ice Services' processes in place. Improvement is achieved through review and audit of existing programs on a scheduled basis and encouragement of all employees to participate in the improvement process. Forums for employee involvement will be communicated through orientation and training.

Benefits of continuous performance improvement include:

- Safe working environment
- Reduced risk
- Environmental protection
- Reduced Project/Facility costs
- Improved schedules and budget estimates
- Improved quality
- Great client satisfaction

11. PEOPLE-BASED SAFETY

(Reserved)

12. RISK ASSESSMENT

12.1 General

The objective of this Element is to:

- Establish requirements for risk identification and control.
- Provide safe job procedures and risk mitigation for both high hazard and routine work activities.

Note that a preliminary Risk Identification and Analysis is performed at the pre-construction/start of work stage to identify potential hazards, procedural problems, and safety requirements that can affect constructability, cost, or schedule.

12.2 Job Hazard Analysis

Tasks that, by their nature, expose workers to an abnormally high degree of personal risk



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are subject to special planning. Job Hazard Analysis (JHA) is a process to identify the hazards or risks associated with a task or work activity and to systematically address them to ensure it is performed safely. The implementation of appropriate prevention or control measures as well as ensuring all employees who may be exposed are made aware of these findings are key elements of this program. The information developed allows the user to take a proactive approach to planning the Scope of Work based on hazards that are identified and mitigated.

All subcontractors shall adhere to the hazardous work procedures utilized by Ice Services for the work involved.

Some typical classifications, which require written hazardous work procedures, include:

- Confined space entry
- Energy isolation
- Plant or equipment start-up
- Work on or near high voltage lines
- Work on high-pressure liquids or gas systems
- Working with highly toxic or hazardous substances
- Heavy or complex rigging operations
- Ground disturbance

12.3 Job Hazard Analysis Process

The risk assessment is a key element in Ice Services' HSE Program to ensure risks are identified, evaluated and controlled. The process involves the supervisor as well as the workers who may be exposed to the hazards to create understanding so such work will be performed in a safe and proper manner. The process requires that the findings are properly documented. The Job Hazard Analysis (JHA) is prepared prior to the actual start of work.

A JHA shall be performed on each distinct part of every Project/Facility. These tasks may be chronologically or sequentially determined or by task or discipline (i.e., electrical, piping, etc.). The principle steps involved in the JHA process are as follows.

- **Step 1 – Principal Job Steps**
Break down the overall job into smaller segments or tasks (i.e., work packages that may be composed of several small tasks or Projects/Facilities can be divided by craft work, such as electrical, piping, civil work).
- **Step 2 – Potential Risks**
Identify all potential risks and those identified in past incident reports. This includes all health, safety, security and environmental risks associated with the phase of the job under review. It is extremely important to consult with the HSE Department and to gather input of employees that have performed this type of work in the past.



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- **Step 3 – Recommended Controls**
After identifying the risks, address the safe work procedures and environmental controls for each risk identified. This includes listing PPE, work practices and / or procedures. Again, look to your employees for the answers to controlling the risks identified.
- **Step 4 – Equipment to be Used**
List the equipment/tools to be used (i.e., cranes, lifts, special hand tools, etc.). Consider the risks associated with the use of these tools and equipment.
- **Step 5 – Inspection Requirements**
Indicate the types of inspections that may be necessary for the various aspects of the job (i.e., annual crane certifications, daily equipment checks, verification of compliance with energy isolation or confined space entry requirements. Indicate responsibility and frequency).
- **Step 6 – Training Requirements**
Ensure that all training requirements have been met for personnel assigned to the job (i.e., confined space entry, respiratory protection, energy isolation, equipment operation requirements, personal protection equipment, etc.). Additional training requirements should be listed under recommended controls.
- **Step 7 – Required Permits**
Determine the need for the permits associated with the work. This may include Environmental as well as Safe Work Permits.
- **Step 8 – Emergency Action Plan**
Ensure that the Emergency Action Plans are in place and everyone knows their roles and responsibilities.
- **Step 9 - Notification**
Ensure that the JHA has been reviewed in a pre-job meeting with all affected personnel and that they have had an opportunity to comment and make suggestions. Each affected person must know and accept their responsibilities and expectations. All new employees at the facility or on the project must review and sign off on the JHA before starting work.
- **Step 10 – Audit Expectations**
Conduct periodic audits of the JHA utilization to ensure that employees are aware of and have been briefed on the hazards identified in the JHA. Ensure that all supervisors have a copy of all JHAs that are applicable to their job and are periodically briefing personnel on the contents.



