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## Transcript

### FirstNet Board of Directors and Joint Committee Meeting, Chicago, IL, June 30, 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 2

**Sue Swenson** – Great. Good morning, everybody, to our Q2, Day 2 FirstNet board meeting. We are delighted to be here in the wonderful city of Chicago. We had a great time yesterday on the OEMC a good tour to see what the city’s doing there. And it think, not that we need more encouragement to keep on the path that we are on, but it gives us a real motivation to keep doing the work we’re doing in terms of understanding how it can enhance the things you’re doing. We are excited to have you here today. We will hear from representatives from the state of Illinois and the city of Chicago today and we’ll talk about that a little bit later. I’m pleased to say that here we are in the summer of 2016 and I’m pleased to say we’re on track with our strategic roadmap that we communicated to everybody in 2014. So, here we are, two years later, and we are on track, on budget, on schedule, and pretty excited about where we are and having just recently received proposals from potential bidders for the FirstNet network. There are really three key areas these days that we’re focused on these days. Obviously, we’re doing lots of things. We’re very focused on the evaluation of the proposals, that’s a key focus area for us for the next several months so we can make award later this year. We’re continuing the good work on outreach to try to reach all the appropriate constituents at the local, state and federal level to make sure everyone understands what FirstNet is about and to get feedback from those folks. That work will continue. We’re enhancing the outreach to make sure that key decision-makers in this process who will be involved in this later this year, will as I say over and over again, will make an informed decision and have the facts, so that outreach activity is very, very important. The last thing and Mike talked about it a little bit yesterday, and we will talk about today, this is getting the FirstNet

organization ready for the transition from planning to execution. We will be moving into operational mode and so we really need to be thinking about how the organization needs to be prepared for that. So we're working on that now, so on day one after the award, we can hit the ground running. So a lot of good work has been done to date, I want to thank everyone in the FirstNet organization and, frankly, around the organization. We get a lot of help from a lot of folks in all organizations and I want to thank everyone for their support and continued effort to try to realize the vision that essentially started Chief, trying to think how many years ago, was it eight years ago, nine years ago, it was a twinkle in the eye of folks like Chief Johnson and other folks, Chief McEwen and other people in the public safety community. To be here today talking about evaluating proposals is a real milestone. We should feel very good about that. We still have lots of work ahead, but we're confident about what we are able to accomplish and what we're able to accomplish going forward. We have some administrative duties to take care of this morning, and before we get started, and I think we will start with the roll call. I would like to introduce two new members of the FirstNet team, Amy Hess, to my left, is a representative of the Department of Justice and is in the FBI and Amy is going to bring along with her staff and a lot of capability and a lot of resource to us, so we are delighted to have you on the board. We also have a new member on the FirstNet team. To my right, Karen Miller-Kuwana, Karen is not only the board Secretary, but also I like to call her the cat herder within FirstNet. You know these jobs -- we've all had them -- she works directly with Mike and the executive team at FirstNet to keep the trains running, and make sure and you know they have a lot on their plate, that everything is organized, and we're delighted to have her on the team. Welcome Karen. So now you can conduct the roll.

**Karen Miller-Kuwana**— Now I'm going to call roll call. Thank you. Sue Swenson?

**Sue Swenson** – present.

**Karen Miller-Kuwana**— Jeff Johnson?

**Jeff Johnson**—here.

**Karen Miller-Kuwana**— Barry Boniface?

**Barry Boniface**—here.

**Karen Miller-Kuwana**— Ed Horowitz?

**Ed Horowitz**—here.

**Karen Miller-Kuwana**— Christopher Burbank?

**Christopher Burbank**— here.

**Karen Miller-Kuwana**— James Douglas?

**James Douglas**— here.

**Karen Miller-Kuwana**—Kevin McGuiness?

**Kevin McGuiness**— here.

**Karen Miller-Kuwana**—Annise Parker?

**Annise Parker**— here.

**Karen Miller-Kuwana**—Neil Cox?

**Neil Cox**— here.

**Karen Miller-Kuwana**—Ed Reynolds?

**Ed Reynolds**— here?

**Karen Miller-Kuwana**-- Richard Stanek?

**Karen Miller-Kuwana**—Terry Takai?

**Terry Takai**— here.

**Karen Miller-Kuwana**-- Dave Mader?

**Karen Miller-Kuwana**—Suzanne Spaulding?

**Suzanne Spaulding**— here.

**Karen Miller-Kuwana**-- and Amy Hess?

**Amy Hess**—here.

**Karen Miller-Kuwana**-- Madam quorum (laughter) Madame Chairwoman, we have a quorum.

**Sue Swenson** – Great. I’ve been called worse things. (laughter.) We have a couple administrative things that people who have attended these meetings are quite familiar with and we have a special one today with Mr. Poth. Mr. Poth is going to read some caution around the acquisition process. It is important to note that in the early days of FirstNet, we established a compliance program around the rules and regulations having to do with federal acquisitions and Mike is going to read some special admonitions this morning.

**Mike Poth** -- Thank you. I’d like to take this opportunity to remind each board member and FirstNet employee of FirstNet to say that early on, FirstNet has decided to follow the Federal Acquisition Regulation Competition and Contract Act and Procurement Integrity Act in the Nationwide Public Safety Broadband Security Procurement. These laws protect information related to the acquisition. I’d also like to remind each board member and FirstNet employee that during the procurement, we are restricted in what we can discuss relating to the procurement both publicly and amongst government personnel. Please bear in mind that during the combined committee and board meeting, we cannot,

under any circumstance, either directly or indirectly 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 the contracting officer, Stephanie Contack. Thank you.

**Sue Swenson** – Thank you Mike and just to emphasize that, this is a little bit of a change since we are in the middle of the acquisition process, and I want to make sure people do not feel offended if we don't answer your questions and refer you to the Contracting Officer. I think it's important we all understand that we take this seriously and we put a lot of work into the acquisition and we don't want anything, either conscious or inadvertent, to affect where we are today. Just important that you understand how seriously we take this. Karen, I would like you now to read the other administrative activity having to do with potential conflicts. For those of you who are not familiar with this. We're also very sensitive as board members to any potential conflicts we might have. Several of us have a long history and a career in the world in which we operate today and so we take this very seriously as well. Karen.

**Karen Miller-Kuwana** – Thank you, Sue. In advance of the committee and board meetings, the management team has provided the board with an agenda outlining each of the items that will be discussed and decided during this combined committee meetings and board meeting. The members also were provided with a conflict of interest assessment, which was produced jointly by the Office of General Counsel and FirstNet 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 full board meetings, remind all board members of their 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 members that may mean both. This conflict statement is intended to cover all actions and discussions during this combined committee meeting session. With that said, if any board member believes that they now must recuse themselves for either or both meetings, please so state for the record. (pause) Madam Chair, seeing none, we can proceed.

**Sue Swenson** – Thank you and before we can proceed with the business of the day. We have some minutes to approve. We have a combined set minutes that took into consideration the March meeting teleconference that we had and the minutes are actually a combined set of minutes. So yesterday the committee's action reviewed their portion and approved that. And so before the board today, you have a set of the combined minutes of the March teleconference and so I would welcome any comments, revisions or suggestions before we consider a motion for approval. Hearing none, I would move that we move the minutes of the March teleconference. Do I hear a second? (Second) Thank you

Any further discussion. All those in favor please signify by saying aye. (AYE) Oppose same sign? Any abstentions? Minutes approved. If you would make sure those are available to the public, I would appreciate that, Karen. As I said, we are in the beautiful city of Chicago. I was walking around early

yesterday morning and really felt like we were in New York or San Francisco, it's just a bustling city and great to be here. I appreciate being the great weather. Having been at the OEMC yesterday and watching the news this morning, and seeing the truck accident on the Skyway, it was great to be at the OEMC yesterday because you can imagine what was happening in the OEMC this morning because of that particular incident. Neil Cox, who is a resident of Chicago, is delighted to introduce our guests this morning. Neil the floor is yours.

**Neil Cox** -- Thank you, Madam Chair. Let me talk a little bit, as Madam Chair indicated, I'm a resident of Illinois and Chicago. I came here in the mid-80s. I came here to build the first cellular system in the U.S. This is where cellular in the U.S. was launched. I remember going to my office and all of my engineers had their feet up on the table and they said, "We're done." I said, what do you mean, you're done? They said, we have 19 cell sites. I said, well, we have a letter here from Bell Labs that says the system can hold 100,000 customers and (inaudible) said we can't sell to 100,000 customers, so we're done. I said, I don't think so. So, we kind of went on a campaign and I got labeled kind of an idiot. But I went around saying we're going to put a phone in every woman's purse and every man's pocket. You had to have that belief it could happen, and it did. The thing that Illinois had contributed to that was almost all of the first in cellular was done in this state and mostly in Chicago. We learned about how to split cells, how to make capacity, things that at the time scientists said could not happen. We developed RF engineering skills; we learned how to shape the waves; we went from analog to digital. At all happened here in Chicago first. I'm so happy that my colleagues here on the board selected Chicago to have our board meeting because this is such an important area in the wireless arena. Now we have the opportunity, 30 years later, almost 35 after we launched the first cellular system, we have the opportunity now, with this spectrum and with this network, to make everybody's life better in the U.S. With what I saw and what you've done with the state, and what the state has done around the OEMC this is an opportunity where I expect leadership to come out and the thought process to come from the community from all the first responders on how to use this network. Because people have to think outside the box. We launched the first text messaging in Norway. It never worked, but it took the kids of that generation to make that text messaging work. With this network, and the thing we are able to do is have a nationwide network for first responders that we can think outside the box always knowing the first responders phones and devices are always going to work. That's so important. I'm excited to be here, I'm excited to introduce our speakers today. Because I expect in this room, there's going to be a lot of leadership as we continue with FirstNet, from the state of Illinois and I expect it to continue to be a leader in wireless. That's kind of the commercial, on my atty girl and atty boy for everyone representing first responders in Illinois. We have a great opportunity here to move this forward. With that, I will introduce our first speaker, which is Roger Heaton. He's the Illinois director of public safety. He didn't want much fanfare, so I took a lot of his fanfare to talk about how proud I am and that the board is here. Roger, the floor is yours. We just play musical mikes. (laughter).

