

**FirstNet Board Meeting**  
**March 11, 2014**  
**NYC Police Headquarters, One Police Plaza, New York, N.Y. 10038**

>> Sam Ginn: Guys? Well, for those of you on the webcast, welcome. We have a busy agenda today. Including Commissioner Bratton from the New York Police Department, who will speak to us here in a few moments. But before I introduce him, let me call the meeting to order and ask the secretary to call the roll.

>> Barry Boniface is not with us.

>> Brian Deese.

>> Here.

>> Tim Bryan.

>> Here.

>> Ron Davis.

>> Here.

>> Chuck Dowd.

>> Here.

>> Craig Farrill.

>> Here.

>> Paul Fitzgerald.

>> Present.

>> Sam Ginn.

>> Here.

>> Jeff Johnson.

>> Here.

>> Kevin McGinnis.

>> Here on the phone.

>> Ed Reynolds.

>> Here

>> Sue Swenson.

>> Here.

>> Suzanne Spaulding.

>> Here.

>> Teri Takai.

>> Here on the phone.

>> Wellington Webb.

>> Here.

>> We have a quorum.

>> Sam Ginn: Thank you, Mr. Secretary. We have a quorum, so we're in the position to conduct the business of FirstNet today. Let me call for approval of the minutes. You have the minutes before you. Are there any additions or corrections to the minutes?

>> I move approval.

>> Sam Ginn: Hearing none, Sue has recommended approval. A second?

>> Second

>> All in favor.

>> Aye.

>> Sam Ginn: And by the way, if there are any abstentions today, would you raise your hand and let us note that in the minutes? We're all subject to all kinds of rules about stock ownership and everything else, and you don't want to vote on something where you might have a personal interest. So if you are in that position, simply raise your hand and we'll let the minutes reflect that.

Okay. Commissioner, we are so pleased to have you. We know your reputation, and it's outstanding. We appreciate you inviting us here, because we know here at One Police Plaza you're innovating, and if we want to see what law enforcement is going to be, you come here. So thank you for inviting us.

The second thing I'd like to thank you for is allowing Chuck Dowd to serve on the board. As you probably know, he's difficult to supervise. (Laughter)

>>William Bratton: (inaudible) we don't have to worry about supervise.

>> Sam Ginn: But he turns out to be an outstanding director, and so we appreciate you letting him serve with us.

>> Chuck Dowd: Thank you for those kind words.

>> Sam Ginn: So in any event, we're really pleased to have you join us. We know you're busy, but we know

you have a perspective on law enforcement and the kind of things that we ought to be preparing you to do in the future. So we're pleased to hear from you.

>> William Bratton: Okay. Thank you very much, to you, sir, and all the members of the board and to those that are viewing us on the webcast. Welcome to One Police Plaza, the home of the New York City Police Department, and basically the centerpoint of so much of what's happening in American policing today, particularly as it relates to the issues that you're addressing.

We are certainly very proud to be the first public safety entity to host a FirstNet board meeting, and appreciative of that and also quite pleased that Chief Dowd is a member of this group, and the vast amount of expertise and experience that he brings to the board and to our department serves both of our respective purposes.

I think as you know, I've got an extensive history with this issue that you're focused on, both in my former capacity as chief of the LAPD and as former president of the Major Cities Chiefs Association, and now as an active member of Major Cities Chiefs, and once again police commissioner. I have been and will be made a very vocal proponent of public safety broadband networking.

Like other public safety leaders, I've testified in Washington before the U.S. Congress in support of the creation of this entity. And it's incredibly impressive to see the effort, now a reality. That a long time there it didn't seem like we were going to get it to the goal line, but it's at the goal line, and now we are moving forward.

And if I may congratulate and thank each of you for your hard work and your contributions. I know that many of you have had to give up many things to serve on this board, and the restrictions that you have to deal with, so you are certainly doing great service to your country and certainly to the law enforcement profession, and our mutual obligation to our public safety.

I cannot emphasize enough how critical this network is to the NYPD and to police departments large and small across the country, the approximately 18,000 police agencies, public safety agencies, fire departments, all of which will benefit from your work.

I want to emphasize, and you certainly know it, that there is a real sense of urgency here. We have spent a long time getting to where we are, and I'm hoping that we don't spend as long getting to where we need to be. And that's to have this network in place.

The threat environment of New York City becomes more complex all the time, and it remains a constant threat environment, whether it's traditional crime or the constantly changing world of cybercrime or the issues of terrorism which this city and our country constantly face.

We need the best technology to help us succeed in dealing with all of these challenges. The NYPD, I think as you know and as you'll certainly see today as you tour our facility and meet a number of our experts, has become a world leader in the application of technology and its application to public safety. My predecessor, Ray Kelly, who assumed office shortly after the horrific events of 9/11, over the ensuing 13 years has established an extraordinary operation. The room you are in, the joint operations center right next door, the realtime crime center which is just down the hall, certainly reflective of the time, energy and commitment and good use of public funds to the public safety effort.

So he is certainly to be commended, and many of the staff that were with him remain with me, and you'll meet many of them today.

Comstat, the system that so revolutionized policing in the 1990s, this is the 20th anniversary of that system. You'll briefly see on the eighth floor today the Comstat room. Where it all began, and where it continues every

day, and each week we have our Comstat meetings. That was the beginning, if you will, of the effort to try and utilize information and to in an urgent fashion get it out to the people that need it most, the cops and the first line responders on the street.

It certainly continued with Commissioner Kelly in the creation of the realtime crime center that you will visit today that was created here I think in around 2005. And you'll get a briefing later today by Jessica Tisch, our deputy commissioner of information technology on our domain awareness system and its three areas of focus, an extraordinary system. 7,000 cameras, for example. That are a large part of the effort to keep not only this city safe, but what we learn here, what we apply here, we seek to have been very quickly moved into mainstream American law enforcement and public safety initiatives.

All of this is designed to enhance our officer situational awareness, to increase the quality and quantity of the information they have at their disposal, thereby making them and members of the public safer.