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12.4 Job Hazard Analysis Form

The JHA form has been selected to simplify and document the Job Hazard Analysis process.

12.5 Daily Risk Assessments

All jobs or tasks shall be analyzed daily for hazards that may occur during work planned for that day. Due to the nature of business lines at Ice Services different facilities or projects may use different methods of daily risk assessment. The method of risk assessment will be defined and outlined in the Project/Facility JHA.

The daily risk assessment is used in conjunction with the JHA and it identifies the particular items that may not have been on the JHA. An example may be conflicting work activities in the area or certain weather conditions. These risk assessments are used to ensure that all hazards have been identified and that controls are in place.

It is the responsibility of all supervisors and Leads to give daily risk assessment instructions to employees, either individually or in a group before work begins on the assigned task.

12.6 Hazard Assessment Responsibilities

Field Management

- Monitors compliance to established safe job procedures and takes corrective action on observed non-compliance.
- Facilitates JHA and pre-job meetings within their area of responsibility.
- Conducts documented pre-job meetings and JHA/daily risk assessment reviews with work crews.
- Understands and complies with permit system requirements.
- Ensures workers responsible to receive work permits have required training.

Supervisors

- Conducts a JHA review for work being carried out in area of responsibility.
- Establishes requirements for daily risk assessments and task specific hazard reviews within area of responsibility.
- Understands and complies with permit system requirements.
- Ensures workers responsible to receive work permits have required training.
- Monitors compliance to established safe job procedures and takes corrective action on observed non-compliance.
- Facilitates JHA and pre-job meetings within their area of responsibility.

Employees

- Question unclear instructions.
- Actively participate in daily pre-job meetings (as required) and JHA development.
- Conduct daily risk assessment each morning, as conditions change and prior to the



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carrying out of any new task.

North Slope HSE Representative

- Develops procedures for JHA and risk assessment utilization.
- Monitors compliance to the JHA and risk assessment procedures and method requirements.
- Supports area and subcontractor personnel in safe work planning.

Subcontractor Management

- Conducts a JHA review for work being carried out in area of responsibility with their affected employees.
- Establishes requirement for risk assessment and task specific hazard reviews within area of responsibility.
- Understands and complies with permit system requirements.
- Ensures workers responsible to receive work permits have required training.
- Monitors compliance to established safe job procedures and takes corrective action on observed non-compliance.
- Facilitates JHA and pre-job meetings within their area of responsibility.

13. EMERGENCY RESPONSE PLANNING (ERP)

13.1 General

Regardless of the best efforts of an effectively implemented HSE Plan, the potential for an event requiring emergency response still exists. The mark of an effective Emergency Response Plan is efficiently coordinating and managing the actions required to reduce the loss exposure to people, property and the environment. A work environment is not static and as such continues to change throughout the Project/Facility. The Emergency Response Plan must be regularly reviewed to ensure it addresses changing site issues.

13.2 ERP Responsibilities

Project/Facility Manager

- Sponsor the emergency response planning effort to ensure that there are adequate resources to effectively operate the ERP.

HSE Representative

- Develop, review and evaluate area emergency response planning to determine whether plans are adequate for the work being executed.
- Develop, implement, and maintain site-specific ERP.
- Ensure that an office specific ERP has been developed and communicated to personnel assigned to the work area.
- Facilitate training for ERP.
- Ensure emergency response roles and responsibilities are included into work-site orientation and regularly reviewed at safety meetings.