**Roger Heaton**, Illinois director of public safety -- Good morning, Madam Chair. Thank you, Mr. Cox. It's great to be here, and on behalf of Governor Rowner, I welcome each of you members of the board and executive leadership team to Chicago. It is certainly nice to host you. We are delighted you've taken the opportunity to have a meeting here in this city. This is a state where we are working pretty hard,

feverishly as I often say, to elevate our use of information technology systems, expand information security capability and to frankly to improve information-sharing between all the players and certainly in the public safety system. Despite some of the challenges, that you may have heard that presented themselves in our state's historic budget situation, the administration and many others in the state are committed to ensuring that we have public safety systems that are robust, and that we capitalize on all the advantages that technology provides, especially in the public safety arena. We do have in spite of those fiscal challenges, extraordinary cooperation between public and private entities and between local, state and federal partners, especially in the public safety arena. We certainly recognize the potential for having sustainable, interoperable wireless broadband network for public safety so that we can transmit voice and data communications in real-time, seamlessly will really be an asset to the country and will certainly to us here in Illinois. As a result of this being a strong interest, and to the entire public safety team we have engaged in some substantial outreach in this state to start to educate folks and get input from them about what the state should do. We been out to over 80% of the counties, we have 102 counties in Illinois, and we reached out to 66 public safety agencies at 31 state conferences, and have reached over 15,000 public safety officials throughout the state. We have a website that promotes program goals and objectives that we have, and we have conducted this effort since over almost a year ago now, our FirstNet state consultation meeting was in July of last year and I think these steps show that we are serious about being fully engaged in maximizing Illinois' consideration of its best option for a communications network that can best promote public safety. We have a key part of our team here today, Don Caroff, is the chair of the Illinois terrorism task force, a key leader on our FirstNet team and, and General Tate-Adieu. I'm sure there will be introductions. We are delighted to be here and I look forward to this being a very successful meeting, so thank you for having us.

**Don Caroff** – Thank you and welcome to Illinois. It is a privilege for you to be here and you know now that this is the future home of the 2016 World Champion Chicago Cubs. [Laughter] Now's the time to get your souvenir gear, this is the time to go. What I'm going to do over the next few minutes...I would like to talk about FirstNet and how it will be implemented here in Illinois and I want to frame a little bit about an issue of governance and this is an issue you've probably heard in other states and how it fits into the big pie as Mr. Cox talked about Illinois has a rich history of developing systems, and each one of those systems has governance structures. For us to truly see the value of FirstNet we are going to have to integrate this into the bigger picture and I'll talk a little bit about this. I have a few slides. Illinois has a rich history of interoperability. The Illinois state police emergency network was one of the first statewide land mobile radio systems implemented in the country. It is a high band system still used today but has converted over to the 700-800 megahertz system. If you look at the board there, it's interesting when I was preparing to talk today, I looked at our statewide interoperable communications plan – and our vision matches exactly what FirstNet wants. We want a statewide ability to operate, regardless of the forum. Illinois from the very first day, we never looked at it as a police-fire-emergency management -- it's a partnership. I'm glad to see City of Chicago and the state of Illinois are both sitting together because this is reflective on how we were from day one. We're always worked closely together. Chicago and Illinois, we had to work together, we started that on (inaudible) network and are continuing that today. It is a true partnership and we're making sure this is

truly a system that all of public safety in Illinois will benefit from. We've had a few milestones I wanted to point out. If you look at the screen, we have a few things that are reflective of where we have gone as a state. The first is in 2003 following the tragic events of 9/11, Illinois took it seriously the ability to reach to what the 9/11 commission recommended. We took advantage of our common systems to talk together. Illinois used Homeland Security funds in that first batch of funding following the attacks, and started looking at how can we develop systems? Not just more LMR, but data, strategic technology reserves, again to address the core goals of FirstNet is to make sure that all first responders have access to interoperability to save lives, save citizen all at an event. And that has transpired. If you look over the years, we have developed a statewide interoperability executive board. We have rolled out statewide assessments, as Director Heaton talking about, we've reached over 15,000 public safety officials as part of this outreach. I believe when you say Illinois is one of the leaders, I think that is the key, that we've engaged them from early on. Even if we didn't have the information, we have been truthful with public safety from early on in saying what we see. We're trying to let them see what is over the mountain from the best that we can tell. Let me talk a little about governance. I truly believe that for Illinois or any state in the country to truly implement FirstNet, there has to be a solid governance structure. Those who have been involved with land mobile radios and data communications knows that each one of these systems requires its own government structure. The problem is, there's never been a movement to how to link all of the governments together. FirstNet required a governance structure. But how does that relate to our land mobile systems? Are they the same or are they supposed to be different? Unfortunately, in Illinois, we fell a little bit into the trap of creating our own silos of government structures. For FirstNet to be truly beneficial, and to really hit its full potential in Illinois, we have to match all of those together, which has been something we have worked steadily on for the last year to work closely. We talked a little bit about some of the problems. We have multiple structures, individuals who serve on the same boards. We have redundancy across the way, governance, where we're competing for funding and we are competing for the attention for precious time of first responders. So we have to do a better job on that. The challenge is the same, we need to link governance structures and we need to prevent duplications. Of anything, I think that kills us the most, is that duplication of efforts as it comes to governance structures. We talked about the governance structure, now we have a statewide interoperability coordinator who has been the glue so far. Unfortunately, we should not have a system that relies on a single individual to try to pull this together. We have multiple structures. But the good thing is, in Illinois we have passionate people that care very much about the interoperability system. The last dot point I have, is something that I'd like to take a couple of seconds to hit on, traditionally we look at communications and those in involved governance at a very tactical level and FirstNet is asking traditional communications interoperability people in public safety to do something they are really not completely comfortable with, is looking strategic. Tactical is easy. We can tell you which button should be where on a radio. We can tell you the megahertz of a radio and how there's cross interference. We can go through those types. We can talk about P25 compatibility. But if you asked the same people to try to describe where you need to be 10 years from now, you will get a blank stare. That's just not in the public safety arena. We don't think like that. So this has been a challenge for us going forward is that when we developed governance is in the here and now, and you are asking us to look at what is the future going to hold without regard? You are asking us as the FirstNet board to look beyond the mountain for whatever you think you want

to be, and that is what trying to implement. This year we are approved by the National Governors Association to be part of a multi-state effort, to look at how we can start combining the governance structures. How we can start linking those together. And that's one of the things, we will be looking at it this next year quite steadily with states such as Alaska, Idaho, and I believe Tennessee is part of the process. We're going to look at how we can start linking these silos together to have true governance to lead us, not only for FirstNet, but also for LMR. It's going to be taking people from tactics to strategic. It's going to be difficult because so many of our governance roles are formulated through law. How do we quickly change laws to allow us to link government structures? Another problem we're going to fall into is that with governance structure because they are in law it creates boundaries to what they can and cannot do. So we have challenges to link forward to make sure we create a playing field so FirstNet can be a success. The last slide is something that...don't want to take much of your time, but when I was putting this presentation together, this struck me. This spring, I accompanied a group of 80 show time, high school students which was a nightmare, to New York City and it was interesting, these rambunctious show choir students, we took a tour of New York and went to the 9/11 museum. I don't know how many of the Board has been there. To see the looks on the students' faces when you walk into this museum was priceless. Myself I hadn't been there. When you walk in there, you start by looking at the basement of the World Trade Center 2. The first thing you see when you walk down the steps is a map of the city of New York and they show all of the public safety officials that arrived on the scene coming from everywhere. The 911 Commission report says that if we have one of these horrific events again, we have to be on the same page. People have to be able to seamlessly interoperate. The future is not land mobile radios. The future is FirstNet and how to provide the technology so that we will not repeat the problems of the past, of people showing up on the scene and not being able to communicate together. It reminded me that, after all these years, maybe as we've gone along with our preparedness for homeland security, maybe we've lost track of what is the fundamental goal? Walking through the 9/11 museum taught me how important it is to all be together – fire, police, EMS, private sector, government and nongovernmental – we've got to be on the same page and we've got to have the greatest technologies and it has to be universally used across the states and across the country. With that, I would like to thank you for being part of welcoming you here today, and best of luck on your meeting.

