

From: [Greenberg Michael](#)
To: [Merritt, Jeff](#); ["Robert Richardson"](#)
Cc: [Kolker Danielle](#); [Pappas Sophia](#)
Subject: reschedule request
Date: Monday, February 24, 2014 2:42:06 PM

Jeff,

Sophia won't be able to meet with you today at 3:30 p.m.; will Thursday, 2/27 at 12:30 p.m. work for you instead?

Best,
Michael

Michael Greenberg
Chief of Staff, Office of Early Childhood Education
NYC Department of Education

From: [Merritt, Jeff](#)
To: scott.goldsmith@titan360.com
Subject: Contact info
Date: Tuesday, February 25, 2014 12:53:13 PM

Cell is [REDACTED]

Sent from my iPhone

From: [Merritt, Jeff](#)
To: [Scott Goldsmith](#)
Subject: RE: Re-Invent NYC Payphones
Date: Tuesday, February 25, 2014 10:09:34 PM

Thanks Scott. With regards to the payphone franchises, my understanding from our Legal Counsel at DoITT is that the franchise agreements would continue to apply in holdover status beyond the expiration date. We can get a second legal opinion on this.

From: Scott Goldsmith [Scott.Goldsmith@titan360.com]
Sent: Tuesday, February 25, 2014 6:02 PM
To: Merritt, Jeff
Subject: Re-Invent NYC Payphones

Jeff: It was great meeting you earlier today at Control Group. I enjoyed serving on the panel with you and appreciate your enthusiasm for bringing new technology to New York City — especially re-imagination the pay phone! As we discussed, Titan, Telebeam and Van Wagner have sent the below email to Emma Wolfe though Sid Davidoff. We are looking forward to continuing our conversation with the administration and are happy to answer any questions you might have. Thanks again. Scott.

Scott E. Goldsmith, Esq.
EVP & Chief Commercial Officer
100 Park Avenue
New York, NY 10017

T (212) 891-5688
F (212) 418-1082
scott.goldsmith@titan360.com

TITAN
titan360.com

To: [REDACTED] jplupo@cityhall.nyc.gov
Cc: Wagner, Claudia; jgreenspun@mercuryllc.com; acangemi@nationalstrategies.com; Crowley, Sean E.; Davidoff, Sid
Subject: Meeting request: Public Pay Phone Franchise (Revised)

In 1999, following the adoption of an Authorizing Resolution by the City Council and a public procurement process, the City of New York entered into non-exclusive franchise agreements with multiple entities for the “installation, operation, maintenance, upgrade, removal and replacement of public pay phones on City property.” The franchise contracts had an initial term of 11 years with an option to renew for an additional 4 year period. There are currently 11 franchisees operating 8,788 public pay phones on the streets of New York City. In FY13, these franchisees provided the City with \$17,416,722 in commissions in the form of shared revenue. The current franchises expire on October 15, 2014 and the agreements do not provide for any additional extensions.

During 2013 the City, under the auspices of DOITT, began to envision the future of the public pay phone. The role of the public pay phone has obviously changed since 1999, but a wide range of stakeholders have noted that new technology can be deployed within a pay phone structure to provide additional telecommunication capabilities, such as wi-fi, to the public. The City has also recognized that the coin operated pay phone remains a valuable public service, especially in times of crisis such as power outages or Hurricane Sandy. To solicit a wide range of ideas, DoITT sponsored a Payphone Design Challenge last Spring. 125 submissions were received, many of which included innovative proposals to modernize the pay phone infrastructure, optimize the use of public space and provide an entirely new way for the City of New York to communicate with its citizens.

Implementing the next generation of pay phones, to include both the ideas generated by the Design Challenge and the input of the deBlasio Administration, will require multiple levels of review and approval, including the preparation and adoption of a new authorizing resolution by the City Council, preparation of an RFP, any necessary environmental and land use review, and the procurement process to award franchise contracts for the installation and maintenance of the next generation of pay phones.

That process cannot be completed by October, 2014 when the current franchises expire. Accordingly, the pay phone franchisees listed below respectfully request that the City extend the current franchises via local law for an additional 18 month period to give the Administration the time to develop and obtain approval of a new authorizing resolution, issue an RFP and award new franchises. An extension would also ensure that there is no diminution or delay in revenue to the City.

