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## Transcript

### **FirstNet Board of Directors and Joint Committee Meeting, Chicago, IL, June 29, 2016.**

The First Responder Network Authority (“FirstNet”) Board held a combined Committee and Board meeting via teleconference and WebEx on June 29, 2016 at 1.00 p.m. Eastern Daylight Time (EDT) and continuing on June 30, 2016 at 8:30 a.m. EDT. The meetings were made available to the public via teleconference and WebEx. A transcript of the meetings and the archived copy of the webcast can be found on the FirstNet website at <http://firstnet.gov/content/firstnet-board-meeting-june-29-30-2016>.

#### **BOARD MEETING – Day 1**

**SUE SWENSON:** Great, it’s 1 o’clock. I guess that means I should get started. Welcome everybody. It’s good to be in Chicago, and as I went out this morning to get my coffee, and I just saw so many people walking around and I felt like I was in New York or San Francisco so it’s a very vibrant city, and I’m very glad to be here. We are also going to be able to see a demonstration of the Office Chicago Office of City Management at the conclusion of today’s meeting so, we’re taking this opportunity and seeing an operation which we’re very, very happy about. But before getting underway today, I’d like to make a couple of introductions. Some of you probably know we have a new board member, Amy Hess, Amy welcome to the FirstNet board.

**AMY HESS:** Thank you, happy to be here.

**SUE SWENSON:** Thank. You. For those of you who don’t know, Amy is the designee for the Department of Justice, and she is the Executive Assistant Deputy Director of the FBI’s Science and Technology branch. I’m sorry I had to read that because it’s a rather long title. And she oversees the criminal justice information services and operation technology divisions there. Very happy to have Amy part of the team because of the issues we’re going to be dealing with here so, we’re looking forward to your input. Ok, we’re having a little technical difficulty. Let me turn this one off, and turn this one on. Is that better? Okay, great. I heard a little, like I was on a cellular system in a bad coverage area. So with that I’d also like to introduce a new addition to the FirstNet team, sitting to my right is new member of the team, Karen Miller-Kuwana. Karen is our board secretary. And I want to take this opportunity to thank Eli Veenendaal for filling in, what was it Eli, 6-7 months? It just felt longer, right? But Eli did a terrific job, so she’ll have some big shoes to step into, but Karen has been here a couple of weeks and is already getting a good start on things. She also serves in a role working directly for Mike Poth. And, I like to call myself a cat herder so I think she’s got the role of cat herder as well so, welcome, Karen, to the team. Today we’re going to talk about...we’re going to have a couple of things today. We’re going to approve minutes from the March meeting. We had a teleconference in March as you know, and we had a number of committee meetings, so we’re going to approve those minutes. We have some committee

reports on all the different functions within FirstNet. We have a couple of resolutions to approve. And we will have a closed session at the end of the day to talk about a couple of personnel matters. So, to begin our tradition of kicking off the meeting, we have a couple of administrative things to take care of, and that is we're going to do a roll call and we're going to have some statements around ethics and making sure we're all in alignment as we're in a sensitive period on procurement. So, Karen would you please do me a favor and please call the roll. If your microphone works.

**KAREN MILLER-KUWANA** calls roll.

**KAREN MILLER-KUWANA:** We did test these before the meeting, so we do apologize. Sue Swenson?

**SUE SWENSON:** Here.

**KAREN MILLER-KUWANA:** Jeff Johnson?

**JEFF JOHNSON:** Here.

**KAREN MILLER-KUWANA:** Barry Boniface?

**BARRY BONIFACE:** Here.

**KAREN MILLER-KUWANA:** Edward Horowitz?

**ED HOROWITZ:** Here.

**KAREN MILLER-KUWANA:** Christopher Burbank?

**CHRISTOPHER BURBANK:** Here.

**KAREN MILLER-KUWANA:** James Douglas?

**JAMES DOUGLAS:** Here.

**KAREN MILLER-KUWANA:** Kevin McGinnis?

**KEVIN MCGINNIS:** Here.

**KAREN MILLER-KUWANA:** Annise Parker?

**ANNISE PARKER?** Here.

**KAREN MILLER-KUWANA:** Neil Cox?

**NEIL COX:** Here.

**KAREN MILLER-KUWANA:** Ed Reynolds?

**KAREN MILLER-KUWANA:** Richard Stanek?

**KAREN MILLER-KUWANA:** Teri Takai?

**TERI TAKAI:** Here.

**KAREN MILLER-KUWANA:** Dave Mader?

**DAVE MADER:** Here.

**KAREN MILLER-KUWANA:** Suzanne Spaulding?

**KAREN MILLER-KUWANA:** and Amy Hess?

**AMY HESS:** Here.

All are present except Ed Reynolds and Richard Stanek. Suzanne Spaulding joins 15 minutes in.

**KAREN MILLER-KUWANA-** Madam Chair, we have a quorum for each committee.

**SUE SWENSON-** Great. Terrific. As you know, we had a combined meeting, board meeting and committee meetings in March, and so our minutes are prepared a little bit differently as they've been in the past, they're kind of combined group of minutes, so what I'd like to ask the committee chairs to do now is to just ask your particular committees to ask your particular committee to review and approve that portion of the minutes, and then tomorrow, as a full board will approve the entire set of minutes for the entire board. We don't have separate minutes for each of the committees, they're combined. So, there was no governance meeting in March, so I'm off the hook on that. I'm turning to my left, Chief Johnson, and let you take care of the consultation- outreach portion.

**JEFF JOHNSON-** Thank you Madam Chair. At this time, I'd like to call upon the members of the consultation committee to review those portion of that committee's minutes as issued in your documentation. And the Chair would entertain a motion to approve, amend, uh, approve or amend the minutes. And will they be approved? Second. (not clear which person gives a motion to approve, and who seconded it. Not shown on camera.)

**JEFF JOHNSON-** We have a motion and second. Need discussion on the motion. All in favor to approving the consultation section of the minutes say 'ay'. And opposed, same sign. (Everyone says ay, with no opposition.) Motion carries Madam Chair, back to you.

**SUE SWENSON-** Thank you very much. Mr. Boniface, how about technology?

**BARRY BONIFACE-** Ok. Same drill for technology. Has everybody had a chance to read the minutes? If you have any questions now would be a good time to raise those or suggest any changes. Any changes? I will then entertain a motion to move the minutes.

I second. (Someone moves to vote, and it is seconded. Everyone says ay, and no one opposes.)

**BARRY BONIFACE-** So let's take the vote. All those in favor say, aye. Any opposed? Motion passes.

**SUE SWENSON-** Thank you Barry. Governor Douglas, the finance committee.

**JAMES DOUGLAS-** Well, I'll convene the finance committee for the same purpose. The essence of our last portion of the finance portion was a presentation by our CFO. We'll have another one very shortly, with a new update. Kim brought us up to date on our budget to date...on the unmodified, clean audit that was reported internal controls and our 5-year strategic plan. So, I'd invite members of the finance committee to ask any questions or offer a motion.

**(Unidentified person moves the motion.)**

**SUE SWENSON-** I actually have a comment, Governor Douglas.

**JAMES DOUGLAS-** Oh, ok. You're breaking our cadence here.

**SUE SWENSON-** Yes, sorry about that. I actually talked to ask Kim about some language in the minutes because it was unfamiliar terminology to me, and she has informed me that it's actually generally accepted accounting terminology now? Right Kim?

**KAREN MILLER-KUWANA-** Auditing terminology.

**SUE SWENSON-** Auditing terminology called 'unmodified', and I've always thought those were a different term, but I understand that is a proper term. So, no corrections, Sir.

**JAMES DOUGLAS:** I was looking for the word 'unqualified but perhaps you were too, things keep changing. It keeps [inaudible] business. You probably second the motion?

**SUE SWENSON-** Yes, I do.

**JAMES DOUGLAS:** I'll ask all committee members. All those in favor say 'ay.' (All say 'ay'. No one says 'no.') The aye's have it, and the motion is approved.

**SUE SWENSON-** Great, so, we'll take an entire look at the minutes, and the full board will take a look at those and approve those tomorrow, and then at that point, we'll make those minutes available to the public. Karen, if you can make sure that we make that happen, I'd appreciate it. We now have a special kind of process, as we're in the middle of the acquisition process. Mike, I think you're going to take the greatest portion of the meeting, reviewing guidelines around the federal acquisition rules.

**Mike Poth-** Absolutely. It's my pleasure. I would like to take this opportunity to remind each board member and FirstNet employee that FirstNet has decided to follow the federal acquisition regulation and competition and contract act and procurement integrity act in the nationwide public safety broadband security procurement and that these laws protect information relating to the acquisition. I would also like to remind each board member and FirstNet employee that during the procurement, we are restricted in what we discuss relating to the procurement both publicly and amongst government personnel. Please bear in mind that during the combined board meeting, we cannot- under any circumstance- discuss source selection information, including, but not limited to: how many proposals FirstNet received in response to the RFP, which companies may or may not have submitted a response to the RFP, or any assessment of the response to the RFP. Each of us bears a responsibility and must be exceedingly vigilant in observing and maintaining the confidentiality and integrity of the acquisition process. Any questions regarding the RFP should be directed to our contracting officer Stephanie Contock. Thank you.

**SUE SWENSON-** I thought it was going to be quite longer than that. That was quite brief. Thank you. Thank you, Mike. Now, in all seriousness, we're in a very important period, and I just want to say, on behalf of the board and myself, we take those rules and regulations very seriously. As you know, we've had a compliance program in place for quite some time. I think, Jason, you actually came in to FirstNet, putting the compliance program in place, and we have taken that whole situation very seriously, not only with our internal compliance organization, but also with the other agencies around the federal government. So, we're in a very important period, so we've indicated this before that, that if our behavior changes and our responses are less responsive, it's not personal, it's just that we want to make sure that we follow the rules appropriately, and we don't jeopardize this very important acquisition so, I just want to make a comment about that. And of course, it wouldn't be complete without reading statements, I mean the potential conflict statements. We're going to have Karen read that today and make sure that none of the board members have any conflict that they think would get in the way of them participating in today's meeting. Karen?