**Sue Swenson** – Thank you very much. And thanks for reminding us for that and we get reminded every day. I appreciate you stepping back and saying why are we doing this? Sometimes, I think, we get lost in the details of what we're doing and we lose sight of the purpose. I appreciate that. We also have Chief McEwan here today, who is the chair of our Public Safety Advisory Council, (inaudible) so I think we're going to do a PSAC presentation and then we come to the Chicago representatives after the PSAC update. The PSAC is doing some important work to those are not familiar with the work of PSAC, it's a group of about five people representing all walks of public safety and now we're going to have some federal representation on the PSAC. They have been doing some important work for us as we think about the implementation of FirstNet. Some of the things that you talk about in terms of agencies working together, in regard to a cohesive approach and the PSAC is a good forum to deal with some these issues and they have done a good job, I think the chief will update us on the current approach and some of the work the PSAC is involved in. The floor is yours.



**Chief Harlan McEwan** – Thank you, chairman. On behalf of the full PSAC and the executive committee, again I want to express the appreciation for all of your leadership and Jeff's leadership and the support of the whole board in the work that we have been doing on your behalf. As many of you know, the PSAC -- because I'm talking to the public here and not only just the board -- is a federally mandated committee. It's the only committee as Jeff pointed out yesterday it is the only committee that has been created by the board and we take it very seriously. Other than the internal committees of the board. All of the members are volunteers and we take that seriously. So, you get a lot of good work for practically nothing, (laughter) for nothing and I think sometimes that is very good because people are very motivated to give you the best advice they can give you. I'm going to quickly in the interest of time, you remember at the last board meeting, I mentioned we have two active task teams, one on local control and one on identity credential and access management. And those two task teams are now about to wrap up their work -- they've been working since January -- and you will be getting a report probably in early August. We expect to finalize the reports at the end of July. And I think the most important part of that is the interaction with Jeff Bratcher's technical team and some of the people, and we had been educating each other. In other words, many of us in public safety don't understand all the intricacies of cellular technology and at the same time many of Jeff's staff come from that world and don't understand the intricacies of public safety. We've been learning from each other and I think that has been valuable. What I really believe is the value of this, is that as while this interchange has been going on for last six months or so, all of that has been feeding into this RFP process. In other words, it is informing the people who will have to make the right decisions to make this happen for the future and to make sure this is a dedicated public safety network. I think those are all really good things. I won't go again, these slides were set up, are kind of a repeat of what I told you before, who the members are. I think it's important to remember that each of these PSAC members on these task teams who volunteered to do this, they have spent a lot of hours, not only in weekly, we've had weekly calls and a face to face meeting in Boulder. But they do a lot of research in Boulder, and they really prepare themselves. So this is the local control team. This is the ICAM group. The captain from the Chris Lumbard, captain from Seattle Fire Department, chaired the ICAM group and has done a magnificent job as you said herding the cats. Barry Frasier from San Francisco has chaired the local control task team. As you know, we also have a very robust group of early builders. We have five organizations who have spectrum management leases from FirstNet and who are actually delivering and building out portions of this network to show us the early lessons learned things that we're learning as we go along, so that we will save time as the real buildout begins. And I think this is important. Todd Early from the State of Texas is currently chairing that from the State of Texas, and Darrell Ackley from the State of New Mexico who is a current chairman of the National Association of State CIOs is the vice chair. Recently, we really began to see the value. We've had monthly calls with all of them and they are exchanging information between themselves of lessons they are learning, state of New Jersey, state of New Mexico, Texas, Los Angeles and Adams County, Colorado, and they are each doing different things. They are learning from each other. All those lessons are going into Jeff Bratcher's team's data bank so that we don't repeat those mistakes. We learn what really works good. I think that's really good. This slide shows how everything fits together. All these pieces fit into on what you're trying to do as a board. You're focused on building a nationwide public safety network, which is what we are doing, and all of this is connected together. Following the Spring SPOC meeting, the Tribal

Working Group met. We had a daylong meeting in McLean, Virginia and we have a new chair of that group and I think I reported that to you before. They're getting themselves better organized, we are reaching out to bring in some additional organizations, as I reported before. The primary principle of this is there are over 500 federally recognized tribes. We could not have a working group of 500 people, so what we did was, we organized this with people who represent organizations of tribes so they are either communications organizations or IT organizations or public safety organizations of multiple tribes which brought us to a fewer number of people to interact with all those 500 tribes, and to work, and I think it is working pretty well. The consultation issue, we are trying to wrap it into the tribal working group, so that they are connected. I think that is very important. The last thing I wanted to talk about, you mentioned in your opening remarks, is the creation of a federal working group. You will be hopefully acting on some charter changes for the PSAC later in the meeting that will serve as the foundation for us to form a new federal working group. We've wanted to do this for quite some time. It took a while to figure out just exactly how we wanted to proceed, but you have been involved, Sue and Jeff, with my discussions about how we're going to do that, and yesterday Amy and Suzanne were engaged in the discussion about the charter change to enable us. Probably as early as next week I will talk further to Suzanne and Amy to finalize that and get the new two federal PSAC members on board representing to the whole Department of Homeland Security and the whole Department of Justice. They will serve as the chair and vice chair of the new Federal Working Group and then we will proceed to identify the other members. We are working with the FirstNet staff with Chris Algiere, Amy, Amanda, and others to develop the best strategy. I kind of explained to a couple of people yesterday that state and local public safety have always felt that making sure that the federal sector all federal agencies that do similar type of public safety work are included and are interoperable with all the rest of the people in the network. We had to bring them into this. Because otherwise their off here, and we're off here. And it's kind of like what you talked about yesterday about the State of Illinois. The best way this works is when you coordinate everything together which is what we're trying to do. That is my report and thank you very much.

**Sue Swenson** – Good. Any questions or comments from the board for Chief McEwan? Just a couple of comments for me having being with FirstNet Board from its inception in August 2012, and having negotiated the spectrum lease agreements for the early builders, it's pretty rewarding for me to see where those products are today. And not so much learning internally. They have been able to use these projects as demonstration projects for some of the people in the communities. I know that Fred Schelera in New Jersey has done a lot there in terms of getting out and publicly using this during events and actually showing the demonstration. Todd and people down in Harris County have been very active, when we were in Houston, as Mayor Parker knows, in December, we had a visit with the Harris County folks and all the agencies came together and they're actually using the technology in the patrol cars and in different instances. It's good to not only learn from it for our implementation, but also for people are starting to see the possibilities. It's one thing to talk about it conceptionally, but it's generating other ideas in people's minds. Frankly, there probably are things that none of us have thought about what is capable on this network. I think that's pretty exciting. Thanks, Harlan, and thanks for the work of the PSAC, please give our appreciation to the PSAC members. They have learned a lot in the process and become great spokespeople for their particular communities and their

functions. It's been a real reciprocal situation. Thanks very much. Neil, I think we have more guests for you to introduce. Why don't you go ahead and do that.

**Neil Cox**— Thank you, Madam Chairwoman. I'd like to comment a little of what Donald was saying about the interoperability. And I look back on Illinois and I did a little history, having lived here a long time, and I remember the amount of disasters, we've had earthquakes and floods. I know Donna was involved in the big flood on the Mississippi River at one point in time. We have heat waves that killed over 600 people, snowstorms that have killed 60 people, and tornadoes constantly seem to work their way north and from Nebraska and get into our state also. We look at obviously, the city and after 9/11, there became a joke here that they may as well put a bull's-eye on the Sears Tower because that was the next place where everyone, and having office here and I went over there several times and space got very cheap because everyone wanted to leave it. We really did look at it, it was just drills running up and down the sales all the time and my employees didn't want to move. But you face a lot of complexities in the state and in this city, so it's my pleasure now to introduce Alisha Tate-Nadeau who is the executive director of the city of Chicago Office of Emergency Management and Communications. She has been in public safety for more than 3 decades but in 2015 she made history in becoming the first female in Illinois to be promoted to the position of General. So, General, congratulations. Most recently General Nadeau was involved on FEMA's regional team as the lead in the Flint water crisis that went on in Flint, Michigan. Prior to that, with the Illinois National Guard, she was actually stationed in Israel where from 2011 to 2014, she actually coordinated and ran joint operations between Israel, the US, and Germany, and those were in the search and rescue in urban areas. So that's very important work. She also served in Iraq, thank you for your service, and was actually awarded the Bronze Star, one of the highest decorated honors that you can have. General, congratulations and the floor is yours. Thank you.