It is phenomenal, when I consider policing in 1970 was a 6 shot revolver, a ticket book, a pen, a badge, a set of handcuffs, and that was it. We didn't even have walkie-talkies until 1973, and those darn things looked like something from World War II. It was so big nobody wanted to carry them, the idea of lugging that three pounder around with you all day, oftentimes you'd run out of the station house so you wouldn't be assigned a walkie-talkie. The idea of a police officer today going into the field without a communications tool, and increasingly an information tool, we're very quickly moving to equipping our officers with tablets that will literally, all that you'll see today our realtime crime center in our joint operations center, they will have all of that information literally at their fingertip. And I mean a fingertip, because all you do is touch that screen.

So we are moving very rapidly. And we need your assistance to ensure that those capabilities and skills that we possess in this building can reach out to every public safety person. Not only in the City of New York, but eventually out to the over two and a half million public safety personnel scattered throughout the country.

By having the best technology -- and I'm emphasizing what I just referenced -- without a public safety broadband network, in some respects it's like having a bullet train with no tracks to ride on. If you've got that bullet train best technology in the world, but if it can't get down the track what good is it.

In some respects, we're outpacing ourselves, we're developing so much, but we need a delivery system. And you are that delivery system, the work that you're performing, the reviews that you're doing, and your move to get this set of tracks, if you will, to public safety agencies is essential.

But we can't get there from here. The NYPD and New York City are prepared to provide whatever support we can for FirstNet, and it's a partnership that we as one agency, among the 18,000 agencies across the country, that we need with you, and with the federal government, is essential.

We along with other public safety agencies want to partner with FirstNet to build the best possible network we can. And I emphasize the best possible network we can. That we don't want something that, as we send that bullet train down the tracks, a couple miles out of the station it falters. So we need to ensure that whatever we build is in fact reliable.

I'm very pleased you're going to have the opportunity to see some of our technology today, and I think you'll see that the work that you are performing, the time and energy that you're dedicating to this effort, are worthwhile in that the capacity to use what you create is currently there. It's not something that needs to be built, it is there, it's waiting for you, it's waiting with urgency for what you're going to build and approve.

I believe New York City would certainly be ideal for the FirstNet initiative, and many other cities around the country are also moving very quickly to be in that type of position. NYPD with its technology driven approach to

law enforcement and FirstNet are effectively a match made in heaven. And I'm happy to provide basically the services to make that match happen, that wedding today.

Turning to infrastructure leverage here, starting with the city's NYC WIN wireless network which allows the reality of all that we're talking about. And I'm confident FirstNet would have a big head start here in New York City to show the rest of American law enforcement, indeed international law enforcement public safety agencies, the way to go.

We never know when the next big unexpected event is going to hit, that will push our commercially built networks to the limit. I.e., Hurricane Sandy. Some of you in this room were here just in the aftermath of Sandy and saw how stressed we were to deal with that issue. The reality is that we are going to have other events, whether it be weather, crime or terrorism. That's the nature of the world that we're living in, and we need to prepare. And you are an essential element of that preparation.

We need a broadband network that can be built to mission critical standards. We need a network that can survive a natural disaster and won't be subject to problems of commercial overload. We need you. We need FirstNet, it's that simple.

We stand ready here at the NYPD, to assist you any way we can. I think I speak on behalf of my colleagues at major city chiefs and IACP that we stand shoulder to shoulder willing to support you and work with you and collaborate with you.

And I look forward to the culmination of this effort. As I look around this table I see so many familiar faces who have gone through so many different assignments over the years as this project has moved forward, and I hope before I leave the business in another 10 or 20 years that this is in fact a reality that we can look back upon, instead of be looking forward to. Thank you so much. And I'm available, myself and some of my colleagues at the table, Jessica Tisch and others, to answer other questions you might have of me. (Applause.)

>> Thank you.

>> Sam Ginn: Okay, any questions? Jeff, I know that you have a statement that you'd like to make.

>> Jeff Johnson: Commissioner, as the father of Comstat, you have --

>> (Inaudible)

>> William Bratton: Getting up there.

>> Jeff Johnson: Well, you have made a tremendous contribution to public safety. And while I come out of the other half of public safety in the fire community, I've admired your foresight, your focus on the future. And I think rightfully so, you're focused on FirstNet as the set of rails for the next iteration of what's going to happen.

I just want to acknowledge that from this board we feel your personal and New York's hand outstretched in partnership, and I'm looking forward to an opportunity to embrace that.

>> William Bratton: Thank you.

>> Jeff Johnson: Thank you for your testimony on Capitol Hill, it came at a very important time.

>> William Bratton: Good old D block.

>> Jeff Johnson: Good old D block. So Commissioner, thanks for your partnership. Thanks for loaning us Chief Dowd --

>> William Bratton: He's on loan.

>> Jeff Johnson: Thanks for throwing the resources of the NYPD and the City of New York our way, and we look forward to continuing to work with you.

>> William Bratton: Thanks.

>> Sam Ginn: Okay, any other questions before we let the commissioner get back to work?

>> Chuck Dowd: First of all, Commissioner, thank you, we appreciate it. Jeff we worked long and hard on this with some of the other people around the table, Paul, Harlin is here somewhere, where is Harlin, hiding down there. It was a long hard road to get that legislation passed and now I think we're perfectly poised now to get done what we need to get done.

I would ask if Jessie Tisch would just make a couple quick comments on the technology side. Come on, don't be --

>> Don't be shy.

>> Use that one. Yeah.

>> Which technology side, Chief?

>> Chuck Dowd: Well, a little bit about domain awareness.

>> William Bratton: If I may for purpose of our viewing audience, Jessica Tisch is the recently appointed deputy commissioner, our highest civilian ranks, and she is responsible for information technology, Chief Dowd's operation is housed within her shop. And Jessica was very significantly involved in the building out of the domain awareness system which you'll be briefed on during the course of the day, which is the foundation for everything we're looking to do relative to utilization of the entity that you're engaged in or project you're engaged in. Jessie.