**KAREN MILLER-KUWANA-** Thank you, Sue. And mine is a little longer than Mike's, so I apologize in advance of the committee and board meetings, the management team is provided the board with an agenda and outlining each of the items that will be discussed and decided during this combined committee meeting. The members were also provided with a conflicts of interest assessment which was produced jointly by the Commerce Department Office of General Counsel and FirstNet's Office of Chief Counsel. Providing these documents in advance to the board members allows them to identify potential conflicts of interest and to recuse themselves from participation if required. We will prior to these committee meetings and the full board meeting remind all board members of the obligations related to the conflicts of interest and asked them to identify whether any recusals from deliberations or voting are necessary. In consideration of the meeting today each member should consider his or her obligations with respect to the appropriate committee and for some of you that might mean both. This conflicts statement is intended to cover all actions and discussions during this combine committee meeting session. With that said, if any board members believe that they must now recuse themselves from either or both meetings, please state so for the record. Madame Chairman, seeing that no one has stated, we can proceed.

**SUE SWENSON-** Thank you very much. We are now going to go on to the finance committee. I believe we're going to have Kim Farington-Emison talk about a couple of items. I think you were going to talk about financial reports, budget, five- year strategic plan. I think then TJ will have some discussion around the evolution of the organization. I think we were also in this section also going to talk about the resolution for the lease in Boulder. So, Kim, the floor is yours.

**Kim Farington-Emison-** Thank you Madame Chairwoman. Good afternoon board members and everyone. I would like to begin this afternoon's briefing on the finances with a look at fiscal year 2016 obligations and expenses. Follow that with a look at the FY 17 budget formulation process and how that is going. Follow that up with a look at our strategic planning and how we're doing with our five-year plan. And then circle back around to today and talk about the Boulder facility lease recommendation. So, focusing first on where we stand and FY 2016 dash in FY 2016. We are doing a great job across FirstNet. What you see on slide five looks a little new I am sure. In the past, we have presented quarterly information, and we felt that by taking a year to date approach to presenting this information to you that tells more of a story. So, this is our new look at how we're going to be presenting the FY 16 budget execution throughout the rest of the year. What you see on this slide is a graph with blue pillars.

Those blue pillars above each month represents each month's actual obligations. If you follow the blue line that starts in October, and it moves all the way through September, that blue line represents our obligations forecast. For the year by month. Going back to the pillars, if you look at the red pillars, those pillars represent the actual expenses each month and the cumulative amount. Following that redline that is initiated in October and goes through September, that represents the expenses that we anticipate each month and a cumulative amount throughout the year. The line at the top, the red line, that actually represents our obligations target which may look familiar to you. That is a \$126 million budget obligations budget that the board approved last year for fiscal year 2016. So, that is our target. The green line that you see at the top of the graph represents the total expense target which also is the expense budget that you allowed us for FY 16 totaling \$92.1 million. So, as you can see from the graph, we are doing very well keeping up with our obligations and expense budget. To actuals. As of May, the first, we obligated \$57.8 million. This compared to the \$62.3 million that was anticipated through May 31 puts us at 93% utilization. So, we were within 7% of our obligations budget. The expenses are very well as well. Our expenses as of May 31, were \$45.7 million, and that is compared to our budget of \$50.9 million. That puts us at 90% utilization, which is within 10% of what we had planned as of May 31. Moving down to the bottom of the slide, you will see a blue bar that says percent obligated is 46%. And present expense is 49.6%. Those numbers are accurate if we took a straight-line approach to the budget. However, I would like to point out that as you see in June, there is a spike that we are anticipating. Taking away and normalizing for that spike, we're actually, our percent obligated is 67%. Of obligations. We are 67% through the year. So, we are right on target when it comes to our obligations and expenses as of May 31, year to date.

**SUE SWENSON-** So, Kim, you know I have a question about this in terms of the forecast. You guys are doing a terrific job. I think of managing your expenses and I think we have a culture that says if you need it spend it, but if you don't, don't. So, I think that is important. It seems to me you would really have to accelerate your spending on expenses to meet that end of year target. Would you expect that to need to happen? Or would you see a gradual increase every month of level of expenditures?

**Kim Farington-Emison-** As you see from the red line that extends from October through September, that is how we anticipate our expenses hitting as each month goes by. So, we're not expecting an acceleration. It is just that we are anticipating that spike in obligations in June, and we will naturally have more expenses hitting our books as the obligations are recorded.

**Dave Maner on phone-** Hey Kim, this is Dave Maner. Could you explain the uptick between May and June? What's, what's contributing to that?

**Kim Farington-Emison-** Yes, we are anticipating a couple items there. There will be a number of contracts that will be renewed in June. We're exercising option years. And we also have some grants that are making up that spike.

**Mike Poth-** There will be a x amount of dollars for a spectrum relocation grant that we think through the grant award process, which will probably be awarded in the July timeframe that accounts for one of those tick ups. And to your earlier point, one of the things on the expenses we are tracking against the run rate that does suggest some savings that will roll into next year, which is a critical component for our sustainability as we go forward.

**Kim Farington-Emison-** Thank you, Mike. If there are no other questions on the FY 16 budget execution I will move forward to FY 17 and give you an example of our time line and what you can anticipate for FY

17 budget formulation. As you can see, we actually started this process back in March. We actually created formal budget guidance to help streamline this year's budget formulation process. We had a lot of milestones that we have achieved since we developed that guidance, and three of the milestones that I think are very important to the finance committee include the last three tasks on that timeline. The first is that we will be presenting the finance chair with the budget around July 22, and we plan to present the budget to the finance committee around August 1 and lastly, we will be presenting the budget to the board hopefully for their approval on August 26. So moving beyond FY 17, actually before I go on to the strategic plan 2016-17, I will turn it over to TJ who will give you some information on how we are transitioning and creating this budget for 2017.

**TJ Kennedy-** So, a couple of things that the team has been doing. The senior management team has been working across the organization to make sure that as we move into 2017 we prepare to be operational. It's a significant change from where we have been in the last couple of years and a lot of it started to occur already this year. But really it changes our priorities and what we're doing and really has us coming forward with a couple of new things you will see in the budget for next year that are not in the budget in the same way this year. We wanted to give you a read ahead at the June board meeting before we get into that. One is really looking at the priorities in FY 17 and it's really about evaluation and award and standing up an organization that can be prepared to hit the ground running for that. That is absolutely critical. It is also important that we continue with what we're doing on the buy inside of the house and looking address the plans final state plans and getting to key decision from governors which has to occur in FY 17 as well. With those two things in mind, we have come up with two new reorganizations if we want to call that, going forward that we think will make us operational in a much better way. The first is the Chief Customer Office. We've advertised for this position and worked through the process and be ready to announce that formally very soon. But the Chief Customer Office is taking what used to be outreach and consultation and what we've done across the organization with state plans and adding in a couple of other things, most specifically communications and marketing and what we're doing on that side as well as product management. This is very similar to what you are familiar with, Sue, in the private sector and its certainly what many of us around the table here seen as a good customer focused- in our case, a very public safety focused organization. We want to make sure that all those elements that will interact with public safety, day in and day out, have that laser focus. So, this is a huge change. I think it is critically important. I want to actually pause here, and see if there are any questions or comments before I continue.

**SUE SWENSON-** Yeah, I just have a question, this is a big transition I think we have been in a certain cadence since 2012, since August. So, I guess I'm interested in maybe your comments and comments from the other management team members as leaders what does it mean to you in terms of needing to make that transition? Because it is a big transition

**TJ Kennedy-** I think it means a number of things, and then we will ask others around the table as well. It absolutely changes the focus inwardly to outwardly. It gets from the planning process and the transition process into that operations. It really focuses on end-user adoption by public safety and making sure we are meeting their needs and that we have that laser customer service focus going forward which is certainly something we try to drive into the organization to begin with but I think it changes very differently once you have a partner on board and we go forward and a public-private partnership and how that will operate. And also, as important as we pair up with partnership with public safety with the states and our potential partner on the technology side and that we're all able to make this work together in that partnership. That will require us to be lean and agile and fast in what we do. We have to have that kind of structure that allows us to move at that speed and meet the needs of our customers

24 hours a day, 7 days a week. Actually, Dave, Rich, Amanda, since you are in this organization today, I would love to open the floor if any of you want to comment as well.

**Rich Reed-** Thank you for the opportunity. As TJ said, we're really going from an organization that was designed to consult and really understand the public safety input and ensure that that state centric federal tribal input gets put into the acquisition process to ensure a representative RFP that when the partners come on board they are actually providing a solution that meets the needs of public safety. We are transitioning that from that planning and that acquisition focus into an operational focus where we need to not only ensure that the network that we deploy meets public safety needs but we also need to ensure the success of the partner and we want to make sure that our staff and our focus is ensuring that the partner is successful in deploying the network and meeting the requirements of public safety long-term.

**Dave Buchanan-** I would just add that the conversation we're having in about an hour when we give an update on the work we are doing currently in consultation, outreach and state planning. We're already beginning to realign our activities and working very closely with the states and the SPOCs, to think about that in the next steps beyond the delivery of the state plan and focused on the customer interaction, the customer experiences, the adoption experience. And there's already activities that we're able to do now that will get is pointed in that direction so that transition as we think about it from the outside will be smooth and we will be ready to go.

**Amanda Hilliard- And** I would just add, continuing to engage the folks that were engaging today, keep them involved, the national organization and the states, but also making that transition working more at the agency level getting those points of contact working closely with those individuals and how we really hone in and get specifics on some of the satisfaction and those kind of things that are happening.

**SUE SWENSON-** Jason...

**Jason Karp-** As someone who has been very focused on internal process and compliance, you know, this transition really impacts how we do business as an organization as well. Although we've always had a culture of operating efficiently with a business mindset, it becomes even more important quite frankly as we start to engage formally with the ultimate industry partner that we will be working with to not only have that outward facing operational focus, but inwardly be able to move quickly and efficiently. So, we're really looking at streamlining not only our internal processes but how we work and integrate and coordinate with other agencies within the federal government to ensure that we are able to respond as a true partner to industry and meet their expectations and quite frankly meet our own expectations in serving public safety. So, I think that is a really important piece of this as well.

**SUE SWENSON-** I think you know, the board has to be thinking about that as well. In terms of just what our expectations are of management. I think one of the keywords for me is you know speed. I know that that's going to involve taking a look at some of the processes because I know today we have a lot of things where -- it seems like there's a lot of people that have to touch things. I think we need to question do all those people need to touch those documents to still get the same- I'm not saying to reduce the quality of what you're outputting -- but we should really be diligent about asking that question. I know you guys are focused on that. Jeff?

