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## Transcript

### FirstNet Board of Directors Meeting June 3, 2015 – San Diego, California

#### *Part 6 –Board Meeting*

SUSAN SWENSON: Wow, that didn't take much. It's kind of an odd setup. You know, we were at the PSAC meeting on Monday, and we were across the street; and we felt like we were in coach on the airline. We had nice tight quarters. And then we came over here to the hotel, and we thought we'd been upgraded. But this sort feels like it's one of those airlines where you have to stand up while you're traveling, I guess. Anyway, I apologize for the room setup; but hopefully, you can hear what we're saying.

We're delighted to have all of you here with us in lovely San Diego. I don't know how far you traveled, but this is my hometown -- as much of a hometown as I can claim. I've lived here longer than any place I have ever lived, and really happy to invite you here to America's finest city. And hope you're having a delightful time. I think we've got some good weather for you. I know people went to the game the last couple of nights. I know the night before, I don't think the Padres did very well; I think it was 7-zip. But I understand they won last night, so it sounds like it was a much better game. It must have been because everybody was going to the game and rooting them on.

So thanks for coming today for those of you in the room and those of you online. We had some very good meetings yesterday in the committee; and I'm sure some of you, if not all of you, participated in that. Today's meeting will be somewhat briefer. I'm sure you'll be happy to hear that. We have a couple of things to accomplish today. We'll give you a readout from the meetings, and then we have some updates from TJ and from Chief McEwen; and then we have a guest here from San Diego that we'd like to introduce you to. So it will be a fairly quick meeting; and hopefully, you'll find it informative.

Before we get started, obviously, the meetings on Tuesday and today are open. And as you know, we're really committed to having open meetings as much as possible. So I'm happy to say that we won't have to go into a closed session during the meeting today. We will adjourn to a closed session for the board in executive session, and you're welcome to stay around; but there's not really going to be much to report out because it's really a personnel issue that we talk about in closed session. So you can go on and grab your lunch and whatever and get ready for the PSCR Session.

Before we get started on the substance of the meeting today, I just wanted to recognize our departing CFO from FirstNet, Randy Lyon. Randy has been our CFO at FirstNet since the inception. And Randy got through the early stages of FirstNet and really laid the foundation for what we have today, so we're very grateful.

And, Tim, I know you recognized Randy at the finance meeting yesterday; but I think it's important to recognize it in the full Board meeting. Randy did quite a bit of good work and tolerated Tim as the finance

chair, which is pretty tough work. Tim can be pretty tough on CFOs, being a CFO in his career as well; so he kind of knows the game.

And the Finance Committee really has paid a lot of due diligence to the finances of FirstNet. We know it's very important to make sure that we spend every dollar prudently on things to accomplish objectives, not just spending. Our goal here is not to meet the goal of the budget; the goal here is to accomplish objectives that we set out and make sure that the organization has adequate resources to accomplish those goals. And Randy and his team have done an extraordinary job.

We're very fortunate to have Kim Farington join us. Kim is not here today because she had previous plans, but she is a detailee from the Office of Personnel Management. And she brings vast experience; we're delighted to have her joining FirstNet. And she, I think, actually is a CPA by education and training – great background; and she will, obviously, be at our next session. But Kim has joined the team. I think Tim actually went over and met with Kim prior to her taking leave, and you'll see Kim pretty active on a go-forward basis. So we welcome Kim to the FirstNet team.

Oh, the note here says for those still standing, seats are available up front. So if you're standing, it's not really the front; it's sort of the side. But seats are available up front if you want a seat.

Thank you, Uzoma.

We generally go through a conflicts notification at the beginning of every meeting. We're going to make that a little more brief today just because we went through those yesterday. As you know, this is a really important process for this project, particularly as we're entering into a procurement-sensitive time.

Uzoma, would you take us through an abbreviated version of the conflicts notification?

UZOMA ONYEIJE: I think my abbreviated version will be that we have two items today, both of which the Board will not be voting on, that will be discussed in open session. So I don't think we have to worry about conflicts today. So with that, I think we're ready to proceed.

SUSAN SWENSON: Lovely, that's the briefest conflicts notification you've ever done. I love it. So I think we're ready to call the roll. Uzoma, would you take the roll.

UZOMA ONYEIJE: Sue Swenson?

SUSAN SWENSON: Here.

UZOMA ONYEIJE: Barry Boniface?

BARRY BONIFACE: Here.

UZOMA ONYEIJE: Jeff Johnson?

JEFFREY JOHNSON: Here.

UZOMA ONYEIJE: Suzanne Spaulding?

SUZANNE SPAULDING: Here.

UZOMA ONYEIJE: Geovette Washington?

GEOVETTE WASHINGTON: Here.

UZOMA ONYEIJE: Tim Bryan?

TIM BRYAN: Here.

UZOMA ONYEIJE: Kevin McGinnis?

KEVIN MCGINNIS: Here.

UZOMA ONYEIJE: Ron Davis?

RON DAVIS: Here.

UZOMA ONYEIJE: Chris Burbank?

CHRIS BURBANK: Here.

UZOMA ONYEIJE: Richard Stanek?

RICHARD STANEK: Here.

UZOMA ONYEIJE: Annise Parker? Jim Douglas?

JIM DOUGLAS: Here.

UZOMA ONYEIJE: Teri Takai?

TERI TAKAI: Here.

UZOMA ONYEIJE: Ed Reynolds? And Frank Plastina?

FRANK PLASTINA: Here.

SUSAN SWENSON: Great, we have a quorum. I think we're going to start with readouts from yesterday from all the committee meetings. And I believe we'll start with Barry.

Barry, you're on.

BARRY BONIFACE: All right, this should only take about 45 minutes -- just wanted to get equal time with Tim. But at any rate, we had a productive discussion in the Technology Committee yesterday. Jeff Bratcher kind of walked us through the current activities within the CTO offices area. They've had a number of recent meetings with PSAC, where I think they've had good, constructive dialogue; and it's been a very collaborative environment, so I think that's been terrific.

He talked about adding a new player to his staff, who is going to focus on security, Glenn Zimmerman, who has an extensive background in both the public and private sector. So we're happy to have Glenn on board.

And he also went through our approach to our security. I think Suzanne had some input there in terms of the collaborative nature of Jeff's organization with her organization and was applauding those efforts. So we got Jeff's update.

And then from there, we went to Jason and Eli, who walked through the responses to the second notice that pertained to the Technology Committee. We walked through those; there were 70 responses overall. I think that in general, people saw the interpretations the same way that we saw the interpretations. There were some areas where we had some differences; and I think from those, we'll better inform our decisions around those areas going forward. And really, I think overall it's been a constructive dialog with the community as it relates to the second notice; and everybody was appreciative of that.