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- Conduct post-incident reviews within 48 hours to discuss emergency and identify response plan strengths and improvement opportunities.
- Develop standard documents for use within the plan.
- Communicate with regulatory agencies and emergency response agencies regarding the Site-specific Plan or issues arising from emergency situations.
- Initiate emergency response drills to evaluate readiness and knowledge.
- Collect information and documents relevant to incident.
- Prepare and post emergency evacuation plan.

Supervisor

- Communicate roles and responsibilities within the ERP to new or transferred employees.
- Know and understand their role within the ERP.
- Provide specialty support as required to aid in the emergency response.
- Respond to the scene and assess the situation.
- Conduct head counts and report results to next level of supervision.
- Provide assistance to the ERT, as required.
- As soon as the situation is stabilized, ensure the immediate area is isolated and secure (e.g., ribbon and barricades).
- Ensure no equipment, machinery, or materials are moved unless imminent danger may result by leaving them in place.
- Begin preliminary investigation (e.g., statements of witnesses, etc.).

Employees

- Know and understand their role within the ERP.
- Follow all rules and procedures outlined in the ERP.

14. INCIDENT MANAGEMENT (REPORTING, RECORDING AND INVESTIGATION)

14.1 General

Ice Services, its employees, and subcontractors shall comply with incident notification and investigation requirements. Employees have a responsibility to promptly report incidents to their Supervisor. Supervisors are responsible to ensure incidents are properly reported and an investigation conducted. Care shall be taken to maintain open lines of communication.

This section provides a framework for the reporting, recording, investigating and following up of incidents that could or did result in injury/illness, property damage, environmental release, or business interruption.

14.2 Incidents Requiring Investigation

- Fatalities



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- Lost time or days away from work injuries
- Medical treatment cases, including restricted work cases
- Refusal to work due to imminent danger
- Property losses, including vehicle and/or equipment damage
- Environmental incidents, including spills
- Security losses, including material and tool loss, vandalism, unauthorized site access
- Fires, explosions
- Near misses with serious potential
- Alcohol/drug related issues

Loss potential will determine the depth of the incident investigation. The greater the actual or potential loss exposure, the more detailed investigation will be required.

14.3 Incident Reporting

- Incidents shall be reported immediately through the line organization. The Project/Facility-specific HSE Plan will establish the Reporting Matrix for both internal and external purposes.
- While loss-producing events are undesirable, management must create a positive incident-reporting environment. Prompt incident reporting is a key element of effective incident management.
- The following incidents must be reported to the Project/Facility Manager and the Risk Manager or their designees immediately by verbal contact and a written report submitted.
 - Incidents resulting in fatal injury, permanent disability, temporary disability (lost time and restricted work), and medical aid injuries.
 - Near miss incidents with the potential for permanently disabling injury/fatal injury or lost time injuries, property loss/damage or environment.
 - Property damage valued at greater than \$5,000. This includes fire damage, tool, equipment and material losses, vandalism, and environmental impacts.
 - Security incident with a property loss greater than \$5,000.

14.4 Investigation Process

- Responsibility to comply with the incident investigation process lies with the Project/Facility Manager. HSE personnel or the Corporate Risk Manager shall support the incident investigation process and serve as a resource to supervision.
- Once injured personnel have been cared for and the workplace made safe, the investigation must be initiated. An investigation team shall be assembled to investigate all incidents that did or had potential to result in a loss. Severity and



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severity potential of the incident shall determine the depth of the investigation as well as who will lead and participate in the investigation.

- Participation and cooperation from involved employees, witnesses, supervisors, and management is essential to identifying root cause and preventative measures.

14.5 Post Incident Review

As part of the investigation process, a post-incident review shall be conducted on all serious or potentially serious incidents. The review meeting shall be held as soon as after the possible of occurrence. The intent of the meeting is to review and verify information required to close out the incident report (i.e., causes, corrective action and follow-up accountability).