**Jeff Bratcher-** Thank you, Sue. So, on the technology side, we have spent the last almost 4-8 years looking at the technology. LTE is well known technology, but now there are certain critical features for

public safety that myself and the team are looking forward to validating and verifying from our ward how these work and fully describing those for public safety's benefit and educating them on that aspect of it. So, we're definitely transitioning to that phase and working on some the network policies and things I will be talking about in a few minutes. So, we're definitely gearing for that as well.

**SUE SWENSON-** Thanks for your comments, I appreciate it. You know that we will be focused on that. Kim, did you want to add something? You are kind of at the center of the universe as a CFO so, what are your thoughts?

**Kim Farington-Emison-** I agree with what everyone has said. In fact, what you will see in just a few minutes is the themes and priorities for FY 17. We also look into FY 18 as we're building FY 17 priorities, and the budget and where we are going actually fits perfectly within our plan, our five-year strategic plan. So, we're working towards our five-year plan.

**SUE SWENSON-** Great. Thanks. Go ahead, TJ

**TJ Kennedy-** A second element that is really trying to help us prepare for the operational role going forward is looking at having a network program office. We call this the NPO. The Network Program Office will be there to be able to handle the key activities to help with 56 RAN task orders and be able to support the public-private partnership that is going to get very busy very quickly. Key elements that and task orders would be around the core network and state plans and things that have to happen right away at the beginning of the award going forward so, to be able to put this in place. We want to be sure that we have the right folks in the right seats to be able do that. That we have the right capabilities and talent on board, who will handle the program operations and program management that needs to occur as part of that. I believe you will see in this budget coming forward over the next few weeks that those two elements of CCO and some consolidation of some past roles and additional new roles as well as the Network Program Office which is mostly new roles with key talent that will come from existing resources. Having that going forward to be able to allow us to execute very quickly come this fall.

**SUE SWENSON-** I would just that, I am happy to see that we're putting something like that in place because you can have your functional organizations, but you need that overlay. I was involved in a deployment of 40 concurrent market deployments and you really need that kind of coordination. So, I think It will be very critical, where you can serve as a hub, and having a coordination is going to be critical to success. Delighted to hear that you folks are putting that in place.

**TJ Kennedy-** As part of this we work through the entire management team who you've heard most of them speak up today. To really make sure that we are not doing things that no longer will need to be done, very focused on the new activities that need to be done and really transitioning the right folks who have the capabilities into those roles to be able to be successful, and I think you'll see that in the FY 17 budget. Very thoughtful on keeping costs lean and the team flat but at the same point making sure we have the right skill sets to go forward and, Kim and I have spent the last couple of weeks with the senior team really reviewing the details going into this and I feel very comfortable that it will be solid coming forward and we will be able to work through your questions.

**SUE SWENSON-** Great. One of the characteristics of a program office is people who work there need to be able to kind of turn on a dime. Things never quite happened as you plan. So, I don't know, we should test people's abilities to work on a couple of hours of sleep for several months because that is one of the key requirements to working in an office like that. So, that is great. I think we're in good shape. We

wanted to also in the finance committee here do a review of a resolution -- the resolution for the lease out in Boulder. I don't know who's going to take that. Kim, you're going to take that?

**Kim Farington-Emison-** Yes, but before we actually get to that, I just wanted to give you an update on that five-year plan that I mentioned. We do have the four strategic goals that we have shared with you previously on the right. The partnerships, stakeholder engagement, innovation and people and organization. I want to thank Sarah Bryant, Zack Smith and Jeff Moon -- the CFO office along with the PMO office have been instrumental, especially those 3, in creating the strategic plan and getting down to this level of detail that I am sharing with you now. They have created key performance indicators to support those 17 objectives that support the four strategic goals you see. We're actually incorporating the human capital planning initiatives into the strategic plan as well. You might ask why it is so important that we spend as much time and effort on this and the reason is because this actually provides the strategic direction for FirstNet even after contract award of the NPSBN contract so we are very pleased with where we are going. A lot of input from all the business units within FirstNet.

**SUE SWENSON-** So, I just have a question. I guess having gone back to a day job recently I pay more attention to these things. I always find the strategic plans kind of interesting, but I always worry about how they get translated to the organization everyday so that the people in the organization no matter where they are can feel some connection to the strategic plan. I don't know if TJ or Mike or somebody wants to talk about that. Or Kim you want to talk about that?

**Kim Farington-Emison-** That was a perfect segue to the next slide. We are linking we plan to performance. So, everyone within FirstNet knows how they directly support the mission and goals of FirstNet. We are actually creating or will be creating operating plans within each business unit so each person knows exactly what goals and objectives they are supporting. We are actually creating those key performance measures along with targets so people can understand how well they are doing in support of those goals and objectives. This facilitates better decision-making across FirstNet, it helps the employees and staff understand how well they are supporting this mission. And, it also provides a lot of transparency and accountability not only to FirstNet but also to the FirstNet stakeholders.

**SUE SWENSON-** So, if I work in legal, and I am a paralegal, how do I know how FirstNet is doing other than Jason coming in and telling me?

**Kim Farington-Emison-** We are actually going to make this a continuous monitoring approach for actually sharing how we are doing across FirstNet. Where we can create quarterly performance metrics and monitor that. We will do it quarterly and in some cases and will have to be annually, however routine we can provide feedback and obtain that feedback so we know how we're doing in support of our goals, the more efficient and effective FirstNet will be moving forward.

**SUE SWENSON-** That's great to hear. I have a funny little story to tell. We put some goals in place in my day job, and we had something called the DSO days sales outstanding. It was something the organization hadn't looked at in a while. Somebody in accounting, someone who did accounts receivable, she was at our all employee kick off meeting at the beginning of the year, she paid a lot of attention to what our goals were and went back and started doing her job. And somebody from sales called and said let's just make this payment arrangement for this number of days, and she said, Weren't you at the all employee meeting? Don't you understand what our goals are? I share that with you, because when people really understand their connection, it just empowers them and makes them feel connected. I like to call it ducks and bunnies, keep it simple, don't make it complicated because it's important that everybody

understand how they contribute. I encourage you to keep going on that. It is nice to see you have that in place.

**Mike Poth-** We're not going to allow it to be just bookshelf fodder.

**TJ Kennedy-** One other thing that I feel is really important, and from the early days when we worked together with the board to create core values for the organization, one of our core values is being open. That that's not just with the public, and with public safety and the states and with the Public safety advisory committee, and everyone we work with on a regular basis and also has to be that way with everyone inside the organization. This means when in doubt getting that information to everyone in the organization regardless of role. That is so critical because you don't know who will pick up on different pieces and really see how the dots tie together -- and I think you can only do that if you have all the information.

**SUE SWENSON-** Okay Kim, do you want to do the resolution? >>

**Kim Farington-Emison-** Yes. We will do the resolution for the Boulder facility lease in accordance with the finance committee charter. One of the responsibilities of the finance committee is to review any material agreements to include real estate property leases. And make a recommendation to the board. As you know, we currently have a lease for the Boulder Colorado facility. This is a continuation of that lease. This is a five-year lease with five option years that is standard for GSA leases. We have the flexibility to get out of the lease with four months' notice if need be. And by locking down this lease, we actually will be saving money compared to the 29% increase that the Boulder Denver area is anticipating in future years. So, my recommendation to the finance committee would be to approve of this lease, but I will turn it over to Karen our board secretary who will read part of the resolution.

**KAREN MILLER-KUWANA-** I will read the relevant language from the finance committee resolution number 14. Now therefore be it resolved that the FirstNet finance committee recommends that the FirstNet board approve the new occupancy lease agreement and authorize the FirstNet management team to enter into this occupancy lease agreement with GSA for the FirstNet technical headquarters in Boulder, Colorado.

**JAMES DOUGLAS-** When the members of the finance committee have had a chance to talk with Kim and Jeff and propose some questions to them. It was a pretty robust discussion actually. We are glad to have had that opportunity. As Kim mentioned it is a good deal compared to what lease numbers seem to be in the Boulder area and we have the flexibility to get out after the first year with four months' notice. It seems like a pretty reasonable arrangement. Are there any questions on the Finance Committee, Kim, Jeff?

**SUE SWENSON-** No, like you said, we had a very robust discussion and ask lots of questions. Just because the rates are so let's just say aggressive there in Boulder. But I think it is because the tech community is really growing in Boulder, and also there's another industry that's growing quite robustly. It is making space pretty attractive. I am glad we had that discussion. Maybe we should think about you know, a new line of business.

**Unknown speaker:** That would require a charter amendment. Perhaps we should take it up?

**ED HOROWITZ-** I just would like to comment on the process by which this lease got to this point and complement the team on how thoughtful they were in terms of looking at the kind of space they needed and having the optionality to exit if necessary in future years and at the same time locking down rates that are below market rate basically due to the relationship they currently have in the building. So, the discussion was thoughtful and also included not just the finance side, but included Jeff's team, the technical side. So, we really have an understanding of what the requirements were. I would second the motion.

**JAMES DOUGLAS-** Any further discussion from the committee? All in favor of the resolution say aye. Aye. Opposed no. The ayes have it. It is adopted. We have recommended this lease to the board.

**SUE SWENSON-** We will discuss that tomorrow and will get approval by the full board tomorrow. Thanks for all the hard work on that and look forward to visiting the enlarged team that occupies that. I think we have about 38 people there. Is that the number? Ok, good. I think we're going to move on now to kind of the governance portion of the meeting. Mike will take us through a discussion as TJ kind of teed up with the CCO organization being developed and with the NPO and really moving on into implementation. You know, there are some things that have to change. I think you have some thoughts about that.

**Mike Poth-** Absolutely. If we can go to the next slide. Who's got the clicker. OK, Back, back, back. But, I would like to start the governance committee with a riddle to the board first. What does the game of thrones, I Love Lucy, Tina Fey, Viola Davis and FirstNet's Guy Noffzinger have in common? Any guesses?

**SUE SWENSON-** Something to do with video.

**Mike Poth-** They have all won Emmy awards.

**SUE SWENSON-** Okay I knew it was something like that.

**Mike Poth:** So, we're happy and tickled that I think guy who joined you on the tour down in Texas on the 200 foot cigarette boat you guys were racing around on. He along with the team, he actually director, produced an edited, a short film on the power of poem of Just a Common Soldier. And they won an Emmy for outstanding public service award, so we have an Emmy award winner in our rank and file now. Wanted to acknowledge the great work Guy does, and he does all our videos. And we truly have a Emmy award video production system. I just wanted to point that out.