There is precedent for a legislative extension in both the bus stop shelter and express bus franchise arenas.

Sid Davidoff and Sean Crowley of Davidoff Hutcher & Citron represent Telebeam, Claudia Wagner and Katie Schwab of Manatt Phelps & Phillips represent Titan and the government relations divisions of National Strategies and Mercury LLC represent Van Wagner. We, with our clients, are available to meet with the Administration at your convenience to discuss this issue.

From: [Merritt, Jeff](#)
To: [Robert Richardson](#)
Subject: RE: Talking tonight
Date: Tuesday, April 08, 2014 10:29:01 PM

Sounds good. FYI, arranged to meet up with Lara Bashkoff next Monday AM.

From: Robert Richardson [robert.richardson@controlgroup.com]
Sent: Tuesday, April 08, 2014 10:24 PM
To: Merritt, Jeff
Subject: Re: Talking tonight

You and me both. I'll call by 11 pm.

On Tue, Apr 8, 2014 at 10:23 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
just fyi, i'll be up late.

From: Robert Richardson [robert.richardson@controlgroup.com]
Sent: Tuesday, April 08, 2014 8:48 PM

To: Merritt, Jeff
Subject: RE: Talking tonight

Ok. That's exactly what I'm working on now.

On Apr 8, 2014 8:36 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:
My primary goal is to ensure that the tech partners read something in advance so they have walk in with some understanding of the work underway and can hit the ground running.

From: Robert Richardson [robert.richardson@controlgroup.com]
Sent: Tuesday, April 08, 2014 8:29 PM
To: Merritt, Jeff
Subject: RE: Talking tonight

Cool. While I work, give me a list of things you would ideally like to send out tomorrow. I am working on aspects of this now.

On Apr 8, 2014 8:06 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:
Thanks Bob. Feel free to call me at [REDACTED] whenever works for you.

From: Robert Richardson [robert.richardson@controlgroup.com]
Sent: Tuesday, April 08, 2014 7:03 PM
To: Merritt, Jeff
Subject: Re: Talking tonight

I think it's ok to ask IBM. I can also find some time to speak after 9:30 pm.

On Tue, Apr 8, 2014 at 6:15 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Left you a voicemail. Want to make sure we get some time to speak tonight.

Also have a very minor question. I had EDC pick up the tab for lunch but need to get someone to cover coffee and pastries in the AM. Do you see any issue with me asking IBM to pick that up? I can also just pay out of pocket. Annoying how much a pain it is to do this little stuff, was much easier at the Public Advocate's office :)

--

Robert Richardson | Senior Director | **CONTROL GROUP** | 233 Broadway, 21st Floor | New York, NY 10279 | 212-343-2525 x684 | www.controlgroup.com

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Robert Richardson | Senior Director | **CONTROL GROUP** | 233 Broadway, 21st Floor | New York, NY 10279 | 212-343-2525 x684 | www.controlgroup.com

From: Taylor Hess <thess@nymediacenter.com>
Sent: Monday, April 14, 2014 4:35 PM
To: Merritt, Jeff
Cc: Robert Richardson; Ben Cheah
Subject: Re: Tech partnership event at Media Center

Hi Jeff and Bob,

I just wanted to follow-up with a quick thank you for being such lovely guests at the Media Center last week. It was great having you here, and I hope the day went as well as you hoped.

Hope to see you soon.

Best,
Taylor

Taylor Hess
Independent Filmmaker Project
Made in NY Media Center by IFP
30 John Street, Dumbo
Brooklyn, NY 11201
917.734.6965
www.ifp.org
www.nymediacenter.com
@NYMediaCenter



From: <Merritt>, Jeff <JMerritt@cityhall.nyc.gov>
Date: Thursday, April 10, 2014 at 6:56 AM
To: Taylor Hess <thess@nymediacenter.com>
Cc: Robert Richardson <robert.richardson@controlgroup.com>, Ben Cheah <bccheah@nymediacenter.com>, Cait Carvalho <ccarvalho@nymediacenter.com>
Subject: Re: Tech partnership event at Media Center

Thanks Taylor. Lunch will arrive at 11:30. I'm also getting coffee and Dough doughnuts from Brooklyn Roasting Company for the morning. I'll coordinate with Cait and appreciate all your help.