>> Jessica Tisch: So I'll give you a little preview of what you're going to see later on today. The domain awareness system takes a multitude of different law enforcement data sources, so everything from CAD data, the 911 data, sensor data which we think of as CCTV, lately there's environmental sensors, mainly radiation and chemical sensors. Then just standard database data, arrests complaints, warrants.

And it brings all of that data together in a way that is packaged with law enforcement use cases in mind. And so this is a product that was, we like to say, built by cops, for cops.

And what we are doing now, and where that initiative dovetails I think very nicely into what you all are working on at FirstNet, is we are making that data mobile, or that application mobile, so that it's not only accessible on the officers' desktops but as the commissioner said so that they can access it on tablets, eventually on smartphones. And that will give them enormous capabilities that they don't have today.

I'll throw out one example, which is that when they're responding to a 911 call, what the domain awareness system can do is it gives them an overview of the location, the address that they're responding to. Are there any active warrants at that location, are there a history of, you know, violent incidents at that location. And so it

just gives them a nice snapshot putting that information that the department has, but calling it forward and making them aware of it before they go in.

And so as we look to the future here, mobility is certainly our next big frontier, and it's what we are looking to spend a lot of our time and resources focusing on and working to master.

And so I look forward with Chief Dowd and Commissioner Bratton to continuing to work with all of you to help us do that. So thank you for being here and for partnering with us.

>> Wellington Webb: I also would like to take this opportunity to thank Commissioner Bratton. If my memory serves me correct, that we did a lot of work together years ago, when we were both younger men, on the crime bill. On the crime bill and establishment of the COPS program.

For all of us I also want to say thank you for that effort as well.

>> Any other questions or comments? Thank you, sir.

>> We'll leave you to your work.

>> Thank you, Commissioner.

>> Sam Ginn: Next on the agenda is Harlin McEwen. I'd just like to say, in preparation for his remarks, that, you know, PSAC, we regard as a partner, they have helped us on many specific projects. They come from a culture of understanding what is happening in the field, and what the field needs. And therefore is very, very valuable to this board. And I must say that Harlin is always there when we need him. If we need a piece of research done, or investigations done, Harlin steps forward.

And Harlin, we appreciate that very much. So today we're going to receive a report from you on human factors, and in public safety, and we look forward to hearing your report.

>> Harlin McEwen: Thank you, Sam. First of all, I want to publicly thank Chairman Ginn for appointing me as the chairman of the Public Safety Advisory Committee. Seems like a long time now, back in November of 2012. Not long after this board was first -- you know, appointed, so that was significant to me and to the community.

I also appreciate the opportunity to attend my first regular meeting of the FirstNet board and to give an overview of the PSAC human factors report.

PSAC consists of 41 members representing hundreds of thousands of potential FirstNet users. The PSAC members represent all major public safety organizations such as the International Association of Chiefs of Police, National Sheriff's Association, the International Association of Fire Chiefs, National Association of State EMS Officials, Association of Public Safety Communications Officials, as well as the big 7 state and local government organizations, such as the National Governors, the U.S. Conference of Mayors, National League of Cities, National Association of Counties and many others.

Chairman Ginn also appointed a 5- person PSAC executive committee that consists of Chief Bill McCammon representing the fire service, Paul Patrick representing the emergency medical services, myself representing law enforcement, Heather Hogsett representing state governments, and Tom Sorley representing municipal and county governments.

Chief Jeff Johnson has served as the FirstNet board liaison to the Public Safety Advisory Committee under

assignment by Chairman Ginn since the creation of the PSAC. As one of our first assignments, Chief Johnson asked the PSAC to examine the long-range impacts of the nationwide public safety broadband network on the way that law enforcement, fire and emergency medical services operate, and consider the impact it will have on their duties once the network is built and operating.

To address the assignment, the PSAC developed the following questions: What are the human elements, as an example the manner in which humans interact, with the devices, networks and apps that FirstNet should consider when designing this network.

And what are the potential user issues that will arise when using the network, and how will the nationwide network be used by first responders, and how will it impact the way they work and the way operations may be conducted.

The design and deployment of the network, including portable devices, have to be considered with great care, so that it delivers both utility and usability in harsh and unforgiving environments.

The goal here is not to drown the first responders with information or data, just because they have access to a fat pipe or broadband wireless network. In fact, for some critical mission use cases, some data may be worse than no data. Design considerations must take this into account and parse information into manageable and usable presentations.

As an example, at a glance, selective pull of information versus pushing of information. In other words, not pushing too much to the officers in the field, letting them get what they need when they need it. Constant data streams may distract the first responders from their primary task of saving lives and protecting property. Under stress, responders have limited cognitive resources. And those resources are precious. They may need to put all their attention and cognitive effort into either focusing on the threat, saving lives or putting out a raging fire. There is no mental bandwidth left to idly monitor the goings on in their network or surf the data that is streaming through their device.

To determine the human factors impact of the network, the PSAC executive committee defined human elements of the system as: Users, those who will regularly use the system; operators, those who are responsible for the day-to-day operations of the network; and third, maintainers, those entities within the operator entity that are responsible for keeping the day-to-day infrastructure running.

Device design ergonomics, using interactions with the network, will occur through devices of various form factors such as smartphones, tablets, laptops, desktops and sensors that are used in a variety of different environments.

Public safety personnel work in all types of climates, conditions and weather, which may adversely impact the tools used requiring devices and infrastructure that are robust, redundant and resilient.

The network and devices must meet or exceed the expectations of the term "public safety grade." The National Public Safety Telecommunications Council currently has a working group that is in the process of defining that term. Their recommendations will be forwarded to the PSAC, who will then review and make recommendation to this board.

Under applications, they must be highly available, nimble, flexible, and accessible to provide the right information to the right personnel when needed.

Under policies and procedures, the PSAC members stressed that initial and recurring user training is essential to the overall success of the network. The conduct of regular exercises using the network at the local, state and

federal level are going to be critical.