**Unknown speaker:** With all that talent, he is failed at looking you look very good at a distance. (Laughter).

**Mike Poth-** I keep suggesting the soft-focus lens, but he's not interested. On that note, next slide. So, as we have been talking about, we are in the mode where from pre-acquisition to now preparing for the public private partnership. As we think about that and we testified last week before a senate hearing, we truly have -- we are in a great position because we have the best and brightest people, but if we are not organizationally structured and don't have the processes in place, we will have greater challenges even than necessary. As we got there we are evolving from a start up to the public-private partnership. You have seen the accomplishments that we've talked about countless times. We are in the evaluation process and are optimistic that we will stay on schedule. That is not just a lay-up. There is a lot more work to do and the organization is focused on that. But the entire organization is not focused on that.

We're also pre-positioning for the success. We are getting into the transitional phase. I wanted to give the board an update. We talked about, TJ and Kim teased it, what we're doing budget wise because we are -- because obviously where the dollars are drive organizational behaviors that we need. We are focused on a lean and innovative organization. Also, the structure with our chief customer officer and network program office and some of the other support functions will still be critical but we will see how that ties together to get us into that true partnership of the win for public safety, win for the states and the win for our industry partners to make us truly successful. So, I wanted to put that out and see if the board had any overarching ideas. We certainly have some basic tenets if you go to the next slide, that are the foundational things. But I think there's a lot of different other nuances that we would love to hear any board's thoughts on.

**SUE SWENSON-** I think I'll kick it off. As you know, I am focused on the end user. We talk about a lean organization, maximizing revenue and innovation that sort of thing, and I think a key tenant needs to be, you start with a customer because at the end of the day without the customer you really don't have anything. So, I think for me, it sounds easy, it is not. There's a lot of real discipline the goes to focusing on the customer. The voice of the customer, a continuous process for getting that feedback. Because we are going to get customer complaints. That is just the nature of the beast. When you're in that recurring revenue service business, there are going to be complaints and how you process is going to be important. It's going to be an important tenet for the organization and more than lip service.

**Mike Poth-** One of the things that we always fall back on is, just because of the partnership, does not mean we're not going to hold our partner accountable and responsible just as much as we hold ourselves and our organization accountable and responsible to the end customer and the basic tenets of what we were trying to accomplish. So, I think that's a key component, and as we kind of morphed some of the organization into that, we're in the luxury of the position that we do have people that are still very focused and very passionate about the mission, and we're going to take all that energy and that knowledge base and some of the institutional knowledge and some years, two or three and they are bringing into the process and try to capitalize on that. But I think that is a key component as we go because, even as successful, and I remain very optimistic there will be some bumps in the road as we roll this out with our partner. It will require a lot of creativity and flexibility and ingenuity.

**SUE SWENSON-** Any other comments for Mike on this? I mean, we have a lot of people who have been in these kinds of businesses. I would love to hear your comments in terms of how we -- it is about culture isn't it Mike. It is really about culture.

**Mike Poth-** Absolutely. We're going into that delivery mode now. We have to work with industry, with our states, public safety to meet their needs because there is a lot of tough expectations. So, we need to be able to deliver on that.

**SUE SWENSON-** Yeah, I guess for me, having been involved in this since the inception of it, and I know the challenges we have around process, I think one of our biggest challenges to positioning for partnership and being responsive to the people that we are serving, I think we're going to have to get help from the people with whom we operate inside the federal government because the sense of urgency sometimes, because when you are running a service 24 hours a day 7 days a week, and you need to have it up and running, you have to react very quickly. So, I think we have to start this conversation with people. I think Jason some -- to some of the processes and routing of documents, it can't take a week or two weeks, it has to take today. You have to get something done today if you have to change something. For me, I think we have to start having conversations with the people with whom

we work to say, let's understand what we have to do here. Some of the conversations we have had with folks who expressed an interest in being partners with us, they have expressed concern about that. I think we have to have people help us get to this vision. I think that will be one of the challenges for me personally. Jeff?

**JEFF JOHNSON-** Madam Chair, I am glad that you are focused on culture because that's really what it is about. Having been a person that's been in the government sector as a fire chief, and watching what it takes to make sure you stay focused on your customer, it required a couple of things. First, you have to choose to see them as a customer. It's really easy to see them as a victim or a patient or a taxpayer. But the fact is, not seeing them that way, seeing them as a customer. Someone that actually pays money and they deserve to receive something. Even in the absence of a choice like in a fire department, it's all about the culture and the people choosing to see them as a customer. I love the fact we are focused on that because, the fact is, the people that we're going to do business for and with as public safety, number one they are going to pay something for a service. And that makes him a customer. Second, They are going to have a choice. It is even more important when they have a choice. We have to deliver on their expectations. We have to deliver on their promises. -- On the promises we have made to public safety. More importantly, we're going to do that in conjunction with the partner. That does not mean we take our hands off the steering wheel, and our partner gets to take this wherever. This has been carefully designed in a way that we can ensure public safety in the way we have in mind. I want to compliment the staff and the board for staying focused on a culture that is focused on giving people a good service and a good value, but making sure that we perceive going forward in a fashion where we don't lose touch, hence, the chief customer officer and the continued focus on our partnership and making sure we stay plugged in. I want to thank everybody for not losing sight of what long term, will be the most important thing we do.

**BARRY BONIFACE-** I guess the one thing I might add to is having been in a number of partnerships throughout my career, I think one of the challenges as you get more and more people involved in whatever your solution is to get lines of communication that maybe are not as effective as they need to be. So, I think it's an important issue to figure out how to organize yourselves against these various partnership relationships whether that's the end-customer being the public safety organizations, whether that's our industry partner or whether that's the states and provinces, I think it's important that you set up really effective lines of communication so that people know that when they communicate through those channels that there is somebody on the other end of that is going to be responsible and take ownership and all the rest. It's like a well-functioning marriage. The better you communicate, the better your likelihood of success. So, I think that is a really important element to think about as you start to structure yourself for the next generation.

**ED HOROWITZ-** I think maybe what Mike and TJ and maybe anticipating in all environments what [Indiscernible] is going to be is the way -- the way to run the shop and a marriage. What Mike and TJ and the team is doing is anticipating where we need to be as we go through this next phase. Examining culture, the objectives, the essence of what the organization was set up to do and making sure that we remain in line with that.

**Suzanne Spaulding-** This Suzanne Spaulding. I've been on for about a half hour listening. If somebody is talking, I cannot hear you.

**SUE SWENSON-** Yeah, it's Ed and Ed's going to get closer to his microphone.

**Suzanne Spaulding-** Thank you.

**ED HOROWITZ-** Anyway, I think that maintaining the essence and relationship and the true reason why we exist as we transition from one phase to the next is core, plus doing so sufficiently in advance to bring the organization in mind, to bring the messaging in line to the customer, in anticipation of what a partner should expect when they are selected. Was going to be required of them. I really think it is a complement to the team to have done that.

**SUE SWENSON-** I would just say one other thing, again, some of these things become vivid to me these days. Clear accountability about who owns what. I think as we transition I think taking the time to sit down and say let's make sure we know who owns it and who is accountable for it because you're going to have changing roles, and you cannot assume. Because you know what happens when you assume. So, I think just being conscious of all that change management that needs to occur is important as well.

**Mike Poth-** Great and we will keep the board and everyone posted as we evolve over the next month or two. Thank you very much.

**SUE SWENSON-** Thanks Mike. I appreciate the team thinking about this in advance. As Ed says, knowing where the buck is going to be. I think you said that in honor of Tim Ryan. He was here with us today, it great to see him. Technology. A lot happening in the technology world, Mr. Bratcher. We are due for an update on that from Mr. Bratcher.

**SUE SWENSON-** We have a PSAC charter update. We're deciding whether to put that in technology or governance. I guess we can do that now. Are you okay with that?

**JEFF JOHNSON-**I am. As long as you're okay with me running this portion of the committee. Thank you Madam Chair. We have before us today in your packet a revised charter for the public safety advisory committee. As you know, it is a byproduct of history. FirstNet has one committee that advises this board of directors and that is the PSAC. There are a number of verticals within the PSAC, and we're always adjusting the PSAC to maximize their efficiency and effectiveness. What you see before you today reflect the latest iterations in that charter and essentially they fall into three categories. First would be section seven. Section seven's language is updated to reflect the current structure dealing with the chief customer office. As opposed to the deputy general manager of FirstNet, etc. Or the general manager as it were. Section 9 deals with the updated membership details by adding reference to the new proposed federal members from the Department of Homeland Security and Department of Justice. While it does not reflect in this document, how we'll operationalize that, is we will be going to our federal members that represent these areas and asking them for recommendation on who should sit here. It is very critical that we have federal input at the PSAC level on what we are working on and these represent two of the largest potential users on the federal side. Lastly, the appendix. It is updated to include all the new PSAC organization which includes INLATS, the International Justice Public Safety Network, the National Volunteer Firefighters Counsel, the NVFC and the federal members as mentioned. At this time the chair would entertain discussion and/or a motion to recommend to the full board the adoption of the modified PSAC charter.

**Unknown speaker-** I moved to recommend to the board.

**AMY HESS-** Actually, I had a question.

**JEFF JOHNSON-** And we have a second.

**AMY HESS-** I had a question about section 9. The concern was that whether or not it should be codified in here just as it is for the nonfederal members. That there be a recommendation and then of course with the appointment by the PSAC chair.

**SUE SWENSON-** Jeff you can answer that, but that is really how we do it for all the PSAC members. Just really, we work collaboratively to determine who the membership should be. And so, it's just not done independent of that process. It would be similar to Jeff, what we do for the other members on the PSAC.

**JEFF JOHNSON-** That is correct.

**AMY HESS-** Okay. As I said, I was looking at the language, and the language is codified for the nonfederal members shall be recommended by the respectable organizations but appointed by the chair. However, it just says for the federal members they are just appointed by the chair. It doesn't say anything about a recommendation as codified in here.

**JEFF JOHNSON-** Yes, that is to my point about how we will operationalize. We treat it like we do everybody else. We'll reach out to the experts within that discipline and ask for their recommendation.