That's pretty much what we handled at the Technology Committee.

SUSAN SWENSON: Any comments from any of your committee members that they'd like to add to augment the report? Great, thank you.

BARRY BONIFACE: Thanks.

SUSAN SWENSON: Tim, instead of being last, do you want to go next?

TIM BRYAN: Wow, I hadn't time to fully prepare my thoughts here, Sue.

And for those of you in the audience wondering why I'm taking a few hits this morning, with the Padres up 7 to 2, I left at the seventh-inning stretch. So I'm still, obviously, feeling the repercussions of that this morning from folks who think I walked out a little bit early.

In any event, Finance Committee yesterday, we had two agenda items that we discussed. David Socolof gave us a pretty good update on where we are in terms of the budget. The long and short of that is, we're certainly well within our budget limits and yet in some cases under them because of a little bit of a slow start out of the blocks, particularly around the hiring process in certain areas. But I think the good part is we've sort of checked off all of the milestones that we had hoped to achieve over the course of this fiscal year up till now, up to date.

So it was a consequence, and I'm really happy that we're continuing to very closely tie our spending and our budgeted dollars against what we have in the strategic roadmap and what it is we're expected to achieve. So, that all went off pretty well.

Dave was kind enough to give us a short update on where we are with the Fiscal 2016 budget, where we've had a couple of internal meetings. We've had one short Finance Committee meeting, just as we start to get ourselves up-to-speed; and I think Dave is hoping to have a good budget for us to have a look at by August, well ahead of the September deadline. Having said that, there may be an interim Finance Committee meeting at some point that we'll put on the schedule.

And then, like the other committees, Jason did a quick review for us on some of the comments on the second notice, particularly as they relate to the financial aspects of some of the parts of the Act. But in any event, it was a little bit of a lighter workload for the Finance Committee at this particular meeting. The one before was pretty heavy; and I suspect as we get deeper into the draft RFP process, it will build up again. But that's basically what we talked about at the Finance Committee.

SUSAN SWENSON: Any other comments from the committee members from finance?

Thank you, Tim.

Chief Johnson?

JEFFREY JOHNSON: Thank you, Madam Chair.

A shout-out to our friend Chuck Dowd, who is in the audience today. It's so nice to see Chief Dowd.

I also recognize my two new brothers over here, Frank Plastina and Barry Boniface, who went through the fire academy. They did 27 hours. They did the first part of one day in training. They were cutting cars apart, putting fires out, wearing the gear, dragging hoses – doing all that meaningful stuff that firefighters do. And then they spent the rest of their 27-hour shift riding fire apparatus. So they were kept up most of the night and got to see the whole system in action. They were looking bleary-eyed the last time I saw them.

You guys are looking better. Welcome to the family, gentlemen; thanks for the investment of time for public safety.

As it relates to my report Madam Chair, yesterday we heard reports from Amanda Hilliard, Dave Buchanan, and Rich Reed on their areas of particular discipline related to outreach and consultation. Amanda also gave us a report on the PSAC, which met yesterday – a really well-attended PSAC meeting.

And to date, that thing continues to improve, Madam Chair, in that the PSAC is interactive. The exchange between the technical team and the PSAC members just continues to mature. And the amount of work they're doing – I mean meaningful work into the meat around our devices and the network and what public safety needs – it has really matured into a nice place. So I want to thank Chairman Harlin McEwen, who leads that group and the executive committee that pours in a tremendous amount of work to that.

So Amanda gave that report, and she also talked about the hiring that is going on. She talked about the number of positions that are about to be posted for a lot of the regional jobs.

And then Dave gave us an update on state and territorial consultation. To date, out of the 56 states, territories and commonwealths, they have completed 31 initial consultations; that is no small lift. So they were kind of walking through what we've learned. I did attend. I know a number of the board members have attended this; but I attended Idaho's consultation, and I was really impressed with the messaging and the honesty associated with what we do know and what we don't know. I give a lot of credit to that team for just being very blunt about where we are and what we need to know and what we don't know. I think it's very helpful. But all of our states understand how we're maturing and progressing and they're actually being very helpful on that path.

And then Rich Reed discussed the state planning process, and how the key aspects of consultation and data collection are going to eventually feed into the state plans, which is a key aspect.

And then that kind of led into, those three presentations led into our Chief Counsel, Jason Karp, who talked about the latest public comment exercise. And he did a recap of what we've learned and how the responses have been bucketed in terms of favor and some neutral and then some that disagree with a series of observations we've made as we interpret it.

So that concludes my report, Madam Chair.

SUSAN SWENSON: Great, thank you.

Any other comments from the Committee on Outreach?

Thank you, Chief Johnson.

I think the outreach activities are so important, not only to share information, which the staff has worked very hard on as a starting point, but I think also just to understand the states' issues in terms of particular circumstances because obviously, you could look at a nationwide network. But each state has particular circumstances that it's helpful to understand, particularly as we put together the RFP. I think that's going to be critical information to put into the RFP process. So obviously, it's a critical component to reaching towards our final RFP at the end of the year.

So, I too, Chief, like you, appreciate the work of the staff going out. They're on the road constantly. And I know we thank the staff for doing all of that work, but I want to make sure that people know that we should appreciate the families behind them who support them because they're the ones who are back home and putting up with them being on the road and tolerating it. So if Jeff Bratcher's family is listening this morning – because they were, I think, yesterday -- we want to thank you for your tolerance because people are on the road quite a bit and I really appreciate the family's support on that.

Thank you, Chief.

Yes, Kevin?

KEVIN MCGINNIS: If I could just add one item to your report -- Governor Douglas and I had the opportunity to attend the SPOC meeting that was held in April, I believe it was, in Virginia. And I think it's important to mention, for those that don't know it, it was extremely well-attended. I think 52 out of 56 states and territories were represented there, as well as the Tribal Working Group for FirstNet.

And it was a wonderful thing to watch as the two-day meeting evolved from sort of an "us and them" situation between FirstNet and SPOCs to a degree, to a real togetherness by the time it ended up with recognition of mutual needs, mutual concerns, and mutual challenges. And that happened also with the Tribal Working Group and FirstNet. I think a whole lot of progress was made at that meeting, and I know that there are plans to repeat that in the fall – so good going.

SUSAN SWENSON: I want to thank you, Chief McGinnis, and also Governor Douglas, for taking the time to be there for two days. I think the SPOCs really appreciated the interaction with you and understanding your perspective, as well as thanks for taking time. I know both of you are on the road quite a bit – particularly you, Kevin. You probably have a million frequent traveler miles now, I'm sure.

