



Notice of Inquiry
National Telecommunications and Information
Administration
Docket No: 120928505-2505-01 RIN: 0660-XC002
Development of the Nationwide Interoperable Public
Safety Broadband Network

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I. Importance of Including Public Education and Stakeholder Components in the RFP

In recent years, the United States has experienced several catastrophes – ranging from hurricanes and wildfires to terrorist attacks and infrastructure failures – in all regions of the country. Indeed, just last week, Hurricane Sandy bore down on the East Coast, reminding us again of the unpredictability of natural disasters. Because these incidents pay no heed to geography, they often cross city, county and state lines and require an integrated response from disparate first responder groups. In responding to these incidents, federal, state, local and tribal governments have realized the importance of developing an integrated communications system that connects different regions and states to one another, making response to disasters streamlined and efficient no matter the location.

The Middle Class Tax Relief and Job Creation Act of 2012 created the First Responder Network Authority (FirstNet) as an independent authority within the National Telecommunications and Information Administration (NTIA), an organization tasked with building, deploying and operating a nationwide public safety broadband network (PSBN) based on a single, national network architecture. This new network will leverage existing resources and infrastructure to create reliable and interoperable service at reduced costs with accelerated availability to stakeholders across the country. And, it will be designed to manage the ever increasing amount of critical data that our first responders demand and deserve.

Developing this type of nationwide network will require cooperation and buy-in from various groups in every part of the United States. Federal, state, local and tribal governments will have to work together to ensure that funding and implementation routes are mutually agreed upon, especially as states transfer from older systems to the newer, integrated one. Industry will have to develop the best project management plan and use innovative technologies to implement the system nationwide. Likewise, law enforcement officials and first responders will



need to learn how to use and operate the new system and how to work with their counterparts in other states and regions. These distinct groups – who may or may not have prior experience working together – will need to join forces in order to garner the maximum benefit from the system.

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To ensure maximum buy-in from jurisdictions and stakeholders across the country, it will be important that stakeholders are kept informed about progress with the PSBN, next steps for incorporating it into their current systems and how the system will work moving forward. Stakeholder questions and concerns will need to be addressed promptly and consistently throughout the project. By keeping stakeholders and the general public well, and regularly informed, they will be far more likely to feel comfortable with and supportive of the PSBN, and states will be far less likely to opt out of the PSBN.

In support of Textron Systems, Burson-Marsteller developed a strategic plan to guide and structure a series of “War Games” exercises, which brought together stakeholders representing first responders, government agencies and industry, to assess strengths and weaknesses of potential approaches to PSBN development and deployment. Textron has shared the findings of these exercises publicly, to help inform the work of the government and FirstNet Board. Participants in these exercises spoke of the importance of a public education campaign to ensure states and localities, and the first responder community, are aware of



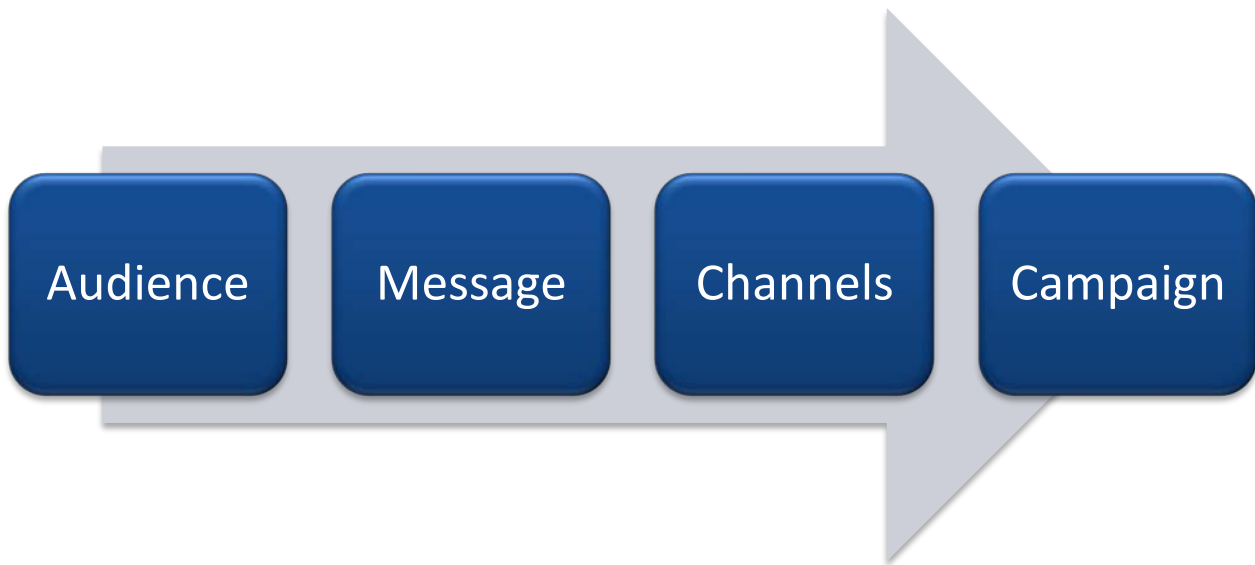
developments and supportive of the effort. During this exercise, participants from target communities unanimously agreed that failure to communicate effectively and sufficiently was a critical potential failure point.