**Suzanne Spaulding-** Yes, building on Amy's comment, is there any reason we wouldn't just repeat that language? Such member shall be recommended by their respective organizations? My understanding is that's the way it is done, but we are explicit about it with respect to nonfederal members, is there a reason not to be explicit about it with federal members?

**JEFF JOHNSON-** No. We can do that if that is important. Absolutely.

**SUE SWENSON-** That's the intent, let's just codify it. Not a problem. In fact, I guess I would like to get an update because I thought there had been some conversation. I don't know where that stands Mike or TJ, or in terms of or I think Harlan in the audience somewhere. There's Harlan. But I thought there had been some perhaps outreach already on this topic. Can someone update me on that?

**Mike Poth-** We are just beginning with the language and then as Harlan as chairman of the PSAC will be reaching out with Amy and Suzanne, I think there is actually on the DHS side there's a nominee that has to discuss a nominee who had been suggested and I am not sure. I think Harlin and Amy are meeting for the first time to have that discussion.

**AMY HESS-** Harlan and I are engaged on that. That is all happening. It is just a matter of codifying it on the recommendation.

**SUE SWENSON-** Sure. I just wanted to make sure the process is moving. We can codify anything. I just want to get people up and working. I want to get the federal membership there. I guess, for me, it talks about federal membership, but we don't have our other federal organization represented here. Is there any particular reason? Is it because it is Homeland Security and Department of Justice? I am just wondering what the logic is that we would not have all the federal organizations represented on the PSAC.

**Amanda Hilliard-** Sue I can take that question. We decided to just again keep the number manageable. I think the charter at this point has it capped at 45 members I think with these numbers we're at 42 or 43. So again, as Chief Johnson had alluded to, in talking with the executive committee, we decided that we would choose the two agencies that bring the highest number of public safety users. But then, we're also looking to stand up a federal working group that would be inclusive of the other federal departments and agencies that have public safety services. The working group will get stood up quickly after we identify these two members.

**DAVE MADER-** I am very comfortable with DOJ and DHS being named, and not OMB, because of the charter.

**SUE SWENSON-** Okay, that's fine. I just do not want you to be left out, Dave.

**DAVE MADER-** I think to the other point we'll be part of the bigger working group.

**SUE SWENSON-** Good, well I know that Harlan is a taskmaster. So, Suzanne and Amy, whoever you put on there, please make sure that they have, right Harlan, the time available. Because there's a lot of work being done in the PSAC and some really good work relative to some of the key activities from an particularly from an operational perspective. So really important that we get the right people designated. Harlan is not happy when people do not do their work. Right, Harlan. So, with that, Jeff, you can continue the process.

**JEFF JOHNSON-** So, Madam Chair, I think maybe yes, I think maybe the appropriate thing to do would be, Sue, for you to amend your motion to include Secretary Spaulding's comments and for Mayor Parker to amend her second, then I will ask that the operative phrase be read. I believe that would be procedurally correct. And call for the vote. Or is it other way around, Jason. Call for the vote then read the operative language. Sue, do you amend your motion.

**SUE SWENSON** – yes, I amend my motion.

**JEFF JOHNSON** – Mayor Parker

**Mayor Parker-** yes

**SUE SWENSON-** I amend my motion.

**JEFF JOHNSON-** The motion has been made and seconded. And at this time, and I confuse myself, Jason. We will have the operative phrase read. We will call for the vote and the voting members are SUE SWENSON, BARRY BONIFACE, myself and Teri Teak. Would you please read the operative phrase?

**Karen Miller-Kuwala-** Now therefore, be it resolved, that the governance and personnel committee approves and recommends that the board adopt the revised and amended PSAC charter with the notation that the language will be amended to include that such the federal members shall be recommended by the representative organizations and appointed by the chairman of the FirstNet board.

**JEFF JOHNSON-** Thank you.

**Karen Miller-Kuwala-** I have an insert. This correct copy as amended to the board by the FirstNet senior leadership copies of which are attached here to Exhibit A.

**JEFF JOHNSON-** Thank you, Karen. In that case, all the members of the governance committee signify by saying aye. (All say aye). Opposed same side? (no one speaks.) Any noted abstentions? (no one speaks). Back to you Madam Chair.

**SUE SWENSON-** Right, thank you very much. That'll be great to get those members on. I don't know what the process is to get it done, but I would encourage us to move quickly to get people on there if we can to get them assigned. I know Harlan has some assignments for them. Right, Harlan. Great, let's move on to technology, Jeff. You've got a lot going on in terms of network policies, the lab, the work that PSCR is doing, our friends Derrek Warren, his buddies over there, and a little early builder update. So, the floor is yours.

**Jeff Bratcher-** Absolutely, thank you, you hit my agenda for me already. I am good to go. We will jump right into FirstNet network policies. So, as part of the Act that created FirstNet it also requires us to establish network policies. And that's really all says in the Act. How we've interpreted this, this these will include core and RAN technical and operational requirements within these policies, some of the network management's standards and procedures, back office, user requirements, billing, etc., monitoring and compliance of these regarding network management operation and use and some of the public safety usage and user training policies. So, we have been working over the last several months across FirstNet, not just within the technology team, but also within the customer office team as well on developing these draft strawman network policies, and we are set to release this initial delivery with the state plans as well, once we're past award. And again, going through some of the key items for these network policies, they will constitute the basis for network interoperability, reflect a lot of the early builder lessons we have learned, public safety feedback and requirements that have been put together over the years, as well as the PSAC task teams that we've done over the last two years as well and the efforts that the PSAC has brought to bear in helping flesh out these network policies and some of the operational aspects. Provide development and operational guidelines for our partner in this partnership moving forward, and also importantly establish the criteria for FCC and the NTIA to evaluate the opt out states alternative RAN plans as part of our process with the state plan. So, this is a very serious effort within FirstNet along with everything we're doing related to the RFP. These will really define the interoperability, security and operability of this nationwide public safety broadband network. It is a really critical item that we know will be needed to deliver with the state plan as those states ponder their decision whether to do their own RAN implementation. So, I'll pause there on the network policy. Are there any questions? We have these strawmen development is in process. When we have our final award, we will actually finalize these policies because we do not yet know all the specifics until we have our partner on board for some of these critical elements.

**SUE SWENSON-** You know I ask this question every time. Obviously having whoever the partner is going to be is important, but there are obviously some things that are more I would call them routine that would be applicable to regardless of who the partner is. And I think as we talk to the key officials in all the states and the governors, you know I think it's going to be really important that they have at least an inkling of where we're going with these network policies. And I don't know if we are talking to them about-them about some at least on a concept level. It's not down to the dot the I's and cross the T's level. So, I guess it always feels to me like we should get these done sooner rather than later so educate me on why that is not the case.

**Jeff Bratcher-** We are definitely doing that. They have already worked this into their consultation as they go out, describing this process. We're also working closely with NTIA and the FCC to evaluate the proposed RAN opt out plans. But we're definitely, the ones that are not dedicated from the partner or need the specifics from the partner, we're working on those now to get those in place moving forward. Did you want to talk about the consultation side?

**Rich Reed-** I think that is correct. We are developing positions and opinions policies to the best of our ability. Those things are not directly dependent on the partner's input based on the bids we're going to receive. And we are in weekly dialogues with both the FCC and NTIA to ensure that they have the right information to make their decisions.

**Dave Buchanan-** I was going to say that our consultation task teams are the vehicle we're using to have that dialogue. Right now, we have the introduction of these topics to get the states up to speed, even though they are bringing experts to the dialogue, the education and information exchange helps inform them about where we're headed and where we are pointed. That is a vehicle we are using to help do that.

**SUE SWENSON-** Great. Thank you.

**Jeff Bratcher-** Any other questions on the policy side? I will move to the Boulder labs. That goes hand-in-hand with the resolution that will be presented tomorrow for the Boulder long term lease. We are ready to start the construction for our test lab in Boulder as part of that activity. We are focused on the trust but verify model. So, we are not planning to re-create anything a potential partner already has. We will focus on mission-critical public safety features, quality of service, priority preemption, network, etc. critical to this network that are not really done in the commercial space now. We want to make sure it is operating the way that we've been working the last several years in developing those models and feeding into the network policies as well. So as part of this in the RFP we requested in section L of the RFP we actually requested that the potential partners tell us what equipment they will be providing to us as part of this award, and in our lab in Boulder and how they would support it moving forward. This includes network core capability, local Band 14 base station, devices, you know, anything that's going to be touching the network that is critical for public safety usage, we will be doing that validation on. And again, focused on this mission-critical features. So, what will we provide quality assurance for that, validation of verifications of these features and functions, the device approval. Also, in the legislation there is a required list of certified devices in partnership with NIST. We will have dedicated resources on that activity as well, for those Band 14 specific devices. Acceptance testing, of some solutions in the solutions for Public Safety that will be put in the nationwide network and also to enable future application development environments. We're focused on some of the open API development and capabilities that would be available to all the worldwide application developers that want to take advantage of some of the critical features for the nationwide public safety broadband network. So, that kind of gives a high-level overview of what we're doing in the FirstNet test lab. That leads into the next question, and I might take it from Sue before she asks it, what is the difference in our test lab at FirstNet and the NIST and PSCR labs they have had for many years? This really highlights the differences in what we're doing. We at FirstNet will focus on the validation and verification of this nationwide public safety broadband network features and functionality, development of applications, device testing. NIST and PSCR are now transitioning to what is in the legislation of the same act for them to do their research and development activities with the \$300 million that was received out of the AWSC auction. So again, they are going to be focusing on accelerating public safety broadband development across a number of key areas that I will discuss in a second. And some of those longer-term 5 to 10-year vision features for

Public Safety that are going to be critical on this network moving forward, location based services, etc. And then, we do plan on collaborating with them as they are working through these R & D challenges. This slide highlights those R & D funds' focus for PSCR and what they are doing. This was a big element of their recent conference that they held out in San Diego on these five topic areas. How they are going to do this challenge and prize approach versus the traditional government grant approach which is not ideal for this type of agile development that we are looking for with R and D. These are the five areas, mission-critical voice, location-based services, public safety analytics, user interface and user experience development, and LMR to LTE integration. Again, they have the \$300 million. The two that are called out specifically are mission-critical voice and the LMR to LTE integration. The other three were developed based on the stakeholder meetings with public safety, industry and others on what are the key things that even the \$300 million sounds like a lot, it's really not a lot in some of these key areas that we need to push for development. So, that's where they focused on these three areas moving forward. So, I'll pause there. That is an overview of the test lab versus what PSCR is migrating to now. And take any questions?