On to the Governance Committee –we really started the day yesterday with the Governance Committee. Got an update on where we are on staffing and the challenges associated with that. Obviously, having the right people on the team and an adequate number of the people on the team is critical. And we have been challenged, as you've heard me say, in numerous forums and other people talking about the challenges we have with bringing people onboard.

So we have quite an aggressive schedule ahead of us. And fortunately, TJ is getting some help with the recent addition of Steve Fletcher. Steve came over from NTIA and has been detailed to us, and he's really overseeing the administrative functions within FirstNet.

And, Steve, we're appreciative of you – like I said yesterday – putting on your fire-retardant suit and blazing your way through all of the gauntlets of getting things done because you're very involved in the personnel actions and really trying to move things along. And we appreciate your knowledge and expertise. And I know TJ does because every time I talk to him about this, he says, "Yeah, I just gave it to Steve to take care of." So we appreciate that.

So staffing is important. We have quite a few jobs posted. You probably saw on Twitter yesterday, we've got a couple of key jobs posted. Go to USA Jobs if you know qualified people who are interested in helping us out – lots of opportunity. Please pass the word that we have those opportunities open; and, hopefully, Steve will be able to get you through the process a lot more quickly.

We talked a little bit about the Reston headquarters. We moved in there probably a year and a half ago; so, like everything, it takes a little bit of time, but the walls are finally being knocked down. We're in temporary space today, kind of transition space, and going to a more open environment. And I'm very much looking forward to seeing that because my last visit to the building out in Reston, I felt like I needed a flashlight to walk down the halls because they turned the lights down to conserve energy or something; but it's a little frightening. I feel like I need my mace with me; I don't know what's going to be around the corner.

The employee survey – we did an employee survey at FirstNet. TJ went over that. It's a very limited survey. We wanted to keep it really simple and focused on the key issues that we think are important culturally. And TJ went over those results – where we got good feedback, where we got opportunities for improvement. And TJ and the team are actually out working with staff to really understand what needs to be improved. We really need to pay attention to this now when the staff is smaller and make sure that we have the right culture in place, the right environment in place, so people can be at their best. That's really important.

I purposely – and Chief Johnson and I spent a lot of time with TJ on this – it's really important that we don't give people a 100-question survey because it's kind of fatiguing. And I think people get survey fatigue. So I think there are a few questions you can ask, kind of get the essence of it, and then go talk to people – I mean, what a concept? And so we're out there talking to the team really trying to find out how to make it better. This is not rocket science, and the leadership of FirstNet is paying attention to this.

And I'm very appreciative of the time that you're spending on this, TJ, and the leadership team at FirstNet. Thank you for doing that.

And then Uzoma went over – as you know, there's an annual event relative to the Board; so this is kind of a natural process. We're a staggered board with different terms. So Uzoma went over the process we're doing through, the annual process. I think you saw the notice asking for a show of interest. That date has closed, and we're in the process now of vetting those candidates who have indicated an interest in being a board member to take any vacancies that we might have available to us.

One of the things that we're doing differently this year is really trying to get them through the upfront process around ethics and our procurement conflicts because it's really important whoever joins the Board is not conflicted. Otherwise, they'll be spending a lot of time on the sidelines. So it's really important that we take a look at these folks, make sure they have the right skill. As Uzoma went over yesterday, we've got characteristics that we need to fill in terms of geography and discipline and things like that. So it's a bit of a jigsaw puzzle to make sure.

And a lot of very qualified people have shown interest, but we have certain buckets that we need to fill; and we've got to make that puzzle fit. But it's really important that we don't get them through the process and say, yes, join, only to find out that they'll have to sit on the sidelines and not be able to participate. So that conflicts review is really important.

For those of you who are listening today who have shown an interest, know that you'll be contacted. You're going to have to fill out some paperwork and give some information before we get started, but it's all an important part of the process. And we're looking forward to seeing who is able to come out the other side of that process.

That completes my report. Any updates from anybody else on the Governance Committee? No? So that concludes my report.

I think we need to take care of the minutes. I think you have before you two sets of minutes, I believe, from March and April, I believe. And so I'd be interested in entertaining a motion to approve those minutes.

UNIDENTIFIED BOARD MEMBER: So moved.

SUSAN SWENSON: Thank you.

Rich?

RICHARD STANEK: Second.

SUSAN SWENSON: Any further discussion about that? If not, all those in favor, please signify by saying, "Aye."

ALL: Aye.

SUSAN SWENSON: Opposed – same sign?

Any objections? Minutes are approved.

Great, I think we're done with the administrative portion of the meeting. Let's go on now. We have a guest here.

TJ, I'm going to have you do a little introduction on Chief McManus.

Chief is joining us from San Diego. Appreciate you being here today, Chief. We think it's very important, obviously, to whatever city we go to, to have representation from public safety. So we appreciate you taking time out of, I know, your busy schedule. He protects me, so I really appreciate the work that you do; and glad to have you here today.

TJ, if you could just say a few things about the Chief.

TJ KENNEDY: Assistant Chief McManus, who joins us here today, very much understands the needs of all first responders when it comes to communications; and we really appreciate his desire to be here with us today and to welcome us to San Diego.

Chief McManus is currently over investigations for the city of San Diego and has served in numerous roles across the Department, including special operations and many different line and patrol roles as well. So we're very glad to be here today and glad to have him join us here this morning.

So, Chief?

TERRY MCMANUS: I know that was by design. Thank you very much for the introduction, TJ.

Good morning to all of you and welcome to San Diego on behalf of my Chief, Shelley Zimmerman. She wants to extend the same welcome to San Diego. Unfortunately, she couldn't make it this morning; she's in Phoenix at the Major City Chiefs Conference. Many of you are probably familiar with the importance of that conference.

So I'm very happy to sit in for her and to welcome all of you to the beautiful Gaslamp area of San Diego where, hopefully, many of you were able to attend the game last night and see the Padres finally play a good game. They looked very well. And that's great news; but what's even better news for me – and I hope for some others in the audience, you don't need to raise your hand – is that the San Francisco Giants had a wonderful month of May. So that makes me smile. I'm originally from the Bay Area, but I've been in San Diego for nearly 30 years; and I'm very happy to call this my home as well, Sue. So welcome to San Diego.