**General Alisha Tate-Nadeau** -- Thank you so much for that wonderful introduction. Madame Chairwoman and board, thank you for allowing us to be here and having your meeting here in Chicago. We think you will hear a common theme, the fact that public safety is a unit that we all have to work together to do. I think the other thing that you'll find is unique in Illinois is that we work very closely with the state. We are not an isolated entity here in Chicago in public safety. Whenever we talk about interoperability and where we can go with FirstNet, we have a shared vision that is promulgated all the way from the state to the local and public sector -- public-sector level. Today and I go through and do my briefing, I've asked one of our strategic partners to be part of the briefing today. Deputy chief Jonathan Lewins to my right from the Chicago Police Department will also be talking about some of the challenges that we have and we want to share with you the depth and breadth of what we do here in Chicago and talk about it from what that looks like from an end-user perspective. I've also asked the deputy director for public safety and information technology, Mr. Dan Casey, to talk to you about some of the tests and things that we have also done to position ourselves not just for today but to look toward the future in public safety and information. For those of you that are viewing the webinar, I want to give you an understanding about the complexity of the city of Chicago. We are about 2.7 million people. We are the third largest city in the nation but we have the second largest police and fire departments in the nation. We are broken down into five areas. One of the key things is when we talk

about the office of emergency management and communications, probably the one thing we can say is that, nationally, we are the only ones that have that big C on the end, which is the communications piece. This is what really makes us unique across the country and not only do we tie in emergency management and public safety but we also have the responsibility to develop the interoperability across a public safety spectrum and you'll that see as our last bullet, I would like to share with you a little bit of facts and figures related to our area. We also have 911. We have about 5 million calls per year and in 911 and in our 311 Center, we have about 4 million calls annually. For Office of Emergency Management, on any given weekend, we have 80 different events that will occur and those events go anywhere from up to 2 million people, and down to, about the smallest we have is 5000 throughout. We also have the traffic management authority and very soon we will also be also taking over the school crossing guards. And again, we look at the as the totality of public safety, and how do we all work together to ensure the public safety of our citizens. And then of course, we also have the public safety information technology piece related to us. We also incorporate five different coordination centers, that many of you had the opportunity to see yesterday. Two of them run 24/7, 365 days a year. That's our operations center. If you look at the photo to the right of that, this is where we have our federated camera program. The city of Chicago has the very largest federated camera program in the entire nation with over 29,000 cameras. Whenever we say federated, what that means is we have ability to push video both from operations center down to command posts in the field. So whenever we have these large events, the police also have an opportunity to see what is going on. We believe that this is really our value-added piece to be able to actually have eye on all these different locations and this also assists us should something occur gives us very good situational awareness. In addition to this, we've also incorporated the Public School Security Center into the OMC location, understanding that the safety of our children is paramount to us. These are just some of the pieces of equipment that we deploy on a regular basis for you, and I really just want to point out a couple of these. The first is of course, the federated camera system that I already spoke about and the fact that we have over 25,000 land mobile radios associated and 4,000 GPS devices. We are also moving into the spectrum to work with public safety smartphones as we integrate. Large scale operations. These are just some examples of the large-scale operations that we do. Depending on how good the Blackhawks, the Bulls and other sporting events are, we average between two and three different large-scale events with over 2 million people present and that is also to include City of Chicago's marathon. And we run four to five large-scale events each year that are about 1.5 to a million people and the rest of those are 5000 or more. What I would like to do is turn this over now to Deputy Chief Jonathan Lewin who will talk to you, as one of our strategic partners about how we work and integrate with the city of Chicago's police department.

**Jonathan Lewin** – Thank you. Thanks for having us. I'm going to be brief to talk about some of the technology systems that depend on communications. So when I give this talk, I always talk about FirstNet and how important it is for first responders and to enable everything we're trying to do here in Chicago. These are some of the technology platforms that we have in our police vehicles there are things like the computer dispatch system, mobile client, installed in over 2000 vehicles and the ability to send real-time images to the squad cars, some of which are captured by the vast surveillance camera system that the general just spoke of. In the future we would like to be able to deliver real-

time video from some of those surveillance cameras out to our vehicles and the camera systems could also send video back. Right now, we have to drive the car to a Wi-Fi hotspot located at one of any Chicago's 22 police districts to get the images back into the back end. We have automated license plate recognition, both fixed and mobile, and both in cars and fixed cameras. Mobile gunshot detection we have mobile gunshot detection in several areas of the city. Again, all these things depend on communications. This is a map called WindyGrid that we developed in conjunction with the City's Department of innovation and technology. Essentially, anything that has a spatial component can be visualized on this map as real-time as the source data is. So again, real time bus tracing, GPS tracking on police, fire, and other city assets, police, fire, 911 calls for service, 311 call for service. This really speaks to the interoperability across many of our systems and this is accessible by users in multiple city departments and even in other agencies as we have multiple agency response. Our CLEAR System is our Citizen and Law Enforcement Analysis and Reporting Platform, this is one of the largest transaction police data bases in the United States. It serves over 33,000 users at over 450 local state and federal agencies. We process all of the arrests for every police departments in Cook County, which is over 120 departments. We are in partnership with Cook County Sheriff's to expand this to become a regional case management system. We had an early partnership with Illinois State Police to develop a shared, statewide interoperable data warehouse. Our superintendent has announced that we will be moving towards incident-based reporting in the near future through a grant that we are very excited about. These are some of the source data components of the CLEAR system so just about everything that can be automated is automated: everything from incident reports to arrest reports, interaction with the CADS system, calls for service, citizen interaction, evidence, property warrants, gang information, citizen crime tips, critical facilities through FIMS which is our facilities information management system that tracks thousands of critical facilities across the region. Again information accessible by first responders from police and fire, and also at the OEMC. This is just a vast database serving tens of thousands of users. A lot of information there. We're going to go through a summary of our major grant-funded initiatives, many of these are partnerships through the OEMC. I think Mr. Cox said it best: What we are trying to do is prove the things that may not be thought of as possible, can in fact be done. We view these in many ways as national best practices. A lot of our funding comes from UHSC funds DHS funding cameras, mapping platforms, radios, video technology. I think Dan Casey is going to talk more in-depth about a broadband pilot using 700 meg space that we cooperated with OEMC on to deliver this technology out to first responders in a very busy police district on the Southside of Chicago. There's a Bureau of Justice Statistics grant again, to move us toward snipers, body worn cameras. We will have over 2,100 body-worn cameras deployed by the end of July. It would be wonderful to be able to use a space like FirstNet to get some of that video, not all of it all the time, but in specific use cases to get some of that video back to the backend. On Smart Policing, we have a predictive policing grant in partnership with Illinois Institute of Technology to try to identify specific subjects that will most likely be future parties to violence, either victims or offenders of gun violence essentially. And then, the last grant we are excited about is optimizing the use of video technology from the National Institute of Justice also a partnership with OEMC to extend the efficacy of the video surveillance platform by testing and building in advanced video analytics. So all of these are important and they all dependent on communications. We're very much looking forward to FirstNet being here. Thank you.

**Dan Casey** -- Thank you for your time today. My name is Dan Casey and I'm in charge of radios and mobile devices. We had a grant and appreciate FirstNet giving us the STA through the FCC to do this pilot program and LTE in the 7th District on the Southside of Chicago. Our partner on this, Motorola and Purdue University, did the testing through their video imaging and processing laboratory. Professor Edward Dalp and his graduate assistant, Khalid (inaudible) did most of the testing with our police officers and some of our techs from OEMC. They had static locations and dynamic locations. And again this was funded by DHS science and technology. Here's the coverage map for the single site location, on the south side of the city, fairly good coverage set up as sector antennas. The system performed well. It did have at the edges, the cellular edge degradation as they simulated traffic on the system and they pushed video over it. There are some quality issues at the edge that was because we were single site so we look forward to moving this up to a larger site. The detailed report is available online through the DHS site. And the bottom line of that report is that this was an unprecedented resource for public safety users. The ability to push that amount of broadband to a user in a vehicle, in the field on a handheld device was unprecedented. We would like to take it citywide. We feel that having that ability to go beyond just one district across the city would allow us to push this kind of data, that kind of video imaging to all of our public safety users which includes public works users who often times are on front line to getting streets open and cleared to get police and fire can get to where they need to go. We do have challenges in Chicago. We have high-density crowd situations as our executive director mentioned; there is the urban canyon and are buildings made of brick and steel. It's a difficult RF environment, we face it every day. It's just keeping a system like this alive and upgraded, we have multiple devices that the director pointed out, just the maintenance and support alone is a difficult challenge. What we can do and what we can offer for you is experience. We've experienced our own data network beyond the LTE system that you were gracious to give us the STA on and we have the old LTE system we are converting over from. We also have the experience of scale and we have experience with one other site as well. During NATO, we put an LTE three site system that we put along the lakefront. I'll hand it back to our executive director.

**General Alisha Tate-Nadeau** – Thank you very much. Hopefully the thing that you heard throughout this is we believe in a public safety network. We believe that the very challenging and important work that you are doing at FirstNet really focuses on the resiliency, the resiliency of the citizens of Chicago and, more importantly, the strategic implications for resiliency for our nation. We are very pleased to be part of this initiative and thank you for giving us an opportunity to speak with you today.

**Sue Swenson** – Thank you. I think hearing from the people who understand it and are dealing with this every day is important. I appreciate you taking the time out to do this. It is interesting because having been in technology for a long time, that is essentially the easy part. You were talking about governance and process issues. One of things the PSAC is working on is the local control issue and how do you integrate all of these capabilities together. I think that's a more challenging issue for us. We're going to all have to really work together. How do we operate with this – we're on steroids – how do we operate with that capability? I think the work that the PSAC is doing and the work and that you are doing – to figure out the governance issues and how to work together so we're not tripping on each other are the challenges. We are glad to tap into the work that you're doing because I think it will be instructive to

what we do for the rest of the nation. So, thanks for everything you do and thanks for being here today. I appreciate it very much. We're going to move on and talk about some resolutions that we talked about yesterday in the committee meetings. The first resolution has to do with the Boulder lease. We have facilities in Boulder for our technology group. They've been there for a couple of years and we have the opportunity to extend the lease. We talked about the details of that yesterday. This is for board consideration and I would like Karen to read the operative portion of the resolution for the entire board, please.