**SUE SWENSON-** No, it is just helpful to understand the difference on who does what. Everyone knows that we have a great collaborative relationship with PSCR which is great so we can take advantage. But they're looking over the hood of the car, you're going to be focused on what we have today is working kind of as promised at the time.

**BARRY BONIFACE-** Hey Jeff, on this prize front, which I showed specific interest while I was out there, trying to collect my \$300 million with little to no ideas, but how is that -- is the notion that these prizes are going to help fund the development of some of these things that people bring to this process?

**Jeff Bratcher-** Absolutely. The goal is to fund with an industry based on the collective of Public Safety, FirstNet and others that will be participating in the review of some of these challenged participants, is actually that, to accelerate some things that, we know Public Safety needs broadband wise. A great example, Chief Johnson, the 3G location-based services. That is the Holy Grail for the firefighting community as well as the other disciplines. So, helping seed R & D funding into maybe a company that has a great solution but no resources to really push it across the line. That is the goal of this project.

**TJ Kennedy-** That's right Barry. It is so important that it is trying to drive that anyone who has a solution will come forward under the challenge or the prize model versus contracting for somebody to build the solution. It is something that has really changed the way that the more agile parts of government are really focused on getting multiple solutions and fast solutions and agile solutions that are really done quite quickly. I am really glad to see PSCR and their consultation with FirstNet, their consultation with PSAC and Chief McEwan and others, as well as with public safety is the best route for them to go to get the quickest solutions that actually the needs of public safety.

**JEFF JOHNSON-** Just to give you a moment to speak to this, you said something very important about helping push something across the line. If I recall this correctly, these funds are far less constrained than we might historically be accustomed to. These actually can be seen as an investment in building a sustainable future that serves public safety's needs. Can you speak to that?

**Jeff Bratcher-** You are absolutely correct. That's how it's been structured. This is not a brand-new thing. It has been done in areas and they have actually brought in the head GSA, from GSA, who did these challenges in different areas to the program. So, she will be helping set this up. It's a very agile method to do it versus we're going to put out \$100 million grant, please try to fix this problem. So yes,

absolutely. The other part about it, TJ alluded to it, the PSAC has a working group that will be assisting NIST on the PSCR side because as part of their duties under their Act they are supposed to work with FirstNet, the PSAC and public safety to help push this forward. To ensure that its going towards the public safety meetings.

**NEIL COX-** Hey Jeff, this is Neil. I think when I look at this I get excited about this because this is what will make everyone's life better. When we were in Houston and we saw some of those applications that we're on that trial, when I get asked a question what is FirstNet, I just say it will make your life much better. And I give a couple of examples that I saw in Houston, about being able to be routed to the right hospital quicker whether it's a room waiting. Things that this network can use to make everybody's life better. When you start doing these types of things and people start thinking out of the box, and to think that – and to think that...when you look at this, and you think about these applications and how they flow down to the public because this network will always work and you can always be assured that public safety is going to have priority and preemption. Then you have these applications that overlay on this that affect all of our lives. And then you think, the events of yesterday in Istanbul makes you awaken to what's really out there. These types of applications, these types of challenges to develop these types of things by those out there knowing that first responders are always going to work means a lot.

**Jeff Bratcher-** Absolutely. Yes, the one that excites me is the public safety analytics. It is really a high level term. These data analytics side of things... artificial intelligence, there's a lot of data out there that is not readily accessible by public safety and the first responders having a dedicated network where they know they will have access to data. That will be a big area moving forward for Public Safety in general.

**BARRY BONIFACE-** Hey Jeff, Neil brings up a good point with the excitement around this. How are you communicating this program so that people are aware of it?

**Jeff Bratcher-** Great point. Derrek and the PSCR team had their weeklong kickoff in San Diego two weeks ago for their annual stakeholder meeting. That was really pushing this and how they are going to move this forward. They have lined out an outreach and social media and other elements to really try and drive this going forward. It will be on all the traditional government FedBizOpps those type things, as well as additional areas to reach some of those industry participants. There's already been a great uptick in interest from the industry, even nontraditional public safety industry. They were out at the consumer electronics show this year actually as well giving some updates and had a lot of interest. There's a lot of brilliant minds working out there on problems that they don't realize actually apply to public safety. So, some of those light bulbs are going off now and they realize oh wow I may have access to money to help push along this application or what they are working on now. So, I will move to the early builder projects. Again, these are humming along at this stage. We have dedicated resources. Most recently the Houston rodeo we learned quite a bit in the Houston rodeo, on the use of broadband and some of the key things that may not come to mind. I think the interesting one they found was lost child. How do you find lost kids? They shared this. They were sharing pictures all over this broadband network. As a parent, I can understand, they disappear off in the ether. That was an interesting use that we had not thought about. But sharing those pictures and being able to reunite families was a big one. The projects are all in various phases of their key learning conditions and documenting a lot of the key areas that we have asked for from these going back to, Sue, I think you helped negotiate these five leases. So, we're in that stage now with each of them. And again, those are feeding into our network policy development...some of the technical aspects. We're learning quite a bit about some of what I will call the initial implementations of some of those key public safety features with quality of service and

priority and preemption. So, that is all driving a lot of our efforts now and how we develop those moving forward.

**SUE SWENSON-** And, the early builder, maybe not everyone knows this a lot do, but this is actually part of the PSAC. There's a lot of feedback that goes through the PSAC. They are actually a working group within the PSAC that gets information to a really broad audience. There are not just little projects working on their own. There's a lot of visibility to them.

**Jeff Bratcher-** Great point. There is a dedicated working group within the PSAC I believe Todd Early chairs that and provides the updates and works closely with them as well. Great point. Any other questions? And then finally, we had a bring your kid to work day. This is our future first responder group our FFRG, so there is actually two dogs there, a Fox and a Hudson, and a staff member on the bottom right is Jennifer Harder, who works for us now. And, she actually runs search and rescue dogs. These are real search and rescue dogs that are used in situations. So, we brought a lot of kids in and did some search and rescue with the kids and let them play Band 14 devices and some of our devices on the right that we had. And the top right picture is them doing some of the search and rescue activities in the warehouse.

**SUE SWENSON-** I can see some opportunity with a lot of those projects. I think we're going to have to have equipment that can be fit to animals in addition to people. You know, we've got to have trackers on them or something.

**Jeff Bratcher-** A great point. Great event. With that wraps up my overview. Any other questions I'll entertain now?

**SUE SWENSON-** Any more questions from the board? Moving on to outreach and consultation. I think we'll have a couple of updates, Rich from you, Amanda, and Dave. A couple of comments. This, I think, of all the organizations, at FirstNet in terms of transformation and change, this is going to experience the biggest change in terms of operationalizing this. I think TJ mentioned, I just want to as well, we're going to emphasize things around product marketing and product management, and I know Rich is working with a lot of people and TJ to work on that, but I think this is going to be fairly dramatic and so looking forward to the transition. Some updates in terms of what you guys are doing would be great.

**Mike Poth-** Before Rich starts, I would like to take a moment and formally introduce Mr. Rich Reed, your Chief Customer Officer for FirstNet.

**SUE SWENSON-** Great. Congratulations.

**Rich Reed-** Thank you everyone. I really appreciate the opportunity and I look forward to the challenge of being successful in this role. It is going to be a challenge as we all know. Very quickly, just getting into where we are today. The current state as we know has been focused on a couple of factors. One, doing outreach and education, making sure Public Safety understands the promise of FirstNet. We found that even before we can start consultation which is required by the Act, we had to raise the level of awareness of what FirstNet was to be successful. We have continuously done outreach and education to make sure that the information is broadly available. We've been executing consultation for a couple of years now. Ultimately with our goal of developing an acquisition strategy and ultimately an RFP that meets the needs of public safety. This acquisition will result in the ultimate development of a state plan which is simply the value proposition and the methodology for deploying the network in the state. As

we get to that point we are very close to achieving that vision. We recognized and TJ mentioned it, the need to transition from a state centric strategy to a customer service centric strategy. And that is the really genesis of the chief customer officer. Our responsibility in the new CCO, it will be to ensure that we have the right staff and the right skill set to keep a pulse of the satisfaction of the deployment, the devices, the pricing, the services, and the accessories to ensure that the successful deployment of the network as well as the successful adoption of the network by public safety. So, we will repurpose many of the skill sets and leverage the relationships we used over consultation and outreach and leverage those relationships we've developed over time to be a successful customer service organization and that is my charge. We're going to have to develop the infrastructure to manage those customer service elements as we've talked about the accountability of owning that customer service function is going to be something that we are responsible for, and we are in the position now of identifying what the skill set should be in making sure we have them on board through the recruiting process. Another unique function we will have in the CCO is product development and product marketing. The successful adoption of the network is going to be critical that we have the right devices and accessories necessary to incentivize people to use the network. The CCO organization is going to be responsible for hearing the needs of public safety, really identifying how they use mobile data today, what they use in terms of equipment and really being futuristic in terms of what they're going to need in the future so that we stay ahead of that need to make sure our partner is successful. The adoption goals that we set forth in the RFP, I feel that the customer service organization is going to be really critical to identifying those key agencies that are right for adoption to make sure we understand the sales cycles for mobile data at the state, local, federal and tribal level. Really understanding how they buy, when they buy, what they buy, and how much they spend and making sure our partners are aware of that so they can target the right time in which to engage public safety agencies. There's an entire lifecycle component associated with the success. We're going to be responsible for that. Ultimately, we will act as that success interface for our partner as well as other organizations within FirstNet. And I'm going to go through these slides very relatively quickly. Mike already told me that I needed to speed up my presentation which he always does. (laughter) So, we are going to do a very quick state plans overview. As we are all aware, the purpose of the state plan is to really deliver a value proposition to the state. The statute is clear that the governor has the right and responsibility to make a determination on whether the proposal that FirstNet provides is something that they are going to execute on or they are going to make a determination of taking on the responsibility of deploying the radio access network in their state. Essentially executing the opt out decision. To make sure that we give them the right information, we went through a series of consultations, data collections and ultimately developed an RFP that is going to result in significant information that we're going to package and what we're calling a state plan but it's essentially the value proposition or the proposal that FirstNet is going to provide the governor that outlines how we're going to deploy Band 14 in their state. In addition to that State Plan, we recognize that there are other federal agencies that need to essentially have the value proposition or the details associated with that radio access network deployment in the state. NTIA has the responsibility to evaluate a state's opt out proposal as well as the FCC has the responsibility to evaluate a state's opt out proposal in terms of its ability to interoperate with the FirstNet core network. So, we understand that when we develop these state plans and provide that detail to the state. We also need to give those federal partners the ability to look at the same information in a useful way to ensure that interoperability takes place and each of those federal partners have the information they need to appropriately evaluate a state's counter proposal. When we talk in terms of partnership it is also important to recognize that FirstNet sees this partnership not just as a private public partnership between FirstNet and the partner. But a public private partnership between FirstNet, the partner, as well as public safety. We're not going to be successful, if it's just a public private partnership between FirstNet and the partner. Public safety has to adopt the network. We have to deliver devices and services, and capabilities that show value to public

safety before they adopt, so we have to develop that relationship. The elements that go into a state plan are pretty clear. The Act says we need to deliver essentially very little information in terms of the state plan. We need to essentially tell the governor that we've completed the acquisition process, provide details of that acquisition, and the funding determination as applied by NTIA. Frankly, that will not be enough information to be successful. We need to provide a governor the comfort they are going to need in which to make a good value decision in terms of the value proposition. We recognize that some information like coverage, capacity, deployment schedule, devices that will be available. Some key salient factors are going to be important to make sure that that governor has what they need to make a decision.