As mentioned, my name is Terry McManus. I'm an Assistant Chief with the Police Department. I've been in that role for just a couple of years and many other roles in assignments over my career that have really given me the opportunity to do two things – to understand the importance of technology and technology advancements, but just as important for law enforcement or life safety services, to understand where our deficiencies are. And I think that's a lot of what is going on this morning and throughout the year with regard to FirstNet and the tremendous progress that you have made that is going to support, first, the public and, by extension, law enforcement and life safety services. So I'm very happy to learn more about all the efforts that you have made.

We first began to engage with FirstNet when TJ and others visited San Diego just less than a year ago and gave a full presentation to our chief's executive committee, which included myself. For us in San Diego, our Department is about 1,800 sworn. And the chief's executive committee is Chief Zimmerman, our Executive Chief David Ramirez, and then five assistant chiefs. And we're really happy to hear the presentation – the full briefing, really, of exactly what you're accomplishing in about three years, as I understand, with some of the great work that's going on with FirstNet.

Chief Zimmerman is absolutely committed to, and she aspires to in San Diego with the Police Department and the entire city, to stay in front of technology, especially as it relates to communications and

interoperability. For San Diego, the city and the region, there are tremendous challenges for us in that area.

We're a city of about 1.3 million. We are a region of about 3 million, a little more than 3 million. And then, from a geographic perspective or a thumbprint, if you will, that goes up north to the border of Orange County, Camp Pendleton, if you're familiar with Camp Pendleton; of course, the west coast, the water, stretches out east to Imperial County, which is just short of Yuma, Arizona; and then just 17 miles from downtown San Diego, the border with Mexico. It's a very large area.

Within that area, when I talk about challenges with interoperability and communications, within that area, of course, we've got the busiest border crossing in the entire world. We've got beautiful waterways for public safety that from a public safety perspective, safety perspective are, as you can imagine, are very difficult to manage.

We've got a military thumbprint. Although shrinking a little bit – we all understand that – it's still a substantial thumbprint with the military installations in San Diego. They are great partners of ours, have always been great partners of police and fire, life safety services, and that's never going to change. But that's a tremendous challenge for us at it relates to interoperability/communications.

And then lastly, regarding challenges – and I intentionally wanted to mention this piece of it last – is the college campus community in San Diego and, quite honestly, over the years or historically, our real inability to communicate effectively with the college campus communities, specifically their police departments. They have tremendous police departments in San Diego; and we're just now starting to pursue better, more effective means of communicating effectively with them. We all understand the challenges; we all understand the activity -- often tragic circumstances related to college campuses and their need to quickly, from an emergency standpoint, interact with local law enforcement and how to overcome those breakdowns in communications because they do exist.

And so that's a little bit of a challenge for us, which is why we're so much interested in continuing our engagement with FirstNet. And my hope that the allied agencies in California, if not already interacting, find the time real soon to interact with FirstNet to become aware of the value of what you're doing.

I wanted to mention – Sue, you mentioned, or someone on the Board mentioned – mission and goals. And I'm familiar with those goals, having heard them about a year ago and then doing some research before this morning. And they are certainly lofty goals.

But I did make note of one of them because it is so impressive to me that the goal being reached, the entire public safety community across all levels of government. Well, how the heck do you achieve that? That's a fairly lofty goal. And I compliment the Board, staff, all of the attendees for what you achieved in calendar year 2014, where you reached out and connected with some 24,000 stakeholders. Well, that's how you overcome a lofty goal like that, so my sincere compliments in that regard.

In law enforcement – TJ, you and I were talking about this a little bit this morning – potential is a tremendous word, and we all consider and talk about potential. And then for us in law enforcement, we get hung up on potential and where to go from there. And so I just want to recognize that you are past potential in this broadband network technology and the value of that, in a very short period of time. And that's very impressive to me because I think that's where we get hung up a little bit on the public safety side, is goals identified, potential, and then how to we go from potential to get towards implementation?

And so my compliments to the Board and to all of you. And certainly my compliments to my law enforcement peers. Some of you are on the Board; many of you are probably in attendance – for what you're achieving already in a very short period of time. We look forward to continuing our engagement with the group here with San Diego PD in our region. And I wish all of you the best of luck, especially the Board and staff, in accomplishing your goals.

Again, welcome to San Diego. If there's anything we can do for you, or I can do for you, to make your stay as enjoyable as I possibly can, please feel free to reach out to me through TJ or whomever. And I'm happy to be here this morning.

SUSAN SWENSON: Thanks, Chief, thank you very much.

[Applause]

I think it's always great to have folks in the local area come and talk to us, and I appreciate your perspective because sometimes we feel like we're not making as much progress as we would like as quickly as we we'd like. So thanks for your comments; I very much appreciate it. And I know you've got a commitment, so feel free to leave when you need to. Thank you so much.

We're going to turn it over to Chief McEwen, who I met – what – two and a half years ago, Chief? And I would say that the Chief and I have become pretty good friends over the last two and a half years. So I'm delighted that you're with us this morning, Chief, to give us an update on the really terrific work that the PSAC is doing.

HARLIN MCEWEN: Thanks, Sue. I appreciate it very much.

I'm going to do a brief review of what we did here all day on Monday. There are many of the PSAC members – I think most of the PSAC Committee are in the room here and were very engaged on Monday. I think all of them in my interactions with them would tell you that this was a really improved exchange at that meeting.

These are the topics that we covered. And, as some of you know, we began to follow the lead of the FirstNet Chair, Sue Swenson, to begin to make everything that FirstNet does more transparent. And so we had a new effort; at the last part of the PSAC meeting, we opened that to the public. There are a number of the people in this room that attended that. It was a beginning effort to begin to show what the PSAC is involved with, the staff and the Board, as it relates to trying to make this all move forward in a meaningful way.

The first thing we did at the meeting in the morning in the closed session was to have an update from TJ Kennedy, the Executive Director, on the FirstNet roadmap. And I think everybody would agree – and I think TJ is going to talk about that briefly in a minute – that the roadmap is evolving; it's improving; you can start to see the movement. And I think that's very encouraging.

Next we talked about the various assignments, which I'll talk about a little bit more in detail in a minute, on the topics that we are currently working on: priority and preemption, public safety grade, and user equipment, those three topics; and I'll talk about that a little more in a minute.

Then we had a presentation by James Mitchell and Terrie Callahan from the FirstNet staff about the special notice and draft RFP documents. We were able to have a fairly candid discussion with them about some of the issues – the challenges, so to speak – that the FirstNet Board and staff are addressing.