14.6 Determination of OSHA Recordability

The Risk Manager in consultation with the Project/Facility Manager and Site HSE Representative shall make determination of OSHA recordability.

14.7 Incident Close-out

Incident reports shall remain open until all identified corrective actions have been completed and the action taken is documented on the incident file.

14.8 Near Miss Reporting

The objective of the Near Miss reporting process is to establish a process to:

- Initiate reporting and review of near misses.
- Facilitate HSE changes in materials, practices and/or procedures.
- Avoid recurrence of similar circumstances by sharing lessons learned with Project/Facility teams.

Project/Facility standards and culture discourage taking disciplinary actions against any employee reporting a HSE concern or near miss.

The Near Miss procedure must be explained during the New Hire / Project/Facility Orientation process.

Upon completion, area management must review the report and identify actions to prevent recurrence. Modification to standards, procedures or systems shall be coordinated by the HSE Department and distributed to supervisory personnel.

Any near miss that is outside the authority of Ice Services shall be forwarded to the appropriate company representative for review.



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14.9 Incident Investigation Documentation Requirements

The following documents will be filed and maintained by HSE
Project/Facility Department:

- Incident Trend Analysis - filed in central HSE files.
- Incident investigation records and associated documentation - filed in central HSE files.

14.10 Incident Investigation Responsibilities

Project/Facility Manager

- Implement an Incident Management System in compliance with Project/Facility requirements in the Project/Facility-specific HSE Plan.
- Verbally report serious or major events to the Ice Services' HSE Manager immediately after notification of the occurrence. If the Ice Services' Corporate Risk Manager is unavailable verbally report to the Ice Services' President or his designee.
- Immediately report serious or major incidents as per the incident reporting structure.
- Lead or actively participate in the investigation of serious incidents.

North Slope HSE Representative

- Immediately report serious or major incidents to the Project/Facility Manager and the Ice Services' Risk Manager.
- Report incidents to police service on behalf of Ice Services.
- Initiate and lead an investigative team in the event of a catastrophic incident.
- Distribute and share lessons learned from incidents or near misses with other Ice Services' offices.

Supervisor

- Promptly report all occupational injuries and illnesses, property loss, environmental exposures, near misses occurring within area of responsibility to immediate supervisor.
- Ensure that injured workers receive proper medical attention.
- Investigate all minor incidents.
- Participate in the investigation of incidents that occur within area of responsibility.
- Review incident details and recommendations with subordinates.
- Emphasize the importance of Near Miss reporting with all employees.
- Investigate and initiate corrective action on reported near miss incidents.

Subcontractor Manager

- Promptly report all occupational injuries and illnesses, property loss, environmental exposures, and near misses occurring within area of responsibility to immediate



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supervisor.

- Comply with regulatory reporting requirements and submit reports on behalf of their firm.
- Promptly investigate any incident that occurs within area of responsibility.
- Complete and forward incident investigation to Ice Services per the incident reporting requirements.
- Participate in Incident Review Meetings, as required.
- Comply with Workers' Compensation Board reporting requirements.

Employees

- Promptly report all occupational injuries and illnesses, property loss, environmental exposures, and near misses to their immediate supervisor.
- All incidents must be reported regardless of severity.
- Participate in incident investigations, as required.

15. ENVIRONMENT

15.1 Purpose

This Document directly supports Ice Services' commitment to minimize environmental effects from all activities, as well as Ice Services' goal of zero environmental releases or impacts.

15.2 General

The environmental requirements for the Project/Facility activities are based on the obligations resulting from various permits that have been or are in the process of being granted from agencies and good business practices.

Requirements are established by the following sources:

- Environmental commitments made to stakeholders in Project/Facility applications, hearings, meetings, letters, etc.
- Ice Services' company policies and procedures
- Regulatory Agencies

15.3 Environmental Plan (EP)

A Project/Facility EP shall be developed, as required, for the Ice Services' Project/Facility Scope. The EP shall be a dynamic document that continues to be updated and monitored throughout the Project/Facility. As the Project/Facility Scope is adjusted, the EP shall be modified to cover the new scope.