On Apr 9, 2014, at 6:28 PM, "Taylor Hess" <thess@nymediacenter.com> wrote:

Hey Bob,

Ok, we are all set up! I have 5 break out areas in the anchor tenant space set up, several in the flex space, and two in the library (including our two new crazy chairs that we got today).

Reminder that my colleague, Cait Carvalho, arrives at 8A and will be able to let you in promptly at 8:15A. She is lovely and will be able to assist you with any questions. For any catastrophic concerns or questions, feel free to call me at 917.734.6965 (I will be in around 9:30A).

Also, when you arrive in the morning, please let Cait know what time we can expect the Panera lunch delivery. Please also note that our complimentary coffee service begins in the café at 9A, which you are more than welcome to.

Let me know if you have any additional questions, and we look forward to seeing you tomorrow.

Many thanks,
Taylor

Taylor Hess

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<46AA7368-0AB2-4C62-8DA4-5731ED0C659A[42].png> <92CA436B-0220-4F13-95F7-99F395681505[42].x-apple-msg-attachment>

From: Robert Richardson <robert.richardson@controlgroup.com>

Date: Wednesday, April 9, 2014 at 5:31 PM

To: Taylor Hess <thess@nymediacenter.com>

Cc: "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>, Ben Cheah <bcheah@nymediacenter.com>

Subject: Re: Tech partnership event at Media Center

Was only just now able to call. Apologies. I will be at my desk for a few more hours with no distractions.

[REDACTED]

On Apr 9, 2014 5:21 PM, "Taylor Hess" <thess@nymediacenter.com> wrote:
Hi Bob,

I don't think I got a call from you. Is now an ok time for you? I'm at [917.734.6965](tel:917.734.6965).

Thanks,
Taylor

Taylor Hess

Independent Filmmaker Project
Made in NY Media Center by IFP
30 John Street, Dumbo
Brooklyn, NY 11201
[917.734.6965](tel:917.734.6965)

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@NYMediaCenter

<46AA7368-0AB2-4C62-8DA4-5731ED0C659A[41].png>

From: Robert Richardson <robert.richardson@controlgroup.com>
Date: Wednesday, April 9, 2014 at 12:47 PM
To: Taylor Hess <thess@nymediacenter.com>
Cc: "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>, Ben Cheah <bcheah@nymediacenter.com>
Subject: Re: Tech partnership event at Media Center

I should have time then as well. I will call you. In essence, we need 6 spots where 5-6 people can gather comfortably at a table space to work together. But unlike a classroom, the tables and chairs should be even distributed throughout the room, with some irregularity and at angles. That is, not in straight rows.

On Apr 9, 2014 12:01 PM, "Taylor Hess" <thess@nymediacenter.com> wrote:
Thanks Jeff.

Bob, let me know when you have a minute today to quickly review details for tomorrow. I'm available any time after 2:30P at [917.7346965](tel:917.7346965).

Thanks,
Taylor

Taylor Hess
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30 John Street, Dumbo
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@NYMediaCenter

On 4/9/14, 11:55 AM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:

>Looping Bob on this email now.

>

>> On Apr 9, 2014, at 11:16 AM, "Taylor Hess" <thess@nymediacenter.com>

>>wrote:

>>

>>

>> Hi Jeff,

>>

>> Would you mind please sending over Robert's contact info. so I can touch

>> base with him today to finalize furniture configurations of the spaces

>>for

>> tomorrow's meeting?