Next we had Rich Reed and Brian Hobson give us an update on data collection and the users' coverage objectives – again, all of these things that many of you in the room have talked about that we need to have the public community engaged in how this FirstNet network is going to be built, and how it's going to operate. And, as Sue has said on a number of occasions, this is a public safety network; it's not just another commercial network. And the PSAC now is meaningfully engaged in that discussion and giving the kind of input that they need to make sure that it does meet the objectives of public safety.

And then lastly, we had a presentation by Jason Karp. Jason is the Acting General Counsel for FirstNet. And Eli Veenendaal to talk a little bit about the second and third public notice that is mainly focused on the definition of public safety and how FirstNet will address that as far as users are concerned. And I

think what, tomorrow is the deadline for those responses. So I'm sure many of you have probably sent in responses to that. But we had a very good, candid discussion about that.

Then we opened the meeting at 3:15. It was, as I said, a beginning effort. The intention was to try to share what could be shared with the public in general. Some of the topics that we're engaged in and some of those are the things that I just mentioned I'm going to go into in a little more detail in just a moment. I thought that in listening to the people that were present after that meeting adjourned, the people felt that it was really meaningful and it was a good start. I think everybody would like us to increase that time together, and we'll be looking at how we can improve that process.

So we have three, right now, tasks that we're working on; I'll just briefly mention them. First of all, I want to explain that we have now engaged the members of the Public Safety Advisory Committee in these tasks. In other words, instead of just listening to presentations from the FirstNet staff telling us what they're doing and asking for our feedback, we've now established two task teams to deal with these things, where they're actually engaged in ongoing discussions with the staff developing what is going to be the FirstNet positions on these various topics.

The first one, I appointed Barry Fraser from San Francisco, who is a member of the PSAC, to chair the priority and preemption task team. And that presentation at the meeting was led by Barry and by Brian Kassa, who was the CTO, the Chief Technology Officer, lead for that. And they went through all the work that they've done. They've had numerous phone calls. The task team is made up of volunteer members of the PSAC. And then they had one face-to-face meeting in Boulder at the FirstNet technical offices in April. And really, to me, this is probably one of the most important tasks for the FirstNet staff to get right and the Board to get right.

As an example, as we've talked about many times, one of the primary reasons for this network is so that we have dedicated spectrum that we manage appropriately for priority and access to the network. That's something that the commercial carriers have always told us was not something they were willing to do for us. They support us now; today, we use their services very extensively.

But it was always explained that giving us priority over all of their customers was not in their business interests. This is why this network is being built is because we need access to dedicated spectrum and can manage that spectrum when a big event occurs. In other words, we now are not competing with the general public for that space. So this is a very important task and, I think, is going along well.

The second task is public safety grade. And that basically is addressing how do we harden, what do we harden, in this infrastructure? For instance, what tower sites, what cell sites, what kind of a backhaul do we need to assure that we always have the service that we need? And how do we harden those key elements of the system in a way that they will withstand local kinds of disasters – earthquakes, tornadoes, hurricanes, floods, fires. And as you know, that is not an easy task. And we have recognized that there isn't unlimited funding to be able to harden every piece of this network. So we have to identify the key elements that are important, and that's one of the things that this Task Team is working with the staff to do.

The last one – and, by the way, that was led by Captain Chris Lombard from the Seattle Fire Department and the CTO Lead is Pat Schwinghammer. And the thing I like about this and why I'm saying this is because if you were there at the meeting, you could see the involvement of the PSAC. In other words, this wasn't just something that the staff is telling us. This was Captain Lombard and the staff telling us what they're working on together, so that we understand that interaction – and the same way with Barry Fraser and Brian Kassa.

The last topic is the user equipment topic. And, again, a very key issue about what kind of devices are going to be allowed on this network, what will they cost, how will they be built, who is going to build them? All of those issues have to be sorted out, and we're really in the beginning stages of that. But Dave Marutiak, who is a FirstNet contractor, has been the lead on this topic from a staff perspective for a long

time, right from the very beginning and very knowledgeable about this. And he gave us an excellent overview of what we're thinking about, particularly with mobile communications units.

And I think those three topics were also presented in an abbreviated way, at the open public meeting. So if any of you were there, you kind of got a sense of what we were doing. And we not only allowed people to be in the meeting, but we webcast that just like this meeting is being webcast. So I know that a number of people participated.

The last two topics that we covered were the tribal outreach education and consultation strategies. For the Tribal Working Group, Richard Broncheau is the chair of that. He's the representative on the PSAC of the Indian interests. And he chairs that group. We've set that working group up as a working group of the PSAC; and they're working very well. They actually had one of their monthly calls yesterday while we were here in San Diego. And so they're working on developing guidelines and recommendations as to particularly how to deal with the SPOCs, how do you include the tribes in each state's discussions because of the fact that the states are central to the decision-making at each state level. I think that's going along well.

The last group is the Early Builder Working Group. And the early builder working group is made up of five organizations that have lease agreements with FirstNet: State of New Mexico; the state of Texas; the state of New Jersey; Los Angeles RICS; and Adams County, Colorado. And those five each have a member of this Early Builder Working Group. And we've set this up so that they're reporting on a regular basis. On a monthly basis, they're having calls and periodic face-to-face meetings to report on what they're doing and to give us early lessons learned.

I think I've talked to Sue about this a number of times in the fact that this is the most valuable kind of way for us to learn what not to do and what to do. When you actually do it and see what the result is, you learn a lot; so that's why these are very important.

So that's basically it. I want to just finish by thanking Sue for inviting me to represent the PSAC. If you may remember, just a year ago from this conference when we met last year in Colorado, Sue had just become the Chair of FirstNet. And the first thing she did was to invite all of you into the room for this meeting a year ago. And that was a first, and it was an indication of the transparency that you see today.

And I want to thank TJ and the staff. He's been a tremendous supporter. Vickie Lee, Amanda Hilliard, and the FirstNet Staff – Jeff Bratcher and his staff out in Boulder – they've been wonderful to work with. You know, we always were kind of wondering, "What are they doing?" And now we know what they're doing. We're kind of working with them hand in hand, and I think that's very good. So thank you, Madam Chair.

SUSAN SWENSON: Great. Thank you, Harlin, and I think we've come a long way from the early days of PSAC and FirstNet.

I think TJ is going to give you just a quick update on the strategy roadmap. You're probably getting tired of hearing about this, but we think it's really important to keep you current on where we are relative to what we say. We take that very seriously. We take our commitments very seriously. So I think just a brief update since we are probably exhausting people on the roadmap.

TJ KENNEDY: No problem – I know we're going to run a bit short on time here this morning, so I am going to speed through some of this, especially for those of you who participated most of the day in the committee meetings yesterday as well as the PSAC meeting on Monday. We covered a lot of the same material, so I don't want to be overly repetitive.