And then under access and security, something I know you're all being very conscious of, information security, law enforcement sensitive personally identifiable information and medical records dictate a need for the highest level of information protection, user authentication, and cybersecurity.

The PSAC executive committee reviewed the PSAC member input and then compiled a human factors report which was submitted to Chairman Ginn and Chief Johnson on December 4th, 2013. The PSAC executive committee is prepared to work with FirstNet and to provide further advice relative to the human factors issues.

In closing, I would just like to say that all of us may at times be frustrated with the slow progress of developing the nationwide network. I believe there is many -- there are many positive signs of progress, and I want to again thank Chairman Ginn, the FirstNet board and the FirstNet staff, for taking advantage of the expertise of the PSAC. Thank you, Mr. Chairman.

>> Sam Ginn: Thank you, Harlin. Any questions to Harlin?

>>Sam Swenson: I have one question, Sam, if I could.

>> Yes.

>>Sue Swenson: Harlin, thanks for the report, and appreciate the work of the PSAC. You know, you show that you can do much more work for us, which we're going to be counting on to you do in the future. One of the things you mentioned on your report was the applications and access to database databases, and I've actually talked to Chief Dowd about this when I visited his facility here last year.

I'm just wondering what do you think it's going to take? Because obviously databases belong to certain jurisdictions and certain entities. I think there's a wealth of information out there that we could get access to. What do you think we need to do to move that along? Because I know the challenges with it.

>> One of my roles representing the International Chiefs of Police I'm on the advisory committee which is a committee that advises the attorney general of the United States, and that committee has been dealing with this information-sharing thing for years, and we have some very good ways to deal with that.

And what I -- you know, at the appropriate time I'll talk to Bill and staff and all of you as to when to plug all that in. But at some point, that expertise needs to be plugged into what you're doing, so you know how to access that information, and what the challenges are.

You know, Chuck knows, understands the issue, and that is that these databases are owned by thousands of agencies. And we have developed various ways, primarily through the states, to access those databases. But there isn't a -- you know, it's still patchy. And so we need to take advantage of that, because there are a lot of progress.

>>Craig Farrill: Harlin, thank you very much also for the report. From a Technology Committee perspective it gives us some very valuable input. One of the dimensions that you didn't speak to, I'm curious about, is on the data side. With the number of sources that are admitting information, the magnitude of this will get very large very quickly.

So did the group address the storage and cataloging and life and archiving sort of dimensions the big data dimensions, if you will, of dealing with all the data once you now have it?

>>Harlin McEwen: We didn't go into a great deal on that, but I can tell you from my own experience that the prevailing thought in the public safety community is not to build a big database. It is to access those databases that are available. Because otherwise, if you have a big database, and it's not synced with all of those little databases, it's out of sync all the time. So you need to really have the latest information, and the best way is to develop a strategy to access those various databases whenever you need them.

So it's a challenge. But we've shown that it can be done. There are state consortiums that have done very well in that arena, and there are other good examples. So.

>> Thank you.

>>Sam Ginn: TJ, did you have --

>>TJ Kennedy: Just a quick comment. As somebody who works with Harlin and Public Safety Advisory Committee every week, we really appreciate the hard work that they do and the interaction and the amount of time they spend letting us bounce ideas off of them and be able to look at information and give us great feedback.

That really represents a wide swath of not just public safety, but even local government and other key stakeholders. So we really appreciate the Public Safety Advisory Committee's work and your work, Harlin, and we want to thank for being here today.

>>Harlin McEwen: Thank you.

>>Chuck Dowd: Harlin, again, thank you for the report. And Harlin does work hard on the various committees that he has at the IECF. Commissioner Bratton did mention earlier about the issue of working with IECF, major city chiefs and other organizations. If you look, and we'll see again, I know a bunch of you have seen it already some of you have not, the realtime crime center and how it accesses information.

I think it's that kind of philosophy that we need to kind of expand. And it's happening elsewhere, not just here in the NYPD, but it's happening elsewhere. I think the data mining tools that are coming available, the ability to access those databases, and the willingness to give access, I think is something that is going to be irresistible on the law enforcement side. So because as Rick Fuentes from the New Jersey State Police said at a FirstNet meeting, I think Ed Reynolds was there with me, his theory, he's a big proponent of information sharing. And the way he got the rest of the law enforcement agencies in New Jersey to sign onto the state police fusion center, his line was you give me a quarter's worth of information and I'll give you a dollar's worth of information back. And I think that's ultimately what's going to be the driver of this, in getting public safety, particularly on the law enforcement side, obviously Jeff can talk to the fire side, but on the law enforcement side, to sharing information through various and diverse databases.

>>Harlin McEwen: So I think what Chief Dowd is saying is that, you know, they're really doing the thing that has to be done all over this country here and in NYPD. The problem is that the money isn't there to build what you have in New York.

So as Chief Dowd is mentioning, what's going on is that around the country, states and consortiums of states are building things to replicate what NYPD is doing here, to serve a lot of the smaller agencies. And I think that's going to be the kind of thing that FirstNet should take advantage of as they become available.

Thank you.

>> Sam Ginn: Okay. Well, Harlin, again thanks for your work, thank the PSAC committee for their support, we

appreciate it very much.

Now, there's a resolution in your packet accepting this report. I'm going to ask the secretary to read the operative portion of that resolution.

>>Uzoma Onyeije: Whereas FirstNet has requested that its Public Safety Advisory Committee analyze the long-term impact of the nationwide public safety broadband network on the way first responders operate including changes and duties of personnel, whereas the PSAC has finished the report entitled Public Safety Advisory Committee Human Factors Report, whereas PSAC chairman Harlin McEwen has presented the PSAC report to the FirstNet board, now therefore be it resolved that the FirstNet board hereby accept the Public Safety Advisory Committee human factors report.

>> Sam Ginn: Discussion?

>> Move to approve.