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In order to achieve the desired effect, FirstNet and NTIA will need to engage an experienced communications partner. The scope and capacity requirements necessary to achieve a successful

public education campaign require resources beyond what is available in-house through NTIA. The public education campaign, targeting first responders and industry, as well as elected and government officials, will need to include both national- and local-level outreach in conjunction with the development and implementation of the PBSN network. While outreach to national organizations representing the various stakeholder groups, such as the National Association of Counties and national law enforcement professional associations, will be vital, it will not suffice in ensuring stakeholders – the ultimate users and beneficiaries of the PBSN – are well-informed and supportive. A grassroots education program will be a necessary complement to the national outreach in achieving awareness and buy-in. The requirements necessary for conceiving and implementing a successful national and local public and stakeholder education campaign include:

- Expertise in public and stakeholder education;
- A nationwide footprint with on-the-ground presence in every state and Congressional district; and
- Local knowledge of other stakeholder groups, including government, media and the first responder community.



A public education campaign segments audiences, identifies targeted messages for each audience, and utilizes relevant, audience-specific channels to develop a comprehensive and effective campaign.

Additionally, the PSBN communications partner should have capabilities and expertise in both qualitative and quantitative research and experience researching awareness, attitudes, message effectiveness and behavior motivators and behavioral change among the general population as well as highly targeted audiences such as first responders. Requirements also include expertise in audience segmentation and channel selection, and message development and testing, to ensure the right messages reach the right people at the right time through the right mediums. Outreach that is not tailored to specific audiences most often fails to resonate. Other qualifications that will be important in an effective communications partner include past experience in developing stakeholder and public education plans, familiarity with the government and communications within the government, and the capabilities and capacity to provide a “one-stop shop” for all of NTIA’s communications needs.



Including a public education component in the consideration set as FirstNet moves forward with building out requirements and needs for building out the PSBN will help ensure that important constituents are engaged and communicated with from the get go. By including a communications partner from the beginning of the process, FirstNet and NTIA will be able to ensure the successful launch and the implementation of the PSBN network, helping to bring together communities across the country to be better prepared in case of emergency.

II. Project Manager Qualifications

To implement the PSBN effectively, FirstNet and NTIA will need a Project Manager who is adept at managing projects of this size and breadth –in terms of both the geographic scope and the wide variety of stakeholders.

First, the Project Manager must be adept at maneuvering among and between the key stakeholder groups involved with the project. Each stakeholder group will have unique needs and concerns and the Project Manager must be able to

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see all sides and speak all languages – from public safety and engineering to vendors and government. It will be important for the Project Manager to work closely with a communications partner to set and manage expectations of stakeholders.