>>
>> Thanks,
>> Taylor
>>
>>
>> Taylor Hess
>> Independent Filmmaker Project
>> Made in NY Media Center by IFP
>> 30 John Street, Dumbo
>> Brooklyn, NY 11201
>> [917.734.6965](tel:917.734.6965)
>> www.ifp.org
>> www.nymediacenter.com
>> @NYMediaCenter
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>>> On 4/8/14, 7:10 AM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:
>>>
>>> Thanks Taylor. We'll do Panera. Appreciate the help.
>>>
>>> From: Taylor Hess [thess@nymediacenter.com]
>>> Sent: Monday, April 07, 2014 2:07 PM
>>> To: Merritt, Jeff
>>> Cc: Jennifer Preissel; Ben Cheah
>>> Subject: Re: Tech partnership event at Media Center
>>>
>>> Hi Jeff,
>>>
>>> Yes, it was great to meet last week, and I look forward to have you
>>> here
>>> on Thursday.
>>>
>>> I've listed the two easiest and most affordable/reliable catering
>>> options
>>> in the area below.
>>>
>>> Panera
>>> 345 Adams St
>>> Brooklyn, NY
>>> [\(718\) 643-0345](tel:(718)643-0345)
>>>
>>> Front Street Pizza
>>> 80 Front St
>>> Brooklyn, NY
>>> [\(718\) 875-3700](tel:(718)875-3700)
>>>
>>> Also, a great caterer is mykitchenwitch (Karyn Jarmer

>>> karyn@mykitchenwitch.com; [917.992.3491](tel:917.992.3491)). She catered a large event we
>>> had
>>> here and the food was great and plentiful, with easy setup and cleanup.
>>>
>>> Let me know if you need any help orchestrating or if you have any
>>> additional questions.
>>>
>>> Thanks,
>>> taylor
>>>
>>>
>>> Taylor Hess
>>> Independent Filmmaker Project
>>> Made in NY Media Center by IFP
>>> 30 John Street, Dumbo
>>> Brooklyn, NY 11201
>>> [917.734.6965](tel:917.734.6965)
>>> www.ifp.org
>>> www.nymediacenter.com
>>> @NYMediaCenter
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>>> On 4/4/14, 3:33 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:
>>>
>>> Hi Taylor,
>>> It was good meeting you on Wednesday. I wanted to follow up with you
>>> about catering options for Thursday. We have 35 people confirmed
>>> right
>>> now. Let me know what you suggest (Panera is fine with us), how to
>>> place
>>> the order, etc.
>>>
>>> Thanks,
>>> Jeff
>>>
>>>
>>> _____
>>> From: Ben Cheah [bccheah@nymediacenter.com]
>>> Sent: Tuesday, April 01, 2014 9:59 AM
>>> To: Merritt, Jeff
>>> Cc: Jennifer Preissel; Taylor Hess
>>> Subject: Re: Tech partnership event at Media Center
>>>
>>> Hi Jeff,
>>>
>>> Tomorrow at noon works well. We will source sandwich/simple lunch
>>> options
>>> for you. Will you require further catering - say for mid

>>>> morning/afternoon
 >>>> refreshments, or the 6pm socializing? Also, is your cap at 35, or
 >>>>should
 >>>> we also hold the theatre in case?
 >>>>
 >>>> Also looking forward to meeting your colleague from Control Group, and
 >>>> reading the Crains article.
 >>>>
 >>>> Best,
 >>>> Ben
 >>>>
 >>>>
 >>>> --
 >>>>
 >>>>
 >>>> Ben Cheah
 >>>> Managing Director, Operations
 >>>>
 >>>> Made in NY Media Center by IFP
 >>>> 30 John Street, Brooklyn, 11201
 >>>> [\(845\) 255-4567](tel:8452554567)
 >>>> bcheah@NYMediaCenter
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 >>>>> On 4/1/14 8:47 AM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:
 >>>>>
 >>>>> Hi Ben,
 >>>>> I'm going to plan to come by tomorrow at 12 noon with a colleague
 >>>>>from
 >>>>> Control Group who is helping facilitate on the 10th. Does that work
 >>>>>for
 >>>>> you? The draft agenda is below. We're finalizing the participant
 >>>>>list
 >>>>> but I think we're looking at roughly 30-35 people although some may
 >>>>>not
 >>>>> stay for the entire day. In terms of lunch, do you have a
 >>>>> recommendation
 >>>>> is we want to do something simple like sandwiches? I know there's a
 >>>>>ton
 >>>>> of places around there who we could probably order from so let me
 >>>>>know
 >>>>> if
 >>>>> you have a recommendation on catering. Also, I'll attach the article
 >>>>> from Crains that came out yesterday. We haven't done a release yet.
 >>>>>
 >>>>> Jeff
 >>>>>
 >>>>>
 >>>>> Opening
 >>>>>
 >>>>> 8:15 9:00 Arrival and Coffee