**Karen Miller-Kuwana** – Thank you. Now therefore be it resolved that the FirstNet board approves the new occupancy lease agreement and authorizes the FirstNet management team to enter into the new occupancy lease agreement with GSA for the FirstNet technical headquarters in Boulder, Colorado.

**Sue Swenson** -- I would move that that resolution be passed. Is there a second?

**Barry Boniface** – Second.

**Sue Swenson** -- Thank you, Barry. Any discussion? All in favor, please signify by saying aye.

**Group:** Aye.

**Sue Swenson**-- Oppose, same sign. Any abstentions? The motion is passed, and Karen again could you make that available on the website after the meeting? The second resolution we need passed, is a vote on the PSAC charter. We had a discussion yesterday about modifying some language on that charter. Karen, I don't know if you have some amended language you can share with the entire board. If you could read the operative portion that would be appreciated.

**Karen Miller-Kuwana** – I do. The amended PSAC charter was amended to include the language that the federal members shall be recommended by their respective organizations, but must be appointed by the chair of the FirstNet Board. That follows the language that is used for the other PSAC members. And so, the operative language: Now, therefore, be it resolved that the FirstNet board, having reviewed the recommended revisions to the PSAC charter, hereby adopts the revised and amended PSAC charter as presented to the board by FirstNet senior leadership, copies of which are attached hereto as Exhibit A.

**Sue Swenson** – Can I have a motion to approve the amendment?

**James Douglas** – Madame chair, I move to approve.

**Sue Swenson** – Thank you. Thank you, Mayor. Any further discussions on the charter? Amy or Suzanne did that reflect the changes that we discussed yesterday?

**Amy Hess** -- Yes, it does, thank you.

**Suzanne Spaulding** – Yes, thanks very much, I appreciate it.

**Sue Swenson** -- All those in favor of the motion, please signify by saying Aye.

**Group – Aye.**

**Sue Swenson** -- Opposed, same sign. Any abstentions? Motion approved. And again, if we could make that available I would appreciate it. We will move onto some very brief updates on the committee reports from yesterday. So I will first turn to Chief Johnson to bring us up to date on the consultation committee.

**Jeff Johnson** – Thank you Madame Chair. I think I want to start my remarks by saying thank you to Ed Reynolds who I heard on the phone. Ed has been a spectacular contributor to this Board and a real guiding light. So Ed, nice to have you on the call and we look forward to seeing you soon.

**Ed Reynolds.** Thank you very much.

**Jeff Johnson**—Also, I want to reflect briefly Neil, on some of your thoughts they pair up very nicely with what the former Chairman Sam Gin told me as he moved from wireline service to wireless service. There was obviously a period in wireless where dedicating your career to the evolution of wireless technology with the hopes of creating a consumer demand for that product was risky. At a minimum, it was frowned upon, and looked askance at by your colleagues. I think your term was, people thought I was crazy, right? That is not a medical comment on my part [laughter], it's more a reflection of what it's like to be a leader in any industry and truly move forward. Because the fact is most comfortable thing for us to do is to be where we are at and make decisions by staring in the mirror. If you look at history, especially in technology it's the people who can impute the future, from the technology we currently using and see how it's going to make us better. I thank you, Sam, and all of you that has gone before us in terms of glancing over the horizon and bringing this vision to public safety. Because indeed, this is going to evolve public safety to a level we've never had before and when we have a single nationwide technology platform for public safety, that is mission critical, and that public safety can rely on, the evolution and the innovation that's going to surround that sole, mission-critical platform I think will be staggering. Harlin I know you and many others have seen that for many years. I also want to kick off this morning by talking about our intent to build a customer responsive organization. In a moment, I will introduce our new Chief Customer Officer. I think it's easy sometimes to say the government doesn't do some things as well as the private sector, it is easy to make broad overviews. But the fact is, I've had some governmental services, especially in public safety, but I've had some government services that are spectacular in terms of how they treat and in terms of how they perform, and truly a credit to service. I've also had some not very good experiences with private companies. I made a snarky comment about the service I received from one major corporation online when they sent me a customer satisfaction survey because I was not pleased at all. And I'll be doggone if I didn't get a call within two hours from a customer service person that was concerned and they fixed the problem on the phone. I mean that's a true commitment to service. We are going to have hiccups now and then, but it is how you respond to fix that. As our chairwoman and fellow board members know, I'm building up in a commercial building in my own community and sometime the approach that the contractors have with me does not make me feel very customer centric. Because it's a construction boom. The point is, not to be lost on, this isn't a public or private thing. It is a culture thing and it's an attitude thing. It would have been really easy to call Rich Reed our Bureau chief of services, but that is



not the choice we made. We picked Rich Reed to be our chief customer officer because indeed Rich is going to be focused on our customer. Culturally and organizationally, we are focused on the public safety user for whom we build these. Rich, welcome as our chief customer officer. We look forward to you propping up and strengthening our focus on our customers in public safety at every turn.

**Rich Reed** – Thank you very much. Is it my turn? I appreciate the opportunity to speak with you this afternoon. Can I have the clicker? Thank you, vice chair. I appreciate the opportunity to speak to you this morning. I also appreciate the confidence you have shown in selecting me. I look forward to the challenge of executing the role of chief customer officer and I promise you that I'm going to execute that in a way that delivers the best possible service to the customers and public safety entities that are going to subscribe to this network. I understand how challenging this is going to be deploying the network across the entire nation and the experiences our customers are going to have in bringing those back to our future partner and making sure that we are delivering the best possible service. The most focused service possible is going to be the key to our success over the long term. So, thank you for that opportunity and I look forward to the challenge. I want to just very briefly give you a quick update on what we've done in outreach consultation since the last board meeting. We had a state single point of contact, or SPOC meeting recently, and we had the most successful meeting that we have had to date. I want to thank Amanda Hilliard, our outreach director, for hosting this meeting. We had very robust participation with nearly 300 attendees participating, over 170 participants from 55 different states out of the 56 states and territories, very large participation including 6 federal agencies, representing from the PSAC and the tribal working group. We had presentations from the PSCR and NTIA on the future interactions we are going to have in terms of planning and deploying the network. We talked about the state planning process. We wanted to really take an opportunity to bring everyone together. I want to say how important it is, not just the information we provide to states and territories, and the federal agencies, but also the interaction we have when they come together as a collective unit. The interaction that they have outside of the delivery mechanism is very important. What we see is the ability to deliver the content, deliver the information we have, in a single place, so everyone hears it the same way at the same time from the same delivery mechanism, is incredibly important and we see tremendous value there. We had information deliveries from my team on the state planning side of how we will deliver that state's plans and information. We provided information about the current status of the RFP process. We gave detailed information around the way we are going to interact with states and provide the information to the governors' staff. We found the information was well received and we got positive feedback from all attendees. We are going to continue to consult. We spent a lot of time executing the FY 16 consultation and we are continuing to execute the interactions we've had with the single points of contact, but we're actually focusing consultation beyond the single points of contact and really addressing how we're going to deliver the information to the governance bodies. We heard today from Illinois how important it was to engage in governance discussions around how decisions are made at the state level. We are really engaged in trying to make sure the information that we provide and that we understand completely how decisions are made at state level. So when we provide draft state plans we understand who the decision makers are and how they are going to make decisions at the state level and we're going to focus on executing the state plan process. In terms of executing consultation, we have also decided it was very important

to execute the communications task teams. Sorry I'm a little nervous. I'm struggling right now. (laughter). The consultation task teams are really focused on delivering the best possible service. The consultation task teams are really focused on delivering the information we have around quality, priority and preemption and really making sure folks understand the value proposition that we're developing for public safety. We are also at executing the dialog around executive consultation: and how to prepare the governor's staff for receiving the information, the value proposition that FirstNet is going to provide and in making sure we understand how the decisions are made at the state level. In terms of state planning, the information that we are developing, this is a graphic that shares, post award, how we're going to execute our state planning process. In terms of post award scenarios, FirstNet is going to execute an IDIQ, a best value award, and we are going to deliver a solution to public safety and that is based on a nationwide IDIQ. We are going to execute a three task order scenario where, in the very beginning, we are going to execute three task orders associated with the execution of the network. The first three task orders are going to be based on delivery of state plans; delivery of a portal to develop the state plan delivery process; and ultimately preparing for the core network. Thank you Jeff. After we execute the best-value award, we are going to develop the state plan content and the delivery mechanism. We intend to deliver this information through an online portal. It's going to control this information. This will control the information in a scenario where there's going to be a username and password and there's going to be an open session where we provide information for public safety users and ultimately the practitioners who are going to adopt the network. The open section is going to be what you would experience in any mobile data scenario where a cellular provider is going to share the information on devices, coverage, capacity, the cost of service. The secured section would be information that we will expect to protect and to really make sure we don't create additional vulnerabilities in the network. It's really going to be important that when we deliver the information to the governor for a decision that they have the ability to have all the information in which to make a good decision. So we want to make sure that all the information that the governor needs to make a good, informed decision is provided in that state plan. After we work with our partner post award, to develop the content, we are going to fulfill a promise that the Chief Johnson made years ago in which to allow states to review the draft plan information. We intend to go out and share this information with decision-makers in the states and we want to go out and provide the decision-makers in state the ability to review the value proposition, that proposal we will provide, and allow them to give us feedback. We hope that after we go through that review process that we receive feedback, we hope this is a high value proposition within the state and they want to execute the RAN deployment in their state. Then, we will finalize document and make that available to the governor. At that point we enter into a phase that is very, very important. The governor has a statutory ability to make a decision at that point that says that either we are going to accept the FirstNet proposal as provided or we are going to take on the responsibility for executing the network deployment ourselves. That is a very important decision point. We believe that once the governor makes the decision to either accept the FirstNet proposal or take on that responsibility, it allows not only FirstNet but our partner to have a firm understanding of about how network deployment is going to happen nationwide and it brings certainty to that partner, which is very, very important. Absent any further questions, that is my update for today but I want to thank everyone for the opportunity and I appreciate the responsibility that you put on me.