>>Jeff Johnson: Move to approve, Mr. Chairman.

>>Sam Ginn: Move and second, all in favor say aye?

Opposed? Resolution passes.

Thank you, Harlin.

The next item on the agenda is the consideration of further extending the negotiations for Harris County, Texas. Bill, would you give us the rationale for approving that extension?

>> Bill D'Agostino: I sure will, Mr. Chairman. As you know, we have been in conversations with Harris County and we have supported their recent six month STA from the Federal Communications Commission. We would like to continue these discussions and negotiations with them in the hopes of arriving at an SMLA agreement for use of our band 14 spectrum.

We are awaiting some additional information from Harris County, we continue to remain in contact with them. What we're seeking today, Mr. Chairman, is a five month extension to our negotiation period. This will enable us to continue to receive and review the specifics of their plans and come back to this board with a formal recommendation at that time.

>> Sam Ginn: Any questions or discussions on this resolution?

Would you read the operative part of the resolution, please.

>> Uzoma Onyeije: Now therefore be it resolved that the FirstNet board hereby agrees to extend its period of negotiations on an agreement with the State of Texas through July 23, 2014, and authorizes TJ Kennedy to continue such negotiations on FirstNet's behalf. Be it further resolved that the FirstNet board hereby delegates to Bill D'Agostino the authority to continue or cease further negotiations with the State of Texas.

>> So moved.

>> Sam Ginn: It's been moved and seconded, all those in favor say aye. Opposed? Resolution passes.

Next item on the agenda is management's report. Bill?

>> Bill D'Agostino: Thank you again, Mr. Chairman, and members of the board. I want to provide you a brief general manager update on the activities of FirstNet over the last 90 days. While certainly we've been focused on the roadmap, the business of building our business has continued and I want to share with you some of those other aspects, as well.

So as we look at some of the major activities over the past 90 days we've really been focused around building, further defining and analyzing all of the information in front of us. We're focused on building the organizational infrastructure and controls, we're working on defining our product offering, our network services and capabilities, and of course our communications and outreach strategy, which we've discussed extensively. We continue to focus on information from our RFIs and looking at the plans and elements to put together the proper RFPs via the informed information that we have and to continue to inform ourselves via state consultation and the state planning process.

As we analyze, we continue to receive feedback from public safety. We also continue to look at all of our deployment options in those regards.

We've also solidified the senior team and we're building a strong organization. I'm very pleased to put in front of you this high level organization chart that demonstrates the C level organization and many of the supporting directors and support staff underneath them that we've put in place over the past 90 days.

I'm happy to report to the board that we have selected a chief information officer, start date for that individual will be on March 24th. He has cleared all of the onboarding processes in the Department of Commerce and his start date will officially be March 24th.

We have also selected, as the board knows, a chief technology officer, and that onboarding process is now underway, and we hope to have our CTO on board very soon.

As part of that announcement, as I mentioned yesterday and I want to continue to mention today, we are so proud of the work that Jeff Bratcher our deputy CTO has performed and is continuing to perform for us in that regard, and we appreciate everything that Jeff continues to do for us.

So the organization is really filling out, as you can see. We have not only continued government affairs support from Ed Parkinson but as we announced yesterday our communications director Corey Ray is on board, our outreach director Amanda Hilliard is on board, state consultation director Dave Buchanan is also on board, beginning to strengthen that whole outreach and state consultation team.

So if I kind of summarized our staffing and resources to date, Mr. Chairman, we have 40 employees on the FirstNet payroll currently. We have offers extended to another 15, and we have 36 other positions in the HR process, and we will continue to build the muscle necessary to execute the plans we've been discussing.

From a staffing and office space, we'll talk about where we put all these people and how do we begin to really settle into our standard locations. The FirstNet staff and the Department of Commerce will be moving to temporary space in the Reston, Virginia area in the May time frame, we're in conversations now with multiple facilities for a temporary location where we can bring the entire team together on a single floor and have everyone in one place.

In addition, as we've talked about, our headquarters in Reston, Virginia, the lease is signed and we are in the renovation process for that facility. And we hope to be in there as soon as possible, but that renovation is going to take us a few months, and right now we're looking at approximately August time frame by which we think we'll be permanently located in that facility.

And then our technical headquarters location in Boulder is now available to us and we're beginning the occupancy process. So in addition to staffing and space issues, there's been lots of activity around state outreach and where we're going with our whole next level of communication with the states, and I'm going to ask TJ to report out on that to the board.

>> TJ Kennedy: So as Bill was saying, now that our director of outreach is in place, we're moving forward with the next level of key managers that are going to help support that function as we continue to grow our outreach efforts. Our next level will be focused on the regional, federal and tribal supervisor positions that are part of the outreach team, so that they can continue to build the team that needs to go out and do outreach on a daily basis

We've also continued our monthly calls with the state point of contacts. The 10 regions now have regular calls where we're able to update them on the latest information, and these are very fruitful discussions with each of the states as we move forward.

We started our first state point of contact webinar, where Bill and I spent time with all 56 of the representatives and some of their staff on a quarterly webinar where we could go over the latest news and information on FirstNet. We plan to have our next one in April. These are also very good discussions where we can take questions and interact with all of the state point of contacts in one webinar format, and I was very pleased with the interaction we had at the first one back in January.

As we continue to move forward, we're also working with the state and local implementation grant program from NTIA and we just held a workshop with them with regions 1 through 5 down in Atlanta last week, and this week we're actually holding a meeting in Phoenix for region 6 through 10 on the western side of the country. To be able to both interact on what they're doing with NTIA in relation to their SLIGP grants, but also be able to answer and go over state consultation and outreach for FirstNet.

We continue our association engagement with both the Public Safety Advisory Committee and many of the different associations in speaking engagements we're involved in. This past weekend we met with the National League of Cities and every week we continue those kinds of engagements across the board. We are planning on a D.C. based association meeting in April to be able to take a broad swath of the associations in the D.C. area that we can go ahead and get together in one place to be able to share more information, and that's coming together nicely for the first week of April.