I think the most important thing just to note in the beginning – and we say this often as we go out – but we laid out this roadmap in March of 2014 when Chief Dowd had us up to New York. We've been very much executing against that roadmap. We said we would go out and begin state consultations, and we've done that. Thirty-one of them currently have been conducted; and another 18 are scheduled, and really trying

to wrap those up by Labor Day and trying to get the last seven or so states scheduled – so a lot going on there.

Public notice and comments -- we've talked about almost all day yesterday, and I'll highlight those a little bit later. And then the draft RFP, which most of you are working on right now, which is a terrific thing.

The milestones going forward – you know, we have so much going on. We've put out some important key milestones related to a final RFP and the work that needs to be done to get there throughout the rest of this year. This is really going to require a lot of interaction with all of you. In getting the feedback on July 27th from the draft RFP documents, one of the most important things for us is to answer the questions that have come in last week.

The team has been working every day since those questions came in. Jeff gives me regular updates on the great progress, and I know Terrie, as our contracting officer, is taking those questions very seriously and trying to turn them around as quickly as possible because it's very important for you to be able to have the data you need to complete your final capability statements or your comments or questions that will come in as part of the final responses.

Also, there's been a lot of work done since the draft Statement of Objectives went out. The actual objectives that were part of the draft RFP, we've tried to incorporate all of that data; and we're very much on track as we move forward.

As we go into the next year, one of the things we want to do is also talk about the key milestones that we need to complete in FY16, which is the latter part of this year and going through next September. And we know that we have acquisition planning to lock down, and we have it scheduled with the Board here for the fall. And then moving towards a final RFP in the December timeframe and making sure that we have all the appropriate briefings that are needed for the Board and the communication and the detail that have to go into the final RFP documents.

Phase 2 of consultation – a lot of work to be done to validate the data for the data collection that's being done with the 56 states and territories right now. Rich and Amanda and Dave talked in detail yesterday about that data collection, which is due at the end of September, and making sure that we validate that and get that incorporated – not just into the RFP, but into our deployment and planning for the future as well.

In the Finance Committee yesterday, we talked about the key milestones that we laid out in FY15 and how we've been executing against that. Tim mentioned this in his readout here this morning. One of the most important things is we're really trying to track our key deliverables and milestones to make sure that we're executing getting the work done that needs to happen. And even though we're underspending from a financial perspective in some areas, due to the hard work of the team, the long hours, the great dedication, I think we've done a very good job of hitting the key milestones that we need to, to be successful this year. And we'll be coming back to the Board with some similar format on data, as Tim mentioned, up to the next Board meeting and probably even call an interim discussion on that.

A lot of discussion yesterday on consultation and outreach. I think most importantly was the PSAC meeting that happened this week, and it's terrific to have the amount of engagement that's going on. And Chief McEwen has mentioned this, but it's really rewarding to see the interaction and to have PSAC members standing up and discussing and briefing alongside the FirstNet technical team. And the interaction that's gone on out in Boulder – I really think people are digging into some really critical topics that are going to make us successful as an organization and really help us when it comes to implementation.

Overall in stakeholder outreach, just since our last Board meeting, there's been a tremendous amount of activity. Chief McGinnis noted and Governor Douglas, when it came to the SPOC meeting that was held in Virginia along with the Tribal Working Group that came to that, this was an amazingly important discussion. It happened over two days. Rarely do you see at five o'clock on day 2 pretty much everyone

still in the room and engaging. That was one of the most unique things about that particular two-day session.

But the amount of discussion in breakout groups and the differences between states and how they look at different issues with FirstNet. What I think was amazing for Jason and some of his team who were going through the second notice or going through some key decisions, really being able to discuss those and see the differences between, say, Nevada and New Jersey, and how they look at different problems and issues that come up and have that very open dialog go on in the room to me was exciting. It was very valuable, and we've already committed to doing this again in the fall because of how successful that was.

As far as the outcomes from that meeting, one thing that I think is most important is that we surveyed the group on whether this was a valuable event. And although not everyone completed the survey, it was great to get terrific overall validation that expectations were met and really that it was relevant to the states and worth their time to attend. And I think we saw that by getting 52 of the states and territories there -- but really the interaction, and even the hallway interaction that occurred.

Everyone knows that this particular map of the U.S. is on our website, and we update it every week. As you can see, there are multiple consultations scheduled per week throughout the summer. We appreciate everyone working to get their states on board and to work through these. As Chief Johnson mentioned, these are very, very productive sessions. And now that we have so much detail, like the draft RFP out and other elements, it really allows for I think some very detailed conversations and the focus on data collection of what the state can bring to make sure that we have the best state plans that are possible in the future.

Federal consultation is also moving forward, and we already have had a couple of federal departments return their checklists. Numerous meetings have occurred with the agencies that you see across the bottom, and this will continue in many parts of the country. We had a great example from the chief from San Diego, with Chief McManus, this morning of the interaction that occurs between federal, state, and local law enforcement on a regular basis. The border is a terrific example, in and around military installations and many other places – but a great example of where we need to have everyone at the table and working together.

On the early builder update side, Chief McEwen talked about at the PSAC the important engagement with the Early Builder Working group. And I know many of you are in the room today. And one of the great things, I think, is that we now have two of these five that are on the air; and the other three will be on the air by September of this year. So when we come back for our September board meeting, I'm really hoping that we can talk about all five of these programs being up and on the air and the additional lessons learned we're getting.

A lot of the official lessons learned that we've put into these key learning conditions come after the networks are up and running. The good news is we've received a ton of unofficial lessons learned in the meantime. And I think that the lessons that we've learned to date have been extremely valuable; and we've talked about those in detail, so I won't bring them all up now. But Jeff and his team have really done a terrific job of staying in close contact and communication with all the early builders and making sure that those lessons are incorporated, both in our RFP as well everything we're doing at FirstNet so that we can take those experiences and put them to work.

As we move forward, we continue to put forward this slide that started out as a very detailed consultation slide to drive towards a state plan. But one of the things, just to give everybody a great level set of where we're at, the initial consultations were very focused on education and outreach and defining roles and responsibilities. But now that we're through data collection, this is an effort where the states are actually responding and submitting data to us by September 30th. And this data collection is something that everyone's doing in a slightly different way, but gathering the same data to make sure that it can be incorporated in what we're doing in the RFP.

The next phase of consultation will be very focused on the teams, with Dave and Rich and everyone else going out and making sure that this data is validated and that we have all the details that we think we need to go driving into a state plan. And then once the RFP proposals come back in next year, our goal is to take the information that comes back from the proposals and incorporate that in a draft state plan and really being able to work that in our final phases of the initial sets of consultation to get to the state plan to the governor.