The EP shall address all waste streams associated with the Project/Facility Scope in both office and field locations. The EP shall be compliance focused while based on the following structure:



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- Project/Facility Environmental Standard
- Identification of Environmental Aspects
- Legal and Other Requirements
- Objectives and Targets
- Structure and Responsibility
- Training, Awareness, and Competence
- Communication
- Documentation
- Operational Control
- Emergency Preparedness and Response
- Nonconformance and Corrective Action
- Management Review
- Project/Facility Environmental Standard

Some clients may have established environmental plans that subcontractors are required to work under while on site. This is acceptable however Ice Services must still address the elements of the environmental plan and may reference the client documents.

15.4 Environmental Procedures

Procedures shall be developed by Ice Services and implemented to negate or minimize environmental aspects as required by the Project/Facility Scope of Work. Procedures shall include but not be limited to:

- Management of specific waste streams
- Fueling Procedures; Spill Containments
- Spill Response
- Product Handling and Storage

During the JHA, process procedures shall be developed for specific scopes of work to control environmental aspects unique to that Project/Facility Scope.

16. SUBCONTRACTOR CONTROLS

16.1 General

Ice Services has a responsibility to ensure selected subcontractors are competent to perform the contracted work in a safe manner and comply with the established Project/Facility HSE requirements.

16.2 Subcontractor Control Requirements

Subcontractor control shall take place at three phases of the Project/Facility from an HSE perspective - pre-contract, active, and post contract.



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16.3 Subcontractor Pre-Qualification

During the development of the bid list, potential bidders will be pre-qualified and required to submit an HSE Questionnaire and their historical HSE performance data using the Subcontractor Qualification form.

The subcontractor is required to prepare and submit a Project/Facility-specific HSE Plan to the Contract Supervisor and Risk Manager within 30 days of award and/or 14 days prior to commencement of activities. The HSE Department shall review and approve the program, or if required, feedback recommendations to address deficiencies.

16.4 Subcontractor Written Program

Subcontractors shall provide a copy of their company HSE Program and Project/Facility-specific HSE Plan to the Ice Services' Project/Facility Manager for review. Contract HSE Requirements will be passed through to the subcontractor.

Subcontractors have the option to work under an Ice Services' Site Specific Safety Plan. Acceptance of using this plan must be made in writing and approved by the Project/Facility Manager.

Subcontractors shall submit a job hazard analysis for their scope of work prior to start of any work activities regardless of which site specific plan they will work under. Should scope of work or conditions change a new job hazard analysis must be submitted prior to continuation of work.

16.5 Designation of Subcontractor HSE Representative

Each Subcontractor may be required to designate a qualified HSE Representative and submit a resume for approval. This requirement will be noted in the bid documents and subcontractor will be notified prior to bid submission.

16.6 Pre-Activity Meeting

There will be a kick-off meeting for the subcontract that will take place before the subcontractor mobilizes to the Project/Facility. The Contract Supervisor and the Risk Manager shall meet with successful bidders to review the requirements of the HSE Management System.

16.7 Subcontractor Report Requirements

Subcontractor report requirements shall be specified in the Project/Facility-specific HSE Plan.

Typical Summary information will include the following:

- Number of personnel on site
- Number of hours worked, including sub's
- Number of incidents by type
- Training program delivered and number of attendees



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- Number of Orientations conducted
- Number of HSE Communications Meetings conducted
- Number of Pre-Job Instruction meetings
- Number of Planned Inspections conducted
- Details of outstanding actions from inspections, investigations, and HSE communications meetings

16.8 Subcontractor Responsibilities

Contract Supervisor

- Monitor compliance to the established HSE Management System.
- Lead a post-contract review of the subcontractor Project/Facility performance.
- Advise subcontractor of site hazards that may have an impact on their work.
- Ensure implementation of the subcontractor site-specific HSE plan.