**Rich Reed-** Thank you. I will move on. We intend to deliver that proposal to each governor in each state be an online portal and we intend to deliver that information in an online portal that has two sides. One is an open side that makes the information public. Think of that as any type of sales portal that you would have as a wireless provider or mobile carrier. But we also recognize is that some of the more controlled information, the information that is more sensitive contains particular information that may be important to the partner to protect, trade out, secret information, business plan information, things that should be more controlled needs to be put behind a password-protected area. So, we intend to have a portal that is dual-functioning where we have public information made public and more private information more private for the governor and the governor's staff to be held privately. Ultimately, this leads to that very important 90-day window that lends to the decision that governor will have to make. The Act is very clear that once we provide the state plan to the governor, they have 90 days at which to evaluate the proposal. This time frame is critical. Once they go through an evaluation process it will be imperative that we are available to really explain to that governor, governor's staff and key influencers, what we meant, why and how we came up with this information. And we are committed to do that in the CCO organization. We want to make sure that we are able to relay the value proposition of that proposal and ultimately, we hope that will result in 56 opt in decisions and 56 desires to have FirstNet and its Partner deploy the network, and we start deploying Band 14 at that time. I think everybody is aware we went through a robust data collection to lead up to the proposal and we took that information and made that information available to the community via a reading room. We wanted to make sure that information that came from the states, federal agency and tribes, was provided unvarnished, unfiltered to that bigger community, and they really understood what the states, territories and tribes told us what was important to them. During this time, after we ended the initial data collection period of performance, we heard from states and territories that it was a valuable process to reach out and interact with agencies and counties, and they wanted to continue doing that. We made it very clear that the information in the RFP had to be locked down at some point, but if it was valuable to the states to continue to interact and continue to collect data we would look at leveraging that information if they chose to voluntarily continue collecting it at the time of state plan development. So, we've set another deadline, that will close that data collection standpoint and that's going to be on 9-30 2016. That is a voluntary data collection point where we will evaluate whether the information that came in from states and federal agencies was appropriate or reasonable to influence what goes into a state plan. So, in terms of getting to the state plan we wanted to make sure that the bigger community really understood the totality of information that we were looking at providing the states. So, we took very much a kitchen sink approach at identifying data elements we had heard through consultation and through interaction with our CT organization, and about what we thought was important to share in terms of RAN deployment with the state, as well as what information that is relevant to the core network and what should be shared with the states. So, we documented that in the state plan template attached in the RFP as J19. We also wanted to make sure that we included the portal information on how we intend on delivering that information and provided some guidance in attachment J-18 where we gave the bigger

community the expectation that we would develop an online delivery. As I mentioned, the decision points and how we are going to share this information... we wanted to make sure we documented that and that it's well understood. So, the Band 14 EPC or core infrastructure has always been well understood I believe that it will be a FirstNet responsibility to develop and deploy the distributed core infrastructure. So, that's a FirstNet responsibility. We intend to provide some of the details of that both in the public section of the portal and as well as in the closed section of the portal. For example, we would not want to disclose information in a public section of the portal that may create a vulnerability for the network, so we will make sure we document the types and details of the core infrastructure that should be made public, and then control the information that we think should be made private and there's no decision point there. In terms of RAN deployment, as I said, the governor can take on the responsibility of deploying the radio access network in their state. So, in terms of RAN deployment we're going to document how we are going to plan to deploy the RAN in their state in our proposal, and we're going to make that available to both the public side in terms of proposed coverage, and the private side in terms of deployment schedule and how we're going to deploy within the state. And the decision point is that the governor's level and they will make the decision on whether FirstNet should take responsibility for deployment of the network or whether the state will be responsible for deploying the RAN. Lastly we shift to adoption. Just like any network provider, there is no mandate to use the FirstNet network. There is simply a value proposition we're going to deliver, and each agency or each individual, each public safety entity will make the decision on whether FirstNet provides value to them in terms of coverage, capacity, use, costs, and all the things you would use to adopt a new service. And this is a real shift because once we get past that governor's decision to deploy that radio access network, it becomes an individual sales decision, and it becomes an individual purchase decision, and each individual agency or public safety entity will be able to adopt FirstNet based on its value of proposition. That information will be available via the public portal and that will be an adopt or do not adopt decision. Now we get into the post-award process. And as everyone knows we get to the final contract award, we make a best value award, we are going to do some day one task orders. These day one task orders are going to be centered around planning and deployment of the core infrastructure, developing the state plan and developing the state plan delivery portal that I mentioned several times. We will go through the process of working with our proposed partner to document the final information that needs to go into the state plans, and at that point we are going to execute on a promise made by our Vice Chairman JEFF JOHNSON for several years on socializing or reviewing the state plan information with the states. The promise has been made that no one will be surprised by the information we provide to the governor. We're going to socialize that information, we will review the state plan draft with key influencers in the state, and make sure that everyone appreciates the value proposition that we are going put forth in the state plan. We're going to go through a robust but fixed review process we will do that in a fixed timeframe to ensure that we can get through the process in a quick and efficient manner across all 56 states and territories, and take the information that we receive back from the states- those key influencers, the state single point of contact, and we are going to do that in partnership with our provider, our vendor, our partner. We want to make sure that as we go out and review these draft plans with the states, the partner has the benefit of hearing the feedback from the states and we are able to articulate the decisions that went into developing that state plan. We do that in partnership to make sure everyone is on the same page and there's no game of telephone going on. We're then going to go and hope we get good feedback from that draft review process and hope everyone says the plan is awesome, it meets all of our needs, please execute BAND 14 build-out in my state. Then we are going to come back and do final preparations for the finalization of the state plan, and we're going to make that available to every governor in one shot, one timeframe, a single delivery of the state plan to the governor. It is important that we deliver all 56 state plans at the same time. We want to start that 90-day window of review at the same time to make sure that when we get to the end of that 90-day period,

we have certainty around who is going to take on responsibility for deploying the network. And that is our ultimate goal is to bring certainty to that process. As I mentioned, once we get past that governor's review and have certainty, the governor's decision to allow for allowing FirstNet to deploy the network in their state, or has made the decision to take on the responsibility of deploying the network, a couple of things happen. In the states that choose to let FirstNet deploy the network in their state we will write a task order to our partner, and we're going to start deploying BAND 14. We're going to start very quickly to deploy Band 14 and make the services that come out of that deployment available to public safety in each state. The states that choose to take on the responsibility of deploying the network, several things occur. First of all, we enter into a new window that's defined by the Act. The opt out state has 180 days in which to develop essentially a counter proposal and they have some requirements. They are going to have to do their own RFP, they are going to have to identify the resources and funding and technical expertise and the partner they're going to use to deploy the network and monetize the spectrum within the state. And they will have to provide that information to the FCC after the 180 day period for a review of the interoperability functionality of their counterproposal. The FCC can then take that counterproposal, and we enter into a really unknown period of time that is currently undocumented on the amount of time the FCC will take to review that interoperability showing. After the FCC completes its interoperability review, the opt-out state has the ability to engage the NTIA and the NTIA will review the ability for the state to execute their proposal. They will review whether the plan is actually sustainable, reasonable, appropriate, and if the NTIA finds that the plan the counter proposal is executable the opt out state would have the opportunity to apply for a spectrum lease with FirstNet as well as a grant application in which to offset the cost of network deployment within their state. The thing to note is those are unconstrained timelines. We feel very strongly that the timeframe associated with getting through this process is significant and the impacts to public safety in each state are significant. The shortest path to radiating Band14 quite frankly by several years is the execution of the state plan that FirstNet provides. So, any questions before we move on to outreach?

**TERI TAKAI-** I just had one question. How are you intending what we are sending to the governors to address the inevitable questions that they may have around economic development, how will this impact their state- not just from the standpoint of delivering from public safety communications, but from an overall business perspective? Will there be a part of what we provide that will address that question?

**Rich Reed-** So, what goes into the state plan we are still evaluating. Obviously, it will depend on information we receive from bidders and the depth and fidelity of information that we receive from the bidder community. We have every intention of messaging to the governors the value proposition and that value proposition is inclusive of the economic impacts to a state. Absolutely. We will move on to outreach and consultation.