Over the past year and a half or so we tallied up some of the association presentations that we've done, and we've had over 111 to date. We think this is terrific and will continue to grow this number in 2014.

A couple areas that we focused on expanding our outreach, we've been expanding our outreach in our tribal engagement. We initiated our strategic planning process for interaction, we also have put together four tribal speaking engagements to date including the 2013 Tribal Nations Conference at the White House, and Kevin McGinnis from our board has been a very active member of that outreach and has been supporting our team in making sure that we're reaching out and both supporting the states with good information and also reaching out to public safety members across the tribal environment to be able to get them involved.

On the federal engagement side we've been working very closely with the ECPC, with Suzanne Spaulding from the Department of Homeland Security and her staff, and the great staff of pulling together many federal agencies to make them aware of what's happening with FirstNet. And they've also gotten together to help be an information source to share with federal agencies across the country, because many of them have departments that are in many if not all states, and to be able to have that kind of coordination and communication is extremely critical to our success.

On the government affairs side we continue to provide education both at the city, county, state and federal level, as well as on Capitol Hill to make sure we continue to update all the progress with FirstNet.

For communications, we now have both our director and our deputy director of communications in place, and we're wrapping up our public affairs staff. This will help us along with our new website at [www.FirstNet.gov](http://www.FirstNet.gov). We're very glad to have the new website up and be able to allow us to push more information out. One of the things that you'll see on there is we have not just the typical board information like we do for this week, but also we're putting other presentations as resources on that site and we'll be continuing to grow those presentations as we have staff to develop new material, to allow states to have good material on their hands to be able to share with stakeholders. This past week we put together four new fact sheets relating to FirstNet that are also good tools for states to be able to utilize on different facts and frequently asked questions on FirstNet.

We continue to work on our branding efforts and being able to put out more of that data and will continue to work on new outreach materials as we move forward.

On state consultation, during the Outreach Committee meeting yesterday you saw us discuss the very large flowchart that describes the many steps of state outreach and consultation, most specifically we'll be working through with the group this week in Phoenix to also brief and discuss these elements with the state point of contacts and get some additional feedback, and we look forward to being able to implement the state consultation process, as we discussed in a lot of detail yesterday, but we feel much better now that we have a roadmap both for the strategic planning of FirstNet but also a roadmap for consultation, and the key dependencies and interactions that need to happen with states and public safety agencies to make that a success.

With that said, we continue to work on our product offering as part of the strategic roadmap. One of the things that we spend a lot of time looking at are the key services that we will be offering to public safety and as we refine that that will help us on our build plan to make sure we're doing all the right things so that we can provide the right kind of rail road as discussed by Commissioner Bratton today, to be able to deliver the services that public safety needs most and we're looking forward to that. Bill?

>> Bill D'Agostino: Thank you. So let me expand just a little bit more on the roadmap and the activities there. We have completed a comprehensive, collaborative, and integrated, really detailed draft of our program roadmap.

And we have evaluated a number of models, both financially and from network assumptions and solutions, in determining or trying to assess our path to sustainability.

And based on what we know today we have multiple paths to sustainability and a sustainability business plan. Our work is now set up to validate our assumptions and further analyze the network designs and feature sets that we've identified in the roadmap.

As you can see, we've spent a significant focus in the last 90 days on defining this roadmap. It involves many interrelated activities and dependencies that can support our business planning effort. We have in-depth efforts underway to review long-term planning needs and analysis steps required to successfully build FirstNet. These efforts will continue to engage public safety further input and interaction, and they will help us shape this network as we move forward.

Our next level of outreach begins soon. We'll continue to follow with our planning model, and continue to refine this roadmap as we move forward and provide updates to this board.

I want to kind of share and close with the planning process overview that we have been working from. And as you can see, as this slide moves from left to right, we go from a very broad set of assumptions, defining scope, understanding all of the major elements that need to be considered around the question of sustainability, and we work that into the business planning process.

And as we refine those through further state consultation efforts, through continued market research, and detailed analysis of the RFIs that are already in place, we will continue to deliver a better and more refined approach towards our RFPs and begin to evaluate those as we move forward.

From there, we will engage and partner in technology discussions. We will begin to lock down the architectures necessary to deliver these networks. We of course will have to work through some of the state opt in, opt out processes, and we'll make all of our determinations with regard to those plans.

That will then further refine us into the FirstNet program roadmap in a more detailed format, and a much more narrow format in terms of the path that we will follow. And from there we're looking forward to having 56 state plans that have the input from the states included in a very iterative process with us, and all of the public safety agencies within those states having an opportunity to input into those plans through their state channels.

We're looking forward to getting to the business of building FirstNet, and the delivery of our mission.

And with that, Mr. Chairman, I'd like to make just one other comment. Over these past 90 days my staff has done an outstanding job of reaching out to the communities that we serve, gathering information, consolidating, you know, reams and reams of data that have been received, and have put together what I believe is a very solid, and as I said collaborative roadmap for our future.

I'd also like to acknowledge and thank vice chairman Sue Swenson for her leadership and drive and she has been with us step-by-step along the way, as well as the committee chairs who have given us invaluable input in our sessions with them. So with that, I turn my time back over to you, Mr. Chairman.

>> Sam Ginn: Thank you. Sue, any comments?

>> Sue Swenson: Well I just want to take this opportunity to thank management for a terrific job this is -- I think the word comprehensive is the only word I can use to describe what we've been undertaking for the last 90 days, and I mean comprehensive from the people we're going to serve, how we're going to serve, the economics of that, just every detail you can imagine.

And also, the nuances that are relevant to each of those components, because it's not as straightforward as Bill depicted here, there's a lot of turns in the road.

I would also like to acknowledge the support of NTIA because in addition to the engagement by the management team and the board, we also had great engagement by NTIA and of course they've been involved in this effort for quite some time and have great insight. And also are part of the process. And so we've had NTIA and specifically Steve Fletcher, from NTIA, involved in us in this effort.