So four major steps that have to occur to make that happen – lots of interaction and communication back and forth. And there should not be any surprises because of the amount of interaction between the states and FirstNet as we move forward.

A quick update on the acquisition, and we talked about this a lot yesterday. We did receive questions on May 27th, and so a lot of questions came in – over 600 total. A lot of chance for good feedback – some of them are duplications but at the same point, a terrific way for us to be able to not just fill holes but also make sure we respond to things that people didn't understand correctly or didn't have all the data that they needed to move forward.

We've also received a lot of responses from states and from key public safety entities, and we expect that to continue. And we're looking forward to comments that come in on July 27th related to the actual draft materials themselves.

So 642 questions have been received. A lot of different entities have actually responded to that. You can see a large number of these are from industry, which you would expect, and really have a broad swath. And we'll be answering these anonymously as far as where they came from, but we think that the answers will be important for all to be able to read and digest as we move ahead.

Industry Day itself was a very interactive event. We had about 425 folks that attended either in person or online. A lot of good interaction and probably 90 minutes of detail, diving down into both some of the key business issues underlying the RFP itself, as well as some of the technical components. And Jeff and his team and others also briefed. We had about an hour and 15 minutes of Q&A that occurred both online, on the phone, and in the room. We went through all questions that were asked that particular day.

And those questions, there will also be pieces of that that will be incorporated into the Q&A that gets posted on the Federal Business Opportunities website, which is just a good reminder for folks that are looking for all the details on the RFP. Even though we put so much on our FirstNet website and we'll continue to do that, the official site for the acquisition related information is the Federal Business Opportunities website. And anybody who is following FirstNet, I'm sure, has already logged all your alerts on there and get notifications every time we put new information out.

So great cross section that were involved in Industry Day overall. And for the speed of time, I'm going to move through this fairly quickly. I think we've talked about, both yesterday as well as on Industry Day, are our overall business case and the key elements that will make FirstNet successful. I just want to highlight here though what I think is important. We all know that the \$7 billion in spectrum funding and the extreme value of the spectrum itself to be able to be utilized to help public safety have that kind of priority and preemption and the communication tools that they need while also leveraging it to make sure that we have the financial sustainability, both during buildout and during the maintenance and the operations of the network all need to come together.

I think some great work done by the public safety grade group and the PSAC looking at hardening and also making sure that we look at that in the most cost-effective way – what's the best way to get the most bang for our buck to make that work. And then the market research that we've had looking at public safety users, how they buy today, and what kind of key tools that they're looking for as we move forward.

On the market research front, FirstNet has engaged a third-party firm to go ahead and do some more detailed market research. And as part of that, they reached out to about 294 first responders, a lot of key decision makers and current users of mobile data in public safety. They asked a lot of key questions just

to either validate or invalidate some of the assumptions that we've made to date. Some pretty interesting information. I'm going to go through this fairly quickly because of time, but I want to highlight that most importantly this has validated a lot of the work that went into our early draft Statement of Objectives as well as what went into our financial modeling.

For the most part, our assumptions have been validated by this data. And in a few cases, it came back even a little more positive as far as key number of users and how broadband is being adopted today and utilized by public safety. So to me, this has been very helpful to both the RFP Team and to the outreach and consultation team, and extremely useful data that I think is important for the Board and all the public to be aware of.

We looked at a number of key thrusts on the survey. Most importantly, I think the public safety market represents a very sizeable opportunity when we look at the numbers. It validated key user groups of public safety for about four million addressable users and about nine million when you look at the broader definition of public safety entity.

Mobile data has been validated as being very valuable and useful to both police, fire, and first responders. Everyone uses different parts of that slightly differently. Something that Chief McGinnis has said all along was validated by the surveys, that EMS is one of the biggest users today and has some of the largest opportunities going forward to really leverage what broadband can do for them. And that public safety wants a superior network with key features that are critical for adoption and priority and preemption being one of the most important

A couple of things that I think are very interesting and just want to share. To the Chief McGinnis point, as far as broad adoption today of broadband and looking at mission-critical tasks to be utilized, EMS is by far the highest percentage; it's 73%. One of the other data points that I don't think surprises most of us who are close to this but I think it does surprise some is that 94% of the respondents used data-enabled mobile devices today as part of their job in the field.

Now, at the same point, some of this, most of this, includes personal devices but being used for work purposes. So a very large amount of usage in the group that was surveyed and some very interesting comments from fire chiefs and directors of communication and others. And you'll see these comments kind of sprinkled throughout the slides – comments about utilizing cellphones today and key communications for data, good use of texting and we'll talk about some of that. But a lot of data is currently being utilized by public safety every single day.

One of the other key elements that we looked at was what kind of mission activities are being utilized. And some are quite obvious if we look at texting or we look at e-mail. But looking at location and GPS as being a huge piece of that – looking at reports. Law enforcement and EMS do a lot of reports out in the field today. Searching data bases and other key functions that need to happen.

We also asked how much time does having this technology in the field save for folks. And one particular police chief noted that on average, he believes that they save about one hour per day to having mobile data capabilities. And a lot of this is just survey responses and information, but I think it was very helpful for some of the things that we would expect to see.

One of the things that we have driven forward as a baseline is that we believe that having mobile data and having it in a way that is used for mission-critical activities will allow for public safety to be more effective and efficient in what they do. You can see in the responses that we received that when it comes to more effective, an overwhelming response of about 85%; more efficient, 81%; and making their job safer, about 66%. But overall validating, I think, of some of the key assumptions at different levels of what we would have expected to see.

We also talked about data sharing and some of the key elements to that and having access to information that will change the responders' activities, both en route to a scene as well as when they get on to a

scene. Increased need for network speeds related to video and some of the key amounts of large data that folks would like to utilize.

We asked what were the most important elements to folks in the field when it came to the network itself, and network reliability came out on top. You can see that when it comes to a number of the things that we asked, they were all in the 70% to 85% range, so not a huge disparity in the different needs, but everything from interoperability and data security to coverage and to the reliability being the highest element -- certainly, something that we expected to see overall.

Better coverage, depending on where people were located in the country. Different elements in cities sometimes, certain vendors were better than others. In rural areas, there was often a lack of coverage; and these played into it as well. Interoperability is certainly an issue. You heard some of the examples even given today, and interoperability and having the ability to cross different agencies at different levels is something that was noted. And data interoperability, not just voice interoperability is something that was discussed in all the responses that we received.