>>>>> 9:00 9:15 Welcome
 >>>>> 9:15 9:30 Paired Introductions (Breakout / Group)
 >>>>> 9:30 9:45 Goal-Definition Exercise (Group)
 >>>>> 9:45 9:50 Summary
 >>>>> 9:50 10:00 Break
 >>>>>
 >>>>> Space Selection, Permitting and Preparation
 >>>>>
 >>>>> 10:00 10:30 Process-Mapping Exercise (Group)
 >>>>> 10:30 11:00 Parallel-Thinking Exercise (Breakout)
 >>>>> 11:00 11:15 Consensus-Building Exercise (Group)
 >>>>> 11:15 11:45 Prioritization Exercise (Group)
 >>>>> 11:45 1:00 Lunch
 >>>>>
 >>>>> Outreach, Enrollment, and Workforce Development
 >>>>>
 >>>>> 1:00 1:15 Stakeholder-Mapping Exercise (Group)
 >>>>> 1:15 1:30 Process-Mapping Exercise (Group)
 >>>>> 1:30 2:00 Personae-Definition Exercise (Group / Breakout)
 >>>>> 2:00 2:30 Scenario-Definition Exercise (Group / Breakout)
 >>>>> 2:30 3:00 Talkback / User Journey Mapping (Group)
 >>>>> 3:00 3:15 Break
 >>>>>
 >>>>> Monitoring and Evaluation
 >>>>>
 >>>>> 3:15 3:30 Process-Mapping exercise (Group)
 >>>>> 3:30 3:45 Light Brainstorming exercise (Group)
 >>>>> 3:45 4:00 Prioritization exercise (Group)
 >>>>>
 >>>>> Closing
 >>>>>
 >>>>> 4:00 4:30 Task-Definition Exercise (Group)
 >>>>> 4:30 5:00 Open Discussion
 >>>>> 5:00 6:00 Socializing
 >>>>>
 >>>>> _____
 >>>>> From: Ben Cheah [bccheah@nymediacenter.com]
 >>>>> Sent: Friday, March 28, 2014 6:26 AM
 >>>>> To: Merritt, Jeff
 >>>>> Cc: Jennifer Preissel
 >>>>> Subject: Re: Tech partnership event at Media Center
 >>>>>
 >>>>> Hi Jeff,
 >>>>>
 >>>>> Apologies for the delay. We are sincerely excited to be hosting this
 >>>>> event. Please get in touch if there are any needs or requirements.
 >>>>>
 >>>>> Best,
 >>>>> Ben
 >>>>> --
 >>>>>
 >>>>>
 >>>>> Ben Cheah
 >>>>> Managing Director, Operations
 >>>>>