**Amanda Hilliard-** Thank you for the opportunity, I will give a pretty brief update. I will focus on where we are with our discipline specific and association outreach, quickly recap our spring SPOC meeting, talk a little bit about tribal engagement and highlight a little bit our communications work. As you can see with the first slide here we are continuing to increase in number of engagements with the public safety community. I think this quarter alone we had more than 150 engagements and are looking to double what we did last year. And again, when I share that that is work that we are doing across the board, the leadership team and various staff across different offices. We've also been leveraging some of the PSAC members and SPOCs and other key stakeholders...and we've been doing some of these outreach engagements to supplement our messaging. I think it has worked very well. I would also note that all this engagement is in addition to everything that the SPOCs are doing across the states. Again, as Rich

alluded to earlier, we're really looking to build on advocacy and support for FirstNet, support for our efforts and what we're doing. And then very importantly, preparing the user community for adoption and making sure they understand the timelines and associated decisions that are coming forward. Looking specifically into our discipline and association and public outreach we continue to target national events that are typically hosted by the major public safety associations, all of which are on our public safety advisory committee to reach, are these broad groups of users. This slide here focuses on a very small subset of some of the events we have done last quarter. Sheriff Stanek is not here, he is wrapping up heavy engagement with the sheriffs this week out in Minneapolis, which has been great. Again, the work we have been doing there is continuing to answer specific questions about the network of course as best we can given where we are in the process, building relationships, continuing to really validate the needs and desires of the network. We learned a lot through the consultation and outreach we've done to date, which was incorporated into the RFP, so at this point we are continuing to evaluate and a lot of the feedback we've heard and of course continuing to build excitement as we get closer to the reality of the launch of the network. In particular, with the subject matter experts, the public safety SMEs that we brought on in the fall, the 9-1-1 and the EMS side, I think that Bill and Brent have reached half the states, between statewide or regional events, just in the past six months, which has been great to supplement the efforts of our regional team and the SPOCs. There's a lot of national fire engagement between various associations, so Mike has been a little more focused there. But Dave will talk about Metro engagements and I think as we proceed forward looking into the second part of the year and into next year we will get him more engaged with major cities and some statewide conferences. I also wanted to share that we went through a pretty lengthy interviewing process for a law enforcement senior adviser to replace the work that Josh had been doing, we are pleased to see a lot of interest in that position. A strong candidate pool. And the new law enforcement advisor will be starting on July 11. So, I'm looking forward to bringing him on board. I think it will be a pretty quick ramp up in getting back engaged. We've maintained the focus with law enforcement events, but similar to what I mentioned on the fire side, getting more engaged with some Metro areas and statewide events as we proceed forward. I wanted to touch quickly on our spring SPOC meeting, this was our third one we've done and the largest attendance to date was over 175 attendees from nearly all the states and territories. You can see other participation there on the slide. This meeting in particular was really timely, we spent a lot of time talking about the state plan development and delivery process. We did that in smaller sessions to make sure that we had time for feedback and discussion. To make sure the teams had a good understanding of what is ahead the next several months and into next year. We used the meeting to launch our consultation task team- priority service and preemption- an effort which Dave will talk about. Also spent some time hearing from Jeff Bratcher on the technology update and we had the PSCR team out there as well, and I think people always enjoy hearing from them and the great work they are doing. We got good feedback on the meeting of the folks who attended. We had I think 75 responses to our survey and over 90% said the meeting met or exceeded expectations. As you know some of those folks can be critical. I think that was good feedback and probably the biggest area of complaint was the lack of detailed new information which I think everyone understands the position we are in folks are eager to get those details on cost and coverage, which we're getting closer to, but we just don't have them yet. Thank you to the board members. I think we had 6 board members who participated. I know folks always enjoy hearing from the board and we are looking to do the next one around mid-November with the quarterly webinar that we will hold in between then.

**SUE SWENSON-** Can I ask a question? From a timing perspective, I think timing of the next SPOC meeting will be critical relative to the acquisition process and I think we need to really keep that in mind so, I want people to know that it is just tentative because we have a lot of things that precede that.

**Amanda Hilliard-** Yes, we've had a lot of discussion about that, thank you. Lastly, I just wanted to touch on tribal outreach which again has been two-pronged, the additions of Margaret and Adam to the team who are tribal members, has been really helpful. They've done a lot of work. Of the 34 states that have tribes within their boundaries, they've hit over half in terms of having direct engagement with many of those tribes, either hand in hand with the SPOC or supplementing the efforts of the SPOCs and their teams. They have been doing a lot of work to make sure tribes are coming to the table, they're involved in the planning and they're educated and helping to bridge some of those relationships. And we've also been leveraging the tribal working group and associations that they bring. And we've been thankful for many of them speaking on our behalf, and having FirstNet on their agendas of many of their conferences. Looking forward to continuing that engagement. I know Harlan will talk a little more on that tomorrow with his PSAC update. I wanted to do was highlight some of the great work that the communications team has been doing under Ryan's leadership. You can see a sprinkling here of some the great videos and a lot of the great content we have been putting out on the website so kudos to him and his team and collaboration across the office. The last thing I just wanted to highlight in terms of a recent update was that we have launched a FirstNet page on Facebook, which as you guys all know is a popular social media tool. We will be putting out a blog later this week to share a little more about the page and the link, and encourage folks to follow our page and participate in conversations on there. I just wanted to mention that. I will turn it over to Dave unless there are questions to cover consultation updates. Thank you.

**Dave -** I know we're running out of time I'm going to work hard to move efficiently through my slides. But there are a couple things I want to take some time to highlight. You saw Rich's slides on the pathway we are about to embark on to get from where we are today to where we want to be really to deliver state plans. What we are doing in consultation is the formal and informal engagements we're doing with states and stakeholders to get us to that point and prepare them for that day and really work with them to get ready for the delivery of those plans. You have seen this slide from our last discussion on where we have reported out on and how we are driving the team and states, through our consultation process and the activities we're embarking on order to achieve that. You see the list of the outputs that we are engaged in. I won't touch on that much today, but I do want to talk about what I think some of the results and some of the outcomes from these outputs we are getting out of these engagements.

I think there are really three significant results we are getting out of these engagements. One, we are able to bring about a dialogue about FirstNet, about our process and planning to key decision makers and key influencers in the states, it's a really important part of the process, that you see the governance body meetings, our executive consultation engagements, and it really gives us a chance to talk in depth about the RFP timeline, about the state plans process that Rich described. And a lot of the slides he showed today are ones we bring to the dialogue. And we're getting good feedback from the states. That discussion is helpful as they think about to plan for the arrival of the state plan and think about the issues they need to get ready for as we go through the planning process. The second other key outcome of these consultation program is that we are able to obtain critical information about states and about stakeholders. It brings I think into sharp focus the people and issues we need to work with in 2016 and leading into 2017, all the work you see us about to do to deliver the state plans, having us have a very good understanding of who these people are in the states and what their most important issues are, helps us then to deploy resources and deploy our teams to tackle the most important people and most important issues. And I think that is a key take away comes across in all of these consultation engagements, whether it's a consultation task team, executive committee meetings or our governance body meetings. Third takeaway is the result in these is that we are able to reach and connect with those key influences that we are uncovering as we shake the trees and turn over stones. We are able to

connect with them, engage them in a material way. In the last month, our executives and team has had significant conversations with state CIOs, individual governors, chief of staffs, leaders and metropolitan public safety executives, as we look ahead to deliver the state plan and the deployment of the network, critical to both the decision of the governor and critical to the adoption goals for the network. So, driving toward those results in our program this year we are well underway as you can see from the results here of achieving those milestones. I so want to talk about two specific tactics that we are engaged in to help bring about the consultation discussion. The first is around consultation task teams. we have recently launched this program designed to connect with and consult with experts in the states around this network management topic that you asked about earlier, Sue. It gives us a chance to connect with those experts in small group settings and have a rich dialogue around on those topics. The first one we have launched is around quality of service, priority service and priority preemption, we're taking advantage of the work that PSAC has done, through Harlan's leadership, and asked states to use that as a backdrop of the work that PSAC has done to do those engagements. We are successful in launching this program in a series of pilots, in Texas with Todd Early, and in Washington, with Bill Schrier, and states were able to launch this unique way of doing this consultation. We are well on our way, we have completed the region six engagement last week and today they are finishing the region one engagement. So, these regional engagements around QPP are well underway and we'll get to the results of these as we look ahead to the SPOC fest at the end of the year. The last slide I want to talk about are the Metro engagements and metro consultations we've been engaged in. Back to the December board meeting, Chief Johnson, I think you best articulated our desire to expand this year outreach while targeting our consultation. A lot comes to life during these metro consultations and our efforts to reach the people who will be most important to the governor's decision, we've got lots of feedback from states that those major city police and fire chiefs and other public safety executives, the governors will look to them for their counsel and they will also be critical to adoption of the network. So, we've been working with the professional associations major city groups like Major City Chiefs, Major County Sheriffs, the US Conference of Mayor, and others to help us have discussions about this engagement. We have worked with the SPOC teams to begin scheduling those, executed three pilots in Portland, Oregon, Atlanta, Georgia and Montgomery County, Maryland. We have tested the format and tested the materials. This really was the place to get again very rich dialogue with those key players who are important to FirstNet, important to governors and states and important to us going forward.

**SUE SWENSON-** Hey Dave. A quick question that may be directed to Amanda too. A group that's not represented here today is the government affairs group and I think you guys work hand in hand with that team that is a little bit larger but I think you are connected at the hip and they are pretty critical in this process as well.

**Rich Reed-** Thank you, Sue. I was actually just writing myself a note. I wanted to add to Dave's comments as well. You hit the nail on the head. We work very closely with Ed Parkinson and his team in government affairs and their work is not just traditional legislative affairs, hill related work. They are very engaged at the state level preparing governor's staff, key influencers for delivery within their state and delivery of plans within their state. I was writing a note to interject that. Absolutely critical. We are in very close collaboration with them.

**SUE SWENSON-** Sometimes they are out doing things and I know they are a critical part of your team and operating quite differently. Right TJ?

**TJ Kennedy-** Absolutely. They are running very quickly just like the Chief Customer Officer team, and Drew Delaney who is here today... he and I spent the weekend at the US Conference of Mayors'

conference and the amount of coordination to make sure we get the right meetings with the right people who are able to follow up with the metro engagement, has been really very effective.

**SUE SWENSON-** Any other comments, Dave. Any questions from the board on outreach, state plans, consultation? I appreciate everything you guys are doing. Obviously, an important part of getting people educated on what their options are and what the facts are, like we said, we want people to make an informed decision when the time comes so obviously, what you are doing is critical. I want to thank the people who aren't here today, and thank them for all they're doing we really appreciate it. So with that, we're going into closed session. We will come back and adjourn, but we won't be reporting out anything. So, for those in the audience, there will not be anything to hear back so if you'd like to depart at this point you can, but we'll come back and officially adjourn. Thank you for your attendance and thank you to the people who are listening in. [Event concluded.]