Straightforward validation when it comes to priority access, I think Chief McEwen hit on this quite well with the feedback from the PSAC so no surprises there. But anyway, we're leveraging in all of the data that we received as far as key drivers of adoption of the FirstNet network and how to make sure that we can include this in everything that we're doing in our RFP, as well as what we're doing every day with consultation and staying focused on the objectives that we've put forward with the 16 major objectives that are part of the RFP process.

As far as public notices, we covered this very much in-depth yesterday; so we're not going to go in-depth at all today. Three notices have been out; the third notice closes tomorrow. I think most importantly, there was a lot of data discussed; and those slides are posted online related to the second public notice -- very deep discussions in the committee meetings.

And although there haven't been any final interpretations, those will be coming forward; but we do really appreciate, most importantly, the amount of hard work that went into those responses both from about half the states across the country that responded, consultants who took a lot of time and energy to make sure they came back with important feedback, and different vendors and industry partners and others who responded to the second public notice.

And that input is taken very seriously in that the team evaluates that as we move forward to our final interpretations. You can see the amount of responses from vendors and states by far being the largest, but states coming out on top. So it shows the involvement in consultation of states and territories and how important this has been to that communication.

As far as hiring and administration, Sue did a terrific job of highlighting what came out of the Governance Committee yesterday. Really, no additional news here, but we are hiring; and most importantly, many of you who think it's important enough to be here for the next couple of days that are engaged in what's happening in PSCR, please come, consider working at FirstNet. We want to take the absolute brightest folks and the ones who have been dedicated to making FirstNet a reality.

And so we're really hoping that our leadership, who is here this week, is doing recruiting. And even if we can't twist your arm, maybe we can twist some of your best employees to come join the FirstNet team. And we will do our best efforts to make that happen throughout the week. And I know all of our board members have also been helping us recruit, and I appreciate that. This is time-consuming, but it's so critical to make sure that we have the most talented team as part of the FirstNet team to go forward.

Sue mentioned about our space and looking forward to moving into the open environment in August, and this will be an exciting time for the FirstNet team. So with that, I've breezed through it fairly quickly.

Sue, hopefully, that worked out.

SUSAN SWENSON: Okay, great, TJ always feels my pressure about being brief and crisp, right? A lot of information, but we're really trying to give you incremental information because we do quite a bit of work in the committee meetings. And I think it's just important to give you summaries of what we're doing.

Just a comment about consultation – we talk a lot about state consultation as being kind of the consultation focus. Consultation is much broader. Consultation is, frankly, the public notice. Consultation is stakeholder engagement. I mean, it's a broad category. So I want to make sure that when you hear us talk about consultation, you understand that it's a multifaceted consultation.

I also would like to say that I think we still have a lot of work to do. Even though the Chief was very complimentary of us meeting X number of people, as you can tell by some of the comments you see in the media, there are still a lot of people out there who have a lot of questions and I think need education. So I think the outreach effort, frankly, over the next 18-24 months, is going to ramp up quite a bit. And I plan to talk with TJ and the Board and see what we can do to add resources to do that because I think we have many, many more people to touch and important stakeholders that we have not spent the time with, particularly at the state level.

Obviously, the governor – I think the attorney generals are an important constituency, and obviously the State CIOs. If there are other people that you think we need – I mean, it's a big job. So obviously if you do the math and you look around the staff and you multiply it by the number of people we need to touch, we're going to need to count on you. We need to count on the PSAC because they obviously represent a constituency. I mean, we have representation of some important groups that represent a big number of people. And I think we're going to have to do a better job, frankly, of getting the word out. It's almost like social media. I mean, we're really going to have to exponentially, I think, touch people to educate them on what's happening with FirstNet and help them understand why we're going through the processes we do.

Clearly, the legislation lays out for us what we have to do; and those processes are not optional. I mean, it wasn't a suggested list. They're pretty clear about these are the things that we have to do, and that takes time and it takes resources to do that.

So I just wanted to expand on that, TJ. I know you know it, but I think it's important.

TJ KENNEDY: Absolutely, and the amount of consultation and outreach work for this next year is probably more than double what we did last year.

SUSAN SWENSON: Quadruple.

TJ KENNEDY: Quadruple – and the amount of effort – which is why we're ramping up the staff and why we're ramping up our contract support. And we're also trying to leverage technology. We have a great video that we put up at Tracey last week on priority and preemption. And some of the things that we've done in specific sessions, we're trying to put as much as of that out there – either on YouTube or on our website or other things – to share as much information as we can.

SUSAN SWENSON: Exactly. Before I close today's meeting, we're going to adjourn and not come back, just to be clear about that. Because we're going to go into a personnel meeting, there's really nothing to report on. So, again, just so you understand the process. You've probably seen some tweets and some e-mails about technical difficulties that we have this morning. I know it seems to be coincident with every time we have a meeting. I also want to be clear about the fact that those services are hosted by one of our federal partners and not us.

And I don't mean to throw people under the bus, but I know people say, oh, my God, if you can't even do e-mail and websites, how can you do a network? So I just want to be clear about that. Fortunately, our webcast was handled by an external vendor; so we were able to actually do the webcast this morning. And I think it just takes us time to get those capabilities inside of FirstNet so that we can manage it, that it gets the right kind of priority and execution.

So let me assure you, I was not a happy camper this morning when I came in and found out that was not working. Coming from a very operational background, it's not something that makes me very happy. So I just want to be clear about that. We understand the perception that it creates. We're well aware of it. And trust me; we want to manage our own destiny.

So with that, I would entertain a motion to adjourn unless there's any further business by the Board.

JEFFREY JOHNSON: Madam Chair, just one quick comment.

Because of PSCR, we have an inordinate number of people in the audience today; we want to thank you. I also want to just speak briefly about Sue's leadership strategy and her approach. We do a majority of this Board's work in the committees. And the committee meetings always precede the Board meetings. So if you really want to get into the detail –not just the high-level stuff we talk about at our board meetings – but if you want to get into the detail, you need to tune in to the webcast of our committee meetings or attend the committee meetings because that's where we're really grinding into the detail and have the robust exchange of ideas and information.

I just wanted to make sure people knew that. Thank you, Madam Chair.

SUSAN SWENSON: Thank you very much. I think we have a first and a second. Do we have a second?

BARRY BONIFACE: Second.

SUSAN SWENSON: Okay, great, thank you. All those in favor, please signify by saying, "Aye."

ALL: Aye.

SUSAN SWENSON: All those opposed? Any abstentions?

Meeting is adjourned, thank you very much. See you at PSCR.