Risk Manager

- Review and approve all nominated subcontractor HSE Representatives.
- Conduct evaluation of subcontractor pre-qualification documents.
- Conduct review of subcontractor Project/Facility-specific HSE Plan and provide feedback on ways and means to strengthen plan.
- During pre-award phase, assess strength of subcontractor's HSE Management System.
- Conduct ongoing subcontractor compliance evaluations and advise Contract Supervisor of findings.

Subcontractor Site Manager

- Comply with the requirements as identified in the Project/Facility HSE Management System.
- Prepare and submit for approval a Project/Facility-specific HSE Plan.
- Should subcontractor choose to work under Ice Services' Project/Facility-specific HSE Plan they are still required to submit a job hazard analysis or task hazard analysis for their scope of work.
- Implement approved Project/Facility-specific HSE Plan.
- Submit weekly HSE summary report.

17. SECURITY

17.1 General

Security is an important part of an overall loss control program. Security related losses (i.e., theft of property or technology and vandalism) represent a significant financial exposure. While most employees and subcontractors are honest and operate in the best interest of the company, losses still occur. This element addresses security loss control.



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Overall responsibility for security rests with Ice Services. The objective of a Project/Facility-specific Security Plan is protection of property and the control of people. The plan must address the following:

- Access
- Theft
- Threats
- Employee Behavior
- Natural Disasters
- Man Made Disasters
- Emergency Response

17.2 Security Responsibilities

Project/Facility Manager

- Sponsor the security program and provide the necessary resources to carry out the security plan.

HSE Representative

- Develop a site-specific security and response plan for each work location.
- Review security compliance.

Supervisor

- Review security requirements with personnel in their area of responsibility.
- Review security requirements for their immediate area to determine if the security plan is adequate for contracted work.
- Review security plan with staff to ensure understanding of site access and delivery procedures.

Employee

- Consider security precautions and report suspicious behavior to immediate supervisor.
- Be familiar and comply with Project/Facility security plan.
- Protect company and personal property.

Subcontractor Management

- Review security requirements with personnel in their area of responsibility.
- Review security requirements for their immediate area to determine if the security plan is adequate for contracted work.
- Review security plan with staff to ensure understanding of site access and delivery procedures.



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18. OFFICE SAFETY

18.1 General

Office environments are typically low risk, but the opportunity for injury and illness still exists. The same general requirements for emergency response health, safety, environmental and security considerations shall be considered for offices.

This element will address health, safety, environmental and security issues related to the reduction of loss exposure in an office environment.

18.2 Office Safety Requirements

Structure

Offices will reside in sound structures that meet minimum building code requirements for temporary facilities.

Emergency Procedures

The structure shall be configured to allow adequate emergency escape routes and an Emergency Response Plan must be developed and posted. Exits shall be clearly marked and emergency lighting will be placed as necessary. Periodic drills will be conducted to evaluate the effectiveness of the Emergency Response Plan. Fire wardens shall be assigned in all Ice Services' offices. They shall be trained in basic first aid and CPR.

Stairs and Walkways

Stairs and walkways shall be constructed to industry standards and fit-for-purpose with an emphasis on weather conditions.

Planned Inspections

Planned monthly inspections are required in site offices. Results shall be distributed to the HSE Representative, Risk Manager and individuals with identified actions. Identified actions shall be followed up to completion and documented.

Incident and Hazard Reporting

Office employees do not always report occurrences or hazardous conditions. Management must encourage employees to promptly report any incidents or hazardous conditions to ensure corrective action is initiated and followed up to completion.

Weekly HSE Meetings

Each week, office employees will participate in a HSE meeting. The chair may be taken by the Managers in the office, or rotated through the staff. Issues to be discussed



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include:

- Review of concerns from previous meetings.
- HSE educational topic (appropriate to an office environment or Project/Facility)
- Results from area planned inspections
- Opportunity for employees to raise HSE concerns
- Information sharing

Clean Desk Standard

With respect to personal valuables (i.e. wallets, purses, etc.), items shall be stored in a secure location. Employees are encouraged to protect their personal property and to keep a clean desk at the end of the workday. Any electrical devices that present unique hazards (i.e., space heaters) shall be disabled at the end of shift.