Second, the Project Manager must be strong and politically connected, but neutral. With so much at stake, the Project Manager must be a neutral party without a conflict of interest or vested financial stake in other lines of business (e.g., not a system provider or manufacturer). At the same time, the Project Manager must be able to communicate directly and effectively with the government and its representatives; knowing what paths of communication work and



having relationships inside key departments and agencies will be invaluable as the PSBN roll-out begins.

Third, the Project Manager must have extensive experience in managing big data and technical expertise in “life-critical systems” to guarantee the system works for the first responders in emergency situations. Raw Video and Voice are not sufficient for first responders or for those in danger – for those being rescued, the network must exceed commercial standards.

Finally, the Project Manager must have experience with multi-billion dollar government and commercial projects and rolling out regulation-driven, multi-player initiatives. Ensuring that the Project Manager has this type of experience will allow the PSBN project to utilize the Project Manager’s best practices and past knowledge to ensure a streamlined process and implementation.

Ensuring that a strong Project Manager is at the helm of the process will allow the network to be implemented as efficiently as possible while taking into account of the complex variables associated with the program.

III. Who We Are

If there is an opportunity to submit a proposal for a public education campaign, we intend to participate in that process, because we believe we have the right skills and scope to help FirstNet successfully communicate to all key stakeholders and ultimately contribute to a successful PSBN. Regardless of the size of an enterprise or type of industry, communications are at the heart of delivering results and winning support. Communications are a critical force in business success because they have the power to affirm or change people's perceptions and behavior. For this reason, the messaging about the Nationwide Interoperable Public Safety Broadband Network (PSBN) and the way it is communicated is essential to the success of the



Network. A public education program will be a means by which to deliver clear and consistent messaging about the program and will create a seamless campaign that engages and unifies the stakeholder groups that are most affected by the implementation.

Burson-Marsteller has proven experience in implementing public education and behavior change campaigns such as the one that that the PBSN will need to implement. With more than 50 years of experience and 2,000 professionals, Burson-Marsteller provides strategic and creative thinking and program execution, spanning the complete range of communications, public relations and public affairs services that consistently deliver measurable results for a public education program.

Burson-Marsteller's approach integrates traditional public relations and public education with state-of-the-art digital communications tools to deliver the right message, through the right messenger, to the right people, at the right time. The team makes the messages relevant and compelling to each targeted audience segment and reaches them multiple times, through multiple "trusted sources."

As part of the world's largest communications services organization, Burson-Marsteller has capabilities and resources in every major commercial and political center on the globe. The company's worldwide network services clients seamlessly across borders and disciplines and consists of 67 offices and 72 affiliate offices, together operating in 98 countries across six continents. We have 15 offices in the United States including Austin, Boston, Chicago, Dallas, Denver, Houston, Little Rock, Los Angeles, Miami, New York City, Pittsburgh, San Diego, San Francisco, Seattle and Washington, D.C.

Additionally, Direct Impact (DI) is a wholly owned subsidiary of Burson-Marsteller and for more than two decades, DI has been at the forefront of the grassroots communications industry, bringing a campaign-style approach to more traditional public outreach. DI specializes in



personalized field outreach, high-end telephone outreach, local earned media and mobilization, enabling our team to reach stakeholders in all areas of the country with personalized messages.

Burson-Marsteller's strategic thinking, relationships with influential contacts, and unparalleled execution of public affairs campaigns have been tapped by a wide range of clients, including industry and professional associations, corporations, nongovernmental and nonprofit organizations, and government agencies. Whether it's introducing the redesigned U.S. currency around the world, educating voters about registration and exercising their rights, or explaining energy deregulation to every consumer in Texas, Burson-Marsteller knows how to design and execute successful public education and social-marketing campaigns for all sectors.

Based on our varied experience in designing and implementing public education campaigns for various government agencies and departments, including the U.S. Treasury's Bureau of Engraving and Printing, the Department of Veterans Affairs and the Federal Communications Commission, among others, we have come to see how effective these types of campaigns can be in reaching stakeholders and helping to change behavior. We are certain that a public education campaign for the PBSN will deliver the same types of results for FirstNet and NTIA and help to develop an effective and efficient communications network for first responders across the country.