**Jeff Johnson** – Rich, thank you so much. Just a few more comments I think of kind of where we are headed in consultation. This is an evolving organization as you see with the appointment of Rich in this important office, and it is just important that we stay focused on being flat and nimble and quick. And that as we evolve from the organization that built a network vision out of 16 key objectives in which we would find a partner to build this network, that we no matter where we are in the timeline, we never lose focus on being nimble, and efficient and focused on public safety, after all that's where it is, we can't do that without state partners. And we have poured an enormous amount of resources, energy and emotion into building relationships at the state level and, like any relationship, maybe I guess, we could treat them like what other people do and think of it for the moment. But that is not where we are at. Even after this network is deployed, and the states have to see this decision, a fully informed decision as we always promised, I think we have to see this as a long, decades long relationship, because the network is always going to need improvement, it's going to need further coverage or its going to need enhancements. We are not in the best position to hear that from wherever we are, we are in the best position to hear that from the states. Once we deploy the network, it will still be incumbent upon us to have our ears open and to be reactive and responsive to the needs of the state. Our commitment to the rural parts of the country, it's cultural, it's imputed. I think there are too many of us, if I think back to the legislative days, Madame Chair, I think there are too many that came out on the short end. The big places got what they wanted, then the program ran out of money and the rural part of this country never got what it was promised. We took a very different approach. This approach actually has legislative benchmarks associated with rural coverage. I think the architects of this language saw that some of this nation's most horrific emergency and magnanimous events happen in rural America and move to cities or happen in cities and move to rural America. And there's a recognition that the police officer working in southern, rural Idaho whose backup is an hour and a half away may actually have a greater need than someone who maybe worked in my service territory whose backup was 4 blocks away. There are scale and magnitude differences and impact differences but also this is a time and distance business. FirstNet it's not lost on us and its focus on rural America and our focus on providing coverage to those responders in rural America is a value we hold that we will not abandon. We are also looking for multiple approaches and we're looking for different ways to do this. The fact is that at the end of the day, this public safety network has not been done before. If I know one thing, Madame Chair as I wrap up my comments, I know that we don't know everything and I know we are going to learn some things we did not anticipate, and I know that we're going to have to change a strategy. I'm glad I find myself amongst a Board of Directors and amongst a staff that gets that. You can be sure we will pick a partner who understands that and understands our commitment that this is about public safety, and this isn't about FirstNet, it's about them. Thank you, Madame Chair.

**Sue Swenson** – No, Jeff. I get that. Just a comment to Rich. The responsibility that Rich and his organization have right now is immense. The work they have ahead of them should not be underestimated in terms of what it's going to take to put together these state plans. Like Jeff said, this has never been done before and to do this concurrently is a huge undertaking and I just want Rich and the rest of staff to know that you have our full support in getting that done. Please make sure you come to us if there are any issues you feel are getting in the way of that, because it is a massive

undertaking and a big responsibility. I'd also like to respond to your comment, Chief, about you know we haven't done this before and to Neil's comment. In the early days of cellular, we did not know how it was going to go either. It may have looked like we had it all figured out, but we didn't and we had to figure it out along the way. This is no different. I guess that's why I feel confident, having been through this before, I guess that's why I'm confident about this. You know conceptually what you want to do, the vision is clear, people are committed -- it can be done. So, I think we are on a good track here and I appreciate your comments. We're going to move on...

**Annise Parker** – Madame Chair, can I ask a quick question. Jeff or Rich maybe you could elaborate a little bit. I was struck by what you said. Obviously we are committed to a nationwide network and the rural areas are important and it's a decision that will be made in the governor's office, but we had a great presentation here from Chicago. And I'm acutely aware that big cities can Bigfoot other areas. But for a system that is going to need to be effective for both the big cities and the rural areas. We can't just focus on the governors' offices even though that's where the decision is going to reside. If we could add just a little bit about what we will be doing to make sure that the Chicagos and the Houstons and the New York Cities are doing, but also in the rural areas, even in states where there's not an existing mechanism, to make sure all those voices are heard.

**Rich Reed** – Thank you. That's a great point. The consultation team is actually right now focused on large metropolitan areas, one of the major focuses in terms of doing outreach consultation with large metropolitan areas. We agree that obviously rural is important. It is one of the actual focuses of the legislation, but we can't do that and ignore the large metropolitan areas. So we have folks right now executing consultations with large metropolitan areas to make sure we go out and we engage with key decision makers at the large urban areas to make sure that they have the information they need in which to not only adopt services eventually and participate in the conversations at the state levels.

**Annise Parker** – Are those direct interactions with those cities or through the governor's offices or with cities or both?

**Rich Reed** – Both. Obviously, we're still engaging those state SPOCs to make sure they're informed of our activities, but it's also directly with the chiefs in those major metropolitan areas to make sure they have the information they need to make a good decision.

**Annise Parker** – Thank you.

**Mike Poth** – TJ, you may want to offer up on just last weekend about what we are trying to do to make sure the stakeholders in major metro levels are aware.

**TJ Kennedy** – Sure. Last weekend was the US conference of mayors and the mayor well knows and she spoke about FirstNet there before. it was great to see former board member, Mayor Wellington, was also there and the great interaction we've been having with mayors. One of the great things about that event is almost every major city mayor is around the county is also there. Not every mayor was there because of real things going on in their communities. It allows FirstNet an opportunity to interact with a number of key mayors and a number of large metropolitan areas as well as medium and smaller sized

areas and it gave us another foray to make sure that we're offering up those same kinds of consultative meetings and discussions. This metro strategy which was part of our 2016 consultation strategy specifically was trying to hit 50 or 60 major metropolitan areas, in addition to all the state outreach, and other key public safety areas that we've been doing. And those opportunities that Rich said, we are still continuing to work with the single points of contact, but we're also going in directly have those conversations and inviting those state single points of contacts, but making sure that major city police chiefs, EMS chiefs, key leaders in these metropolitan areas across jurisdictions, key leaders are all getting together, because they are very important to the overall solution. There's a large number of public safety users in this country and they need to have a key influence on the outcomes and the success of the network.

**Ed Horowitz** -- I would like to point out, TJ, that it is not just reaching out to them, but once you have reached out and shared with the police chief or fire chief or head of public safety in an area, the importance of getting a cohesive strategy, not just for the metropolitan area, but to introduce the surrounding organizations and surrounding communities of chiefs and fire department personnel and major first responders, that they have stepped up to say look, we'll host, we'll provide a facility for you to come in, you can have a presentation to the urban group first, or simultaneously with suburban and rural community. Or it may make sense to have two separate sessions. One addressing the needs of the rural and suburban community versus perhaps the specialized needs in urban. Los Angeles is one of the particular areas they came up with. So, I think that it's really a campaign. It's an information campaign, but also it's about setting up the right meetings, forum for the conversations to take place. I think that the things that Rich described is the outreach through the governor's office obviously with the organization that have been put in place plus direct connection to both urban areas and using those office to help outreach to rural and suburban areas is really the target. Thank you.

**TJ Kennedy**—I agree. One of the things we've been doing this year is getting to the point where the actual key leaders in public safety at the city level, the county level and so forth, are continuing to bring in more operational folks we heard a little bit earlier about moving from the tactical or the strategic and in our case operational and I think having that kind of hands on interaction is terrific. Chief McEwen has a few other comments for us.

**Chief Harlan McEwen** – Very little. I wanted to mention that we had a fairly lengthy discussion here yesterday about the strategy, and they are engaging me, TJ, Rich, Dave Buchanan, and Amanda we are all engaged in how to best actually do this. Who are the best people? Mayor you would understand, and others may not, in some cases the mayor is the right person to lead this effort, but in some places it may be the police chief. In some place, it depends on who the leadership in that city and urban area is and that is what we're talking about. The PSAC is engaged in that.

**Sue Swenson** – Obviously, a very important part of what we are focused on as I said in my opening remarks, this is one of the key areas that we have this year and we need to make sure we get to the right people versus more of a broad brush. It is a much more of a targeted, laser-focused approach as we enter into the final laps before the reward. Governor Douglas, I think you are up with the finance committee, sir.