So just an all-around thanks. It was an intensive effort, I appreciate the words you used, Bill, drive, because it was a driven process but I think we're at a place, Mr. Chairman and the rest of the board, that we feel very good about the things we have to do and how we have to go about them. So I'm pretty excited about this.

>> Sam Ginn: Well, thanks, Sue. Well, let me give you my own perspective, here. It's called a roadmap, and I think it's relevant to understand why we call it a roadmap.

And it's because I think in a business plan you have to answer some very fundamental questions. Like can you provide the reliability and coverage required of public safety? Can you provide the services, can you provide an app engine, that allows them to innovate in their jobs?

Can you construct this network for \$8 billion plus the capacity returns that we could expect from a partner?

From my point of view, until you can answer those questions, you don't have a business plan. So we have a roadmap to get to a business plan.

Because there are so many issues out there that -- that would influence those final numbers. A perfect example would be, is this system going to need 35,000 cell sites or 24,000 cell sites? And we don't quite know the answer to that yet. We're working very hard on it, but how you answer that question would change all of the economics of the system.

We have a lot of those issues. Just like that. So this management team and this board has to work through those issues, and as they do, as Bill said, we will narrow the issues down to a point when we can truly present a business plan.

So I just think it was kind of important to think about the process. That's the way I think about it. I think it's kind of the way the management team has been approaching it, and so it will be awhile, but you can rest assured that we're going to be knocking down those critical issues that tell us whether and what conditions we must create to get this network built.

Okay? Any other comments on the roadmap?

All right, at this point I'd like for us to move into closed session. For those of you on the webcam, I would say that this is going to be 20 to 30 minutes. I think we'll be back in that period of time.

I think we need a motion and -- to go into closed session. Do I hear that motion?

>> So moved.

>> Sam Ginn: And a second? All in favor?

Thank you very much. Would you discontinue the web cam, and we'll be back in about 20 to 30 minutes.

(Closed session.)

>> Sam Ginn: I would like to ask you to report out on generally what we talked about in the executive session.

>> Sue Swenson: Great, thank you, Sam. I would say that generally, the board discussed in detail the roadmap and the challenges, significant challenges, facing FirstNet management and the board. And there are -- in order for us to accomplish the roadmap. And we had extensive discussion on an action plan that we feel is necessary to address those challenges, and agreed on an action plan for those challenges, Sam.

>> Sam Ginn: Okay, any other comments from the board? Yeah, nice summary, Sue, thank you.

Bill, the roadmap is so important to our future. I know that you want to release something to the public having to do with how we're going at this project. So would you give us a review of what you're about to post on the website?

>> Bill D'Agostino: Sure, Mr. Chairman. And members of the board and members of the public, it's a pleasure

to be able to share this with you this morning. I have some prepared remarks conclude we will post later today on the website.

The first responder network authority was created to empower America's first responders with state of the art communication tools. FirstNet's mission is to ensure that a nationwide interoperable wireless broadband network is built for the public safety community.

With this goal in mind, we need to build either ourselves or with partners a network that covers most of the geography of 50 states, five territories, and the District of Columbia, as well as 566 tribal nations. As we do, we will identify specific milestones for rural America in our deployment strategy.

FirstNet's deployment strategy will likely be accomplished through a combination of terrestrial systems and the use of mobile and satellite systems. We plan to have significant coverage across the U.S. through the use of terrestrial coverage similar to what wireless carriers have today, which is approximately 60 percent of the geography. In addition, for the remaining geographies we plan to use specific solutions for rural deployment, including rural infrastructure provider partnerships, deployables, mobile communication solutions and satellite systems. The key differentiators that FirstNet will bring to the public safety community will be a dedicated nationally interoperable broadband network with the capabilities of guaranteed quality of service, priority usage, and preemption.

In addition, the FirstNet network will be hardened from the physical layer, user access, and cyber security perspectives, which will provide more resiliency.

The network operating standards will also provide local control to public safety agencies, allowing for more control over provisioning, device features and reporting.

We will create this public safety network within the financial parameters outlined in the Middle Class Tax Relief Act and Job Creation Act of 2012, and ensure its sustainability through federal funding from spectrum auctions, up to \$7 billion, and funding from user fees and agreements with third parties that will leverage the value of secondary use of our excess capacity.

We have studied and analyzed various approaches to deploying the network including a stand-alone build and public-private arrangements. We have made assumptions regarding the major components of revenue, operating expense, and capital expense.

We have confidence in the cost assumptions based on our market research with vendors and the collective industry experience and knowledge of the FirstNet staff.

The more challenging assumptions will be revenue based. Perhaps the most important assumption in our models to date is the value of secondary use of excess network capacity through covered lease agreements.

Focusing on and being successful in public-private arrangements to realize this value will be an important aspect in executing a sustainable business model.

We have confidence that we can validate most of our assumptions through executing our program roadmap before we finalize state plans. If we can realize the assumptions that we have within our financial models well believe that we will have a business plan that offers value to public safety and is sustainable.

To arrive at a definitive business plan and complete state based plans, we have several significant tasks on our roadmap that must be accomplished.

First, we need to staff and resource the organization. We need to complete an open, transparent and competitive process for comprehensive network proposals based upon FirstNet LTE performance requirements and operating standards for network and certified devices.

We need to complete an open, transparent and competitive process for network equipment and services proposals based on detailed technical requirements resulting in multiple awards that could supplement our substitute for all or part of our comprehensive network proposal.

In conjunction with the comprehensive network and network equipment and services process, we need to obtain proposals for covered leasing agreements that will provide value for excess network capacity.

We need to complete testing and validation of critical features and functionality of the network, and complete state outreach and state consultation.

We also need to review aggregated information to determine pricing for approval by NTIA and the administration.

In addition to the major focus areas outlined above, we also believe that we should up front set out certain of our legislative interpretations and propose rules for public comment.