19. INSPECTIONS AND AUDITS

19.1 General

Inspections and audits are an important part of the Project/Facility-specific HSE Plan. Ice Services takes the view that what gets measured gets managed. Inspections and audits assist in enhancing HSE performance by keeping the focus on continuous improvement.

19.2 Inspection Requirements

- **Documented (Formal) Inspections**
Documented inspections shall be detailed in the Project/Facility HSE Plan. Identify all of the corrective actions to address substandard compliance. All actions identified during a documented inspection must be followed to completion.
- **Preparation**
Prior to the inspection, the supervisor or HSE Representative acting as inspection leader shall:
 - Establish a date, time and meeting place for the inspection
 - Establish the area to be inspected
 - Determine if any specialized personal protective equipment is required
 - Prior to the inspection, the participants shall review the established inspection criteria, the previous inspection report, and any outstanding actions.
- **Inspection Process**
During the inspection:
 - Look for off-the-ground and out-of-the-way items.
 - Systematically cover the area.
 - Describe and locate each applicable item on the inspection report.

In the event the inspection team identifies an imminent danger or high hazard situation, the inspection shall be suspended until such time as the condition or



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practice has been resolved or the hazard has been reduced to an acceptable level.

- **Post-Inspection**

After the inspection:

- Conduct a post-inspection meeting to classify identified conditions and assign responsibility for corrective action and due date.
- Complete and distribute a report with copies to attendees and those with assigned actions.

- **Informal Inspections**

Supervisors and Subcontractor supervision shall conduct informal inspections of their area of responsibility as a part of their daily routine.

Management and supervision will perform a safety observation at least weekly for each work site and complete the safety observation form. Any recognized hazards not immediately addressed will be assigned as a corrective action.

Supervisors are expected to identify substandard conditions, work practices and at-risk behavior and to initiate prompt corrective action. If a hazard cannot be immediately corrected, the condition shall be highlighted so as not to present a risk to other workers. All identified corrective actions must be followed up to completion.

Employees are expected to report any hazardous condition to their Supervisor. Supervisors have the responsibility to investigate and follow up on reported hazardous conditions.

- **Risk Management Audit**

The Risk Manager shall conduct audits per the conditions within the Project/Facility-specific HSE Plan.

- **Equipment**

An Ice Services' representative shall inspect equipment prior to bringing it on site or using it in the field. The purpose of these inspections is to verify safe operability of the equipment.

- **Pre-Use Checks**

Employees are expected to conduct pre-use checks of tools and equipment before using. Any defective equipment must be tagged as defective, taken out of service, and returned for repair or replacement. Equipment that is leaking or dripping fluids is considered to be defective and action must be taken.

- **Government Inspections and Investigations**



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This provides direction for coordination of inspections by regulatory authorities. These guidelines are designed to assist in responding to regulatory personnel wishing to gain access to the field sites for the purposes of investigation or inspection.

Overall responsibility for coordinating the general activities of regulatory personnel conducting inspections and investigations, while on the work-site, lies with the Project/Facility Manager and Risk Manager. A representative of Ice Services must participate in all regulatory inspections and investigations relative to the Project/Facility.

19.3 Inspection and Audit Responsibilities

Risk Manager

- Establish a Project/Facility planned inspection program.
- Monitor compliance to inspection requirements and report observations to the Project/Facility Manager.
- Coordinate visits by regulatory officials, in conjunction with the Project/Facility Manager.

Senior Managers

- Monitor compliance on Project/Facility inspection requirements and take corrective action on non-compliance issues.

Team Leads/Field Supervision/Subcontractor Managers

- Conduct documented inspection per the Project/Facility-specific HSE Plan within their area of responsibility.
- Follow-up to completion actions identified during planned inspections.
- Take corrective action on hazardous conditions reported by employees.
- Report any hazardous conditions that are outside their authority to correct to their immediate supervisor.
- Ensure that personnel are conducting pre-job inspections of tools and equipment to ensure that they are in safe working order.