**Governor James Douglas** – Madam Chairman. The first topic, I'll mention is one that the Board is very familiar. The finance committee over the last month or so has reviewed the extension of the Boulder lab lease. The board approved it earlier today and we're delighted to have a pretty good deal going forward, given the competitor with another industry for the lease space in Denver, Boulder metro area. So I think that will be something that will serve us very well. There are a number of updates and changes in our CFO office and I'll let Kim offer remarks in just a few minutes. But in case she's too modest, she and her team been working with the program management office to develop the first ever five-year plan for FirstNet that is in place now and will help us with strategic decisions and map out our future in a more thoughtful and comprehensive way. Kim has been working on changing our financial reporting processes to conform to FASBI and we have the first quarterly financial reports that the committee and board can review, that is going to be very helpful for us. As has been indicated already we are at a time now where we are evolving from a startup to an organization that is more substantial in terms of our budgeting and staffing and moving toward the wording of a contract, the state plan development and presentation and of course, ultimately, deployment. It's important to have the financial tools in place as we move forward with those new phases. Our plan is to have a draft budget from our CFO office in the next month or so, to convene the finance committee in August, at the end of the month make a recommendation to the board, then in the next month or so we will present that for your consideration. One other change that is quite positive as we move toward the status of independence, to which our Vice Chair alluded to earlier, we are strengthening internal controls and as part of that process, we had a peer review by NTIA and they were so impressed with the controls that Kim and her folks have in place that they have allowed us full control of accounts payable now, so that we don't have to have those reviewed by NTIA. So it takes out one step, one step at least, and we're moving forward toward greater flexibility and a nimble financial operation, so we appreciate that step forward and we hope to find others that will allow us even greater nimblity, I guess that's not a word, (laughter) autonomy. It will be even more nimble as time goes forward. So I want to thank Kim for her great work and leadership and I'll turn it over to her.

**Kim Farington, CFO** – Thank you, Governor. Good morning everyone. I'll start by giving you an update on our current-year budget execution, Fiscal Year 2016. We are doing very well when compare our actuals to our budget. Our actual obligations as of May 31 are 93 percent compared to forecast. Our actual expenses as of May 31 are 90 percent of our budgeted expenses so we are tracking very well throughout the year. One thing I will just point out at the bottom of the slide that you see, we actually show a percent obligated at 46 percent and a percent expensed of 49.6 percent. While these are accurate if you straight line the budget across the entire fiscal year, I would like to point out that in June you see a spike in our obligations that we are anticipating. When you normalize the budget for that spike, we are actually at 67 percent obligated for the year and we are at 67 percent of the fiscal year so we are tracking perfectly where we want to be and this as of May 31. Moving forward looking at fiscal year '17 and our budget formulation process that we have already begun, we are actually developing more formal guidance to help streamline the budget process. We have a lot of steps involved in the process, but I think one I would like to bring to the attention of the board is August 26, as Governor Douglas mentioned. This is the date where we plan to present the budget to the board for approval. Governor Douglas also mentioned, that we've been working quite diligently on our five-year

strategic plan that is covering fiscal year 2016 through 2020. As you know, we have four strategic goals focusing on partnerships, stakeholder engagement, innovation, and people and organization. We have actually developed 17 objectives to support these four strategic goals and we have actually also developed key performance indicators and metrics to support those goals so we can measure how we're doing against our goals and objectives. This is wonderful because it provides us strategic direction after award of our contract. And one thing that is important to note as we look at the strategic plan is the link of the plan to performance. By linking the plan to actual performance, we can actually look to make sure we are strategizing towards the goals as we laid out in our plan. This allows us to also focus on resource allocation to make sure that we have the right resources in place to achieve those goals. It also allows us to look at duplication, make sure there is no duplication across business unit efforts and help us synergize toward those common strategic goals and objectives. Ultimately, this provides us with that transparency that we want for our FirstNet stakeholders, and also ensures accountability within FirstNet and to the stakeholders of FirstNet. That concludes the finance committee update.

**Sue Swenson** – You know, Kim, and maybe this is a comment for TJ and Mike too. Obviously, as we evolve toward an award and the organizational structure, a lot will depend on who our partner is and how, what our organization needs to look like, so I would just suggest that, and I haven't talked to the board about this, but it seems to me that once the award is done and if there are some adjustments that need to be done, we could certainly come back and revisit the budget during the year and make any appropriate adjustments as appropriate. So I want to make sure the staff...you are kind of in an odd situation here, you're trying to plan for the unknown, and so I would like for you to plan lean and then knowing once the award is done, I think we can make some adjustments after that. I don't want to put a lot of resources in and then not need them and you know do a lot of work that way. So that would be my suggestion on how to approach budgeting this year.

**Kim Farington** – Madam Chairwoman, that is actually how we are approaching this budget. We're putting a lot of thought into this year's budget for those reasons.

**Mike Poth** -- It has been a great exercise because you know there is a lot of absolutes and basic tenets, and then there's a lot of crystal balling going on. So we're trying to account, and so the final budget you will see at the end of August will account for some of that and it will be clearly delineated as to where we may anticipate some variances, in approach or staffing pending award.

**Sue Swenson** – Good we're all on the same page. That's great. Glad to hear that. We've had a couple of years of practice, right, TJ?

**TJ Kennedy** – We have! I think it's been much easier process this year due to our past history and really being very clear in what we're doing going forward in the outcomes that we are looking for. And like you said, we plan to come back to the board post-award for those changes and we're only putting in those things that we know we need to do now.

**Sue Swenson** – Super. Great! Barry, I think you're up on the technology committee.

**Barry Boniface** – This was marked condensed committee updates. Which is why I was given a non-working microphone. At any rate, I want to spend some time talking about the technology team, I think Jeff and his team have been incredibly busy not only analyzing responses to the RFP, but also looking at various other requirements of both the law and opportunities within the technology environment. Yesterday, he gave us a fulsome update on those things. I think one of which was establishing the network policies for FirstNet which is a requirement of our enabling legislation and he will probably give you more details in his brief update on that. I guess I would like to thank the board for approving the Boulder lease, which will give Jeff a place to put the lab that he has been planning and I expect to have done here before the end of the year. And then, importantly, I'd like for him to spend a little bit of time talking about this \$300 million R&D prize program that he's working with PSCR in conjunction with, because I think it's an interesting opportunity and exciting opportunity to bring some real innovation to what is happening on the technology side for first responders here at FirstNet. So with that, I will turn it over to Jeff.

**Jeff Bratcher** – Great. Absolutely. Thank you, Barry and Madame Chairwoman for allowing me give a quick update. I did go into much more detail yesterday and those slides are available, but I have a couple more that I'll key on. We are very busy, but also in transition mode as Mike and TJ and others have alluded to post award what we will be and what we'll be doing operation wise. A lot of what hinges on these network policies that are not only mandated in the Act, but are going to be critical for those Governors and states that choose to opt out and choose to deploy their own RAN equipment. These policies will also be part of the package so that they fully understand what they are committing to and what they are signing up for to interconnect to the nationwide public safety broadband network. This has been a cross functional group, across technical group with the chief customer office, legal team, some of the project management support functions as well. So a lot of work. We started this approximately six months ago and we are a long ways down the road of having a good set of what we feel are some of the initial network policies that again, once we have a partner we can put the final details on those and get those ready in conjunction with the state plan development effort and be able to present those with the state plans. But these are also living documents, as I think Neil Cox and yourself that have been in the wireless industry, these change and they are updated quarterly if not monthly, and as things progress and technology matures. So these will be living documents as it moves forward. So, that's really the focus on network policies, I will take any questions otherwise we'll move to, as Barry kindly alluded to, I appreciate the lease approval because now all the work we've been doing for the last 12 months with Mike on my team, he's ready to execute the work order to get the lab actually constructed and built. We've gone through city approvals everything from a local perspective in Boulder, and are ready to hit the go button now. And some of my staff are watching this intently, and going straight to GSA after the meeting today and say, "let's go." Appreciate that. I want to give a little flavor on the lab, that FirstNet that will be putting in Boulder, which will be focused on the trust-but-verify model. We will be validating the future partner solutions and what they plan to deliver for our customers, the public safety users on this network. Going back to the great discussion by Chief Johnson and Rich Reed earlier about the focus on the customer and what they can expect or



not expect from the network. That is really the goal of the lab, verifying those key features that we know aren't in the commercial-type environments today: quality of service and priority, preemption being the first ones out the gate. We'll also be working on device approval, working with NIST as part of the legislation to develop these list of certified devices, building on what's already done in the commercial space, but again focused on that public safety aspect. And some of the future application development. The way the public safety community is going to experience this network is via applications, in most cases. So we want to enable a strong development community that can bring applications to the representatives from the state and the OEMC alluded to today, there's a wealth of data across many different disciplines and agencies and having a network dedicated to public safety is going to open up a whole new stream of application development and situational awareness, location, etc.. We're going to put in place the capabilities for that with open APIs and other things and, this lab will help with that as well. And finally on, we took that slide out of here. I'll touch on the R&D funding, that PSCR, we received out of the same legislation. \$300 million out of the AWCS auction that was held last year is now in their checkbook as I like to say, and Derek holds the pin for that checkbook and is getting hit up from lots in industry. They've done a very great job of setting this up, almost as a crowd-sourced environment from public safety. What are some of the key things looking forward for a broadband network that they know they will need, and how they can now go back with the prize and challenge concept to industry to accelerate the development of some of these key public safety technologies in the future. Some of those being mission-critical voice, location-based services, data analytics. It was amazing to see the OMC yesterday and in my mind as I'm looking at the panels of I think they had 40 cameras going at one time and all the back end, and the (inaudible) bytes of data that they are creating. There is a wealth of data that will need intelligent analysis for that and one of the key efforts with that R&D funding is on that data analytics focus. How do you make sense of this data so that the first responder on the street gets what he needs when he arrives and can do their job? There are great opportunities there and we are working closely with them as we move that forward. There's a dedicated working group within the PSAC that will be assisting on the R&D efforts and we will be advertising a lot of this on their behalf as well. Not to give Derek too hard a time, he hates the social media platforms. But we enjoy them and so we're going to level ours to advertise a lot of the efforts over the next year. but we enjoy them, so we are going to leverage hours to help advertise the efforts they will be doing over the next year. With that, I'd be happy to take any questions.