This is particularly true in areas that may be unclear under the legislation and/or where it would be helpful to give notice to public and private parties that we will participate -- that will participate in the FirstNet program roadmap.

We will share our proactive strategy with our key constituents, public safety across all levels of government. In addition, we will share with Congress, the administration and the media.

We feel that this approach is critical as we progress through our program roadmap.

As we complete the above referenced tasks, along the roadmap, particularly the proposal process, the ultimate FirstNet network solution and business plan will narrow and become clearer. If our efforts fail to secure public-private arrangements that provide value to us at the same level we assume, we may have to consider a different approach. One for which we have been studying options.

Reaching a defined and sustainable business plan requires talented resources across the organization, as well as board oversight and guidance. We want to make rapid progress for public safety while balancing the need for a robust design and cost effectiveness. At this time we believe the following milestones over approximately the next year should serve as appropriate check points to ensure that we are on track within our roadmap to reach our goals.

Initiate public notice and comment on certain program procedures, policies and statutory interpretations.

Release draft and final requests for comprehensive network proposals for offer or comments.

Release draft and final requests for certain network equipment and services proposals for offer or comments.

And begin formal state consultations.

As we travel along our roadmap, we may determine some of our assumptions were flawed, and change our course accordingly. We may change the order of or the actual roadmap milestones themselves as a result.

Nevertheless, we believe we have charted a course to prove out a successful FirstNet for public safety. We will

be providing substantially more detail about each roadmap item in the coming months.

And Mr. Chairman, as I said, we'll post these remarks later today. I'd like to thank you and thank the members of the board for a very productive and informative two days.

>> Sam Ginn: Sorry, Bill. That was a side conversation.

>>Bill D'Agostino: That's okay. Turning it back over to you, Mr. Chairman.

>> Sam Ginn: Okay. All right, are there any questions about Bill's comments? Okay, Bill, you will post that on the website for public consumption? All right. I know that we have a couple other items here that I'd like to cover.

One is a resolution to modify the name of the Technology and Planning Committee to the Technology Committee. I don't think this takes a lot of research, so I'll ask for a motion to implement that change. Moved?

>> Moved.

>> Sam Ginn: All in favor?

Done, Mr. Farrill, so got your mission accomplished.

We have a final item, and I'd like to ask Larry Strickling from NTIA, he's got an item that he'd like to cover with the board and those on the webcast.

>>Larry Strickling: Thank you, Sam. One thing I wanted to just alert the board to, because we'll undertake this prior to your next meeting in June, is the fact that as you all know in August the terms of four of our board members will expire. Just as we did last year, we will at some point prior to June be putting out a request to the community for expressions of interest from people who are interested in serving on the board. Just as we did last year, we certainly urge all of you on the board to recruit and recommend candidates for consideration to this, and the secretary will make the appointments prior to the August expiration date.

I did want to note that the board Governance Committee has within its charter the activity of reviewing and recommending candidates to the board, to Secretary Pritzker, and we certainly want to encourage that. So I'll be reaching out to the chair of the board Governance Committee, Sam, in the next few weeks to evaluate or talk about how you want to structure that process going forward.

But that notice will go out sometime prior to June, and we'll certainly alert all of the board members when that does go out so that you're aware of that recruitment window opening up. Thank you.

>> Sam Ginn: Thank you, Larry. I guess we need a resolution around Bill's presentation. So Mr. Secretary, would you read that?

>>Uzoma Onyeije: I'll just read this resolution in full. It says whereas the Technology and Planning Committee, now Technology Committee, has reviewed and made any recommendations to the Finance Committee and the board regarding the draft program roadmap presented by management; whereas the Outreach Committee has reviewed and made recommendations to the Finance Committee and the board regarding the draft program roadmap presented by management; whereas the Governance and Personnel Committee has reviewed and made recommendations to the board regarding the draft program roadmap presented by management, and the same applies to the Finance Committee that has reviewed and made recommendations; whereas the board has reviewed the draft program roadmap presented by management;

and whereas the board wishes to proceed with the fiscal year 2014 milestones contained in the draft program roadmap as modified below, in accordance with the revised budget guidelines, to be approved by the Finance Committee within the limits of the approved fiscal year 2014 budget, now therefore be it resolved that the general manager is hereby authorized to take such actions as are necessary to reach the following mile stones, with the indicated deliverables requiring further board and/or committee approval thereto.

Solely in accordance with the revised budget guidelines to be approved by the Finance Committee within the limits of the approved fiscal year 2014 budget.

And the resolution goes on to give several milestones that will be available to the public. And I can go through several of them. There will be a public notice and comment process that will be undertaken. Again, before we put the public notice out on the street, there will be an opportunity for the board to review both the proposed interpretations, the rules, and the policies, before that going out for public comment. There's going to be what we call a comprehensive network RFP that will be going out. And again, the board will have an opportunity to review the procurement process plan as well as the proposal requirements.

There's going to be what we call a network equipment and services RFP, and again those same two elements will be reviewed by the board before that goes out.

There will be a potential pilot process RFP that will go out, and the potential pilot plan, as well as the requirements, will be reviewed by the board before that goes out.

We also have several other actions that will be taken. There will be a NEPA resources RFP that will be going out, those requirements will be reviewed by the board prior to it going out.

There will be a Spectrum relocation RFP that will go out, those proposals will be reviewed by the board.

There will be a business model and technology validation and state consultation effort, and any procurements exceeding management authority will be reviewed by the board.

And finally, there will be some foundation hiring work that will go out. And again, that will be based on the Finance Committee's recommendations.

>> Sam Ginn: Okay, resolution. Any discussion? Motion?

>> Move we adopt the resolution.

>> Second.

>> Sam Ginn: Moved and seconded. All in favor?

>> Aye.

>> All opposed? Resolution passes. One final item. Chuck Dowd, thank you, you've been a great host. And we all look forward to touring your technology -- we all look forward to touring your technology and operating center this afternoon. We know that you guys are doing innovative things, and we want to hear all about them.

Okay, meeting adjourned.