20. REGULATORY COMPLIANCE

20.1 Regulatory Permits

Ice Services shall secure required regulatory permits for all Projects/Facilities, either through direct application or by requesting copies, as a subcontractor, from clients issued permits for the Project/Facility. The Ice Services' Project/Facility Manager and Supervisor(s) will maintain these permits.



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20.2 Regulatory Postings

Under provisions established by state and federal regulations, specified informational postings are required to be displayed in prominent locations throughout the workplace. The following Ice Services’ guidelines will outline the procedures for compliance with all applicable posting regulations, to ensure that the information is available to all Ice Services’ employees.

20.3 Responsibility for Regulatory Postings

The HSE Site Representative is responsible for ensuring that posting requirements are met and maintained in the assigned location and for the appropriate duration.

20.4 Types of Required Regulatory Postings

OSHA 300 A summary, State or Federal citations for non-compliance, Safety and Health in the Workplace (OSHA 3165); Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), Equal Employment Opportunity (EEO), Employee Polygraph Protection Act (EPPA), Uniform Services Employment and Re-employment Rights Act (USERRA), and the Alaska Labor Law Posting.

20.5 Locations of Regulatory Postings

It is the responsibility of the HSE Department to verify that all regulatory postings are placed in the appropriate locations accessible to all Ice Services’ employees. Postings will be located in the following locations: Ice Services’ Corporate office, HSE, Ice Services’ North Slope facilities and the Ice Services’ Human Resource office bulletin board.

20.6 Duration of Postings

The OSHA 300A Summary will be posted from February 1st thru April 30th of each year. All regulatory citations for non-compliance shall be posted at the site of the citation or a prominent location until the violation has been abated and/or a minimum of 5 working days. All required regulatory postings will remain posted until revisions or changes are made by the issuing regulatory agency.

REVISION HISTORY

Date:	Revision level:	Description of revision:	Document Owner:
11/01/2015	0	Initial release	K. Holzschuh
10/01/2018	1	Biennial Review – no change	A.Archuleta
01/01/2022	1	Biennial Review – no change (Delay due to COVID)	A.Archuleta
01/01/2024	2	Biennial Review – no change	A.Archuleta

Alaska Department of Commerce, Community, and Economic Development

Division of Corporations, Business, and Professional Licensing
PO Box 110806, Juneau, AK 99811-0806

This is to certify that

ICE SERVICES, INC

2606 C STREET, ANCHORAGE, AK 99503

owned by

ICE SERVICES, INC.

is licensed by the department to conduct business for the period

December 6, 2022 to December 31, 2024
for the following line(s) of business:

23 - Construction



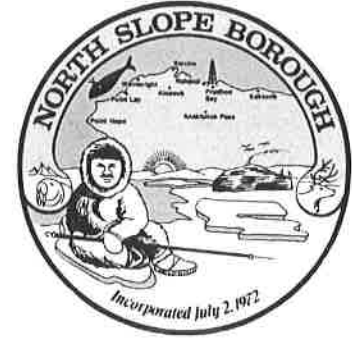
This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States.

This license must be posted in a conspicuous place at the business location.
It is not transferable or assignable.

Julie Sande
Commissioner

ICE SERVICES, INC
2606 C STREET
ANCHORAGE, AK 99503

NORTH SLOPE BOROUGH ADMINISTRATION AND FINANCE



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Reed M. O'Hair, Director

To Proposal Review Committee

From: Reed O' Hair, Director of Administration and Finance

RO

Date: December 8, 2015

Re: Anchorage School District E-Rate Modernization Project

I am pleased to provide a reference for ICE Services to support their bid on this project. The North Slope Borough has a long relationship with ICE Services and we are very pleased with their efforts to serve our customers at the Service Area 10 facilities. We have worked with Joe Saxton to address technology needs in our new water/wastewater treatment plant and found his staff to be a very knowledgeable and professional team.