**Chief Harlan McEwan** – I wanted to mention, As Jeff knows, we have weekly meetings under the law they are required to consult with the PSAC, FirstNet, the FCC, and to coordinate all that. We have monthly calls, Jeff and I and others participate in that. So I think it is well coordinated. So it's not like they're doing something and we're just kind of (inaudible). We're involved.

**Jeff Bratcher** – And on that note, they are going to leverage public safety to award the prizes to make sure it meets for public safety is looking for.

**Sue Swenson** – Right. I think it is important that, as we mentioned yesterday, that the person running that program for Derek actually has done this before and it's not something new, and been quite successful. I think he has been looking to attract someone who can hit the ground running and get the innovation that he's looking for. I'm sure you will convert him to social media [laughter]. I have no

doubt that he'll come around. I'm sure he's listening right now. Thank you I appreciate the update. Lots of good work going on with the technology committee. Barry, thanks for your leadership with that. The next comments will come from Mike and we didn't really have a per se governance meeting except to really talk about the organization. We're spending a lot of time thinking about what the organization needs to look like, how it needs to operate going forward. I think Mike will want to not only talk about that a little bit and also give an updated report, in terms of the CEO report, if you want to combine those two together.

**Mike Poth** – Fantastic. Thank you very much. We spent some time yesterday and certainly, within FirstNet have been spending the last 6-8 months talking about how we will support the public-private partnership effectively and what organizational changes and basic tenets that we need to operate under. You've heard yesterday and certainly today one of the major focuses is with the office of the chief customer officer. We're delighted that Rich Reed has accepted the challenge and we look forward under his leadership to a very successful program. The other area that we've also focused on is with the network program office and I view FirstNet and that the structure we have had to date is a corporate structure. We are making sure we have the basic infrastructure in place to provide for the care and feeding of the partnership. But we do have to have a dedicated, specific area of focus to work on a day-to-day, hour-to-hour, state-by-state process with our partners – the partners being the states, public safety and with the industry. We are standing up a Network Program Office and we have made a decision. Steve Fletcher, who has been detailed over to us and truly is one of the unsung heroes of the organization since I got here, Steve and one of his peers, Frank Freeman, have spent most of the last 11 months since I've been here explaining to me why we can't do certain things. Once they explained why they can't do it, they always came back with, "well, but this is what we can do." So it has been an immense pleasure to work with them. So I've asked Steve to take on the leadership role of that. What happens next and what the board can expect and you'll see it coming out through the finalization of the budget with TJ's leadership, Steve and Kim will be coming together. I'll let them have the 4<sup>th</sup> of July off. But on the 5<sup>th</sup>, to kind of finalize what the structure should look like but I don't want to say it is interim because there are basic things that are absolutes because, while it is a partnership, as we talked about yesterday, we do hold a responsibility to public safety and to the board and to this government, to be good stewards of the money, good stewards of this project. We will be having accountability and responsibility gates within the structure, so that we can make sure not only is a partner successful, but it is executing to what they have contractually agreed to and promised. As everyone has pointed out, this is an important thing to remember, this is a very complex project in a lot of different ways, and probably some days the technology will be going famously and the governance will start falling apart and then flip back and forth. So it will require the organization, not just the network program office, not just the chief customer officer or the technology group, we're going to have to make sure our structure is in place and the people. So, we're excited about that. The thing that we're going to be working on is that governance in the approach. We have the luxury of 250 of the best and brightest people that we are going to be drawing from and that are not only passionate about this but at this point in time, really understand at this point in time what the mission is and won't be that ramp up time during a normal projects. Our partner may have bigger challenges than we will in making sure they have all the right people that have an appreciation for what we're trying to

accomplish. We will be focused on that quite a bit. The keys will be that we have structures in place to be successful and move forward. So are there any questions on the organizational things, in particular?

**Sue Swenson** – I don't have any questions. I think the challenge is to think culturally. We keep talking about culture. I think Org structure is one thing and culture is another. As you know, even before your arrival, Mike, we started talking to TJ about that and put the values in place. I cannot emphasize enough, when you look at successful organizations, at the end of the day when things get tough, it is culture that keeps it together. I think it is important that we spend as much time as we can talking about that and what's required because as we said, it is going to be bumpy. Everything we do in life is bumpy, so we've got to be able to have that glue that keeps an organization together during those really bumpy times, and that includes the board, as well.

**Mike Poth** – Right. Steve Fletcher is going to be the Network Program Office. Can we get a round of applause for Steve? [Applause] TJ, do you have anything to add before I bring this to our final lap?

**TJ Kennedy** – No, but I'll just comment on the culture piece. As Sue knows, this is very hard, but the good news is we started early and it is something we continue to work on and each and every day and we take very seriously. I think to be able to serve public safety with 24 hours a day, seven days a week public safety critical need that they have, we have to instill that spirit, that understanding, that desire to be responsive and accountable and open. Everybody on our team and I think we are doing that and it's something that we will continue to work on every day.

**Mike Poth** – Great. Just to close and conclude, I want to just mention, we see this every day, but it really highlights when we come together with the board, I think Congress and others are somewhat visionary and I know sometimes people don't always put Congress and visionary in the same sentence, but by enabling the statute and having an independent board – and the makeup and the mix of that board -- has really added a great deal of value from our federal board members bringing a OMB, DHS and DOJ perspective, the wireless, I think Neil was partnered with Alexander Graham Bell at some point, so we have wireless expertise, we have state and city expertise, we have public safety and there's an awesome, dynamic tension that has really enabled us as an organization to really conquer and a lot of things. So as we paged forward and think about what is on tap we do have evaluations underway and one of the things because we've gotten so good at doing what we say we're going to do, when we are going to do it, and how we're going to do it, everyone starts thinking, well maybe this is pretty easy but there's a lot of hooting and hollering proverbially behind the curtains to make sure everything is moving forward. There's time when we have to be quicker and more nimbly? Is that the word, Governor? More nimbly than everyone else. We are at a great point and great momentum. Our partnerships with NTIA, and the Department of the Commerce, and the Department of Interior are at the best ever and everyone is truly leaning forward for us to be successful. But having said all of that the evaluation is underway, there's still a lot of work to do even with that process. Lots of things could go right, lots of things could get twisted. We're never going to allow it to go wrong, though. We are not going to stop. We are also now targeting a November award, but we will not award in November if it is not in the best interest of public safety, in the best interest in our partners, in the best interest of FirstNet and the government. But we think we have a clean line of sight to be able to do that, we are

not going to rush to judgment and capitalizing on the strength of the board with your backgrounds and your expertise is going to I think, give me even more confidence that we will be able to get to where we need to be. A great deal has been accomplished but there is a great amount to do. What we will be focusing certainly on the next three months prior to the next board meeting is the organization continuing to work on the evaluation, getting to the partnership and be positioned, so TJ and all the senior leaders will be working very hard. While I think they have really hard jobs, their staff make it really easy for them and we're really fortunate. Jeff alluded to it, probably when he gets back to Boulder the lab will already be up and running and they will be like, we have been doing this for two days already. Right when you said, "aye" on that lease, I think they started breaking out the hammers so I want to thank everyone, I want to thank the team and I want to thank public safety and the partners for what we've done, but we still have a lot more to do. You know, this is just the tip of the iceberg and there has been an incredible amount of heavy lifting that has occurred to this point, but it pales in comparison to what is coming up. So, with that I will throw it open it for any questions or comments.

**Sue Swenson** – Does the board have any comments or questions for Mike? Good update. Good update I think from the staff and I hope everyone who is listening in the audience gets a good idea of where we are and where we're going and what is ahead of us. As with Mike, I appreciate everyone's support. Support of the board. And I look forward to what happens in the next few months. It's going to be an exciting year. With that I entertain a motion to adjourn the meeting.

**Annise Parker** – Madame Chair, just one quick question. If you could tell us when we will be meeting again? Do we have those dates? I know...

**Sue Swenson** – Those dates are published, and actually on FirstNet website.

**Annise Parker**—Right. Can we announce them?

**Sue Swenson**-- Sure. They are on it. I think September 13 and 14th. If you look at the FirstNet.gov. The 13<sup>th</sup> and 14<sup>th</sup> are on there. I think December is probably the 13th and 14<sup>th</sup> of December, in Sacramento.

**Annise Parker**-- Thank you.

**Mike Poth**-- We are targeting a conference call board meeting on August 26. We will publish notifications in the Federal Register and others as that day gets closer.

**Sue Swenson**—Right. Good. Any other questions or comments? I have a motion and a second. Any discussion? I don't think there is. All those in favor please signify by saying aye.

**Group:** Aye.

**Sue Swenson**-- Any opposition? Any objection? The meeting is closed, thanks for joining us.

[ Event Concluded ]