>>>>> Made in NY Media Center by IFP
 >>>>> 30 John Street, Brooklyn, 11201
 >>>>> [\(845\) 255-4567](tel:8452554567)
 >>>>> bcheah@NYMediaCenter
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 >>>>>
 >>>>> On 3/24/14 7:44 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>
 >>>>>wrote:
 >>>>>
 >>>>> Hi Ben,
 >>>>> Wanted to let you know that we're good to go for April 10th. We'll
 >>>>> have
 >>>>> an outline of the event on Wednesday so you'll have a better feel of
 >>>>> the
 >>>>> structure for the day. Crains is writing a story on this which
 >>>>>will be
 >>>>> in the print edition next Monday. More to come later this week...
 >>>>>
 >>>>> Jeff
 >>>>> _____
 >>>>> From: Ben Cheah [bcheah@nymediacenter.com]
 >>>>> Sent: Wednesday, March 19, 2014 11:05 AM
 >>>>> To: Merritt, Jeff
 >>>>> Cc: Jennifer Preissel
 >>>>> Subject: Re: Tech partnership event at Media Center
 >>>>>
 >>>>> Hi Jeff,
 >>>>>
 >>>>> Please call me when you have a moment. My number is [845 255-4567](tel:8452554567).
 >>>>>
 >>>>> Thanks,
 >>>>> Ben
 >>>>>
 >>>>>
 >>>>> --
 >>>>>
 >>>>>
 >>>>> Ben Cheah
 >>>>> Managing Director, Operations
 >>>>>
 >>>>> Made in NY Media Center by IFP
 >>>>> 30 John Street, Brooklyn, 11201
 >>>>> [\(845\) 255-4567](tel:8452554567)
 >>>>> bcheah@NYMediaCenter
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>>>>>> On 3/18/14, 8:08 AM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>
>>>>>>wrote:
>>>>>>
>>>>>> Of course. You can reach me at [REDACTED]. Thanks!
>>>>>>
>>>>>>
>>>>>> On Mar 18, 2014, at 6:45 AM, "Ben Cheah"
>>>>>><bccheah@nymediacenter.com>
>>>>>> wrote:
>>>>>>
>>>>>> Dear Jeff,
>>>>>> This is an exciting event that we will love to host at the Media
>>>>>> Center.
>>>>>> Joana is away this week and I will facilitate the logistics. Lets
>>>>>> talk
>>>>>> later today when I am in front of the events calendar. Tuesdays
>>>>>>are
>>>>>> packed
>>>>>> with internal meetings and I'm wondering if there is a number(s) I
>>>>>> can
>>>>>> call you?
>>>>>>
>>>>>> Thanks for reaching out!
>>>>>>
>>>>>> Ben
>>>>>>
>>>>>> --
>>>>>>
>>>>>>
>>>>>> Ben Cheah
>>>>>> Managing Director, Operations
>>>>>>
>>>>>> Made in NY Media Center by IFP
>>>>>> 30 John Street, Brooklyn, 11201
>>>>>> [\(845\) 255-4567](tel:8452554567)
>>>>>> bccheah@NYMediaCenter
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>>>>>>> On 3/17/14 10:22 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>
>>>>>>> wrote:
>>>>>>>
>>>>>>> Dear Ben and Joana,
>>>>>>> I hope all is well. I have a City event which I think could be a
>>>>>>> good
>>>>>>> fit for the Media Center. I'm assembling an all day workshop
>>>>>>> during
>>>>>>> the
>>>>>>> first week of April that will bring together teams from the
>>>>>>> agencies
>>>>>>> responsible for implementation of universal preK with a group of
>>>>>>> partners

>>>>>>> from the tech sector. Control Group will be facilitating the
>>>>>>>event
>>>>>>> and
>>>>>>> we'll have representatives from Google, IBM, Droga5, HUGE, etc.
>>>>>>>I
>>>>>>> think
>>>>>>> it will be a good introduction to the space for these folks and
>>>>>>>the
>>>>>>> event
>>>>>>> will embody the collaborative spirit that you're working to
>>>>>>>create
>>>>>>> there.
>>>>>>> We're expecting up to 25 people and would break the day into
>>>>>>> sessions
>>>>>>> that I was envisioning we could hold in different parts of the
>>>>>>> space
>>>>>>> (meeting rooms, library, screening room, cafe, etc). Let me know
>>>>>>> your
>>>>>>> thoughts and if there are particular days during the first week
>>>>>>>in
>>>>>>> April
>>>>>>> that would or would not work. If this seems doable on the
>>>>>>>surface,
>>>>>>> we
>>>>>>> can have a more in depth conversation in the next day or two.
>>>>>>>Our
>>>>>>> hope
>>>>>>> is to announce the initiative with a press release later this
>>>>>>>week.
>>>>>>>
>>>>>>> Best,
>>>>>>> Jeff
>>

<46AA7368-0AB2-4C62-8DA4-5731ED0C659A[41].png>

<92CA436B-0220-4F13-95F7-99F395681505[42].x-apple-msg-attachment>

From: [Merritt, Jeff](#)
To: [Robert Richardson](#)
Subject: FW: Invitation: Demo Day at Made in NY Media Center by IFP, Wed May 7, 5-7:30PM in Dumbo, Brooklyn
Date: Monday, April 14, 2014 5:31:06 PM
Attachments: [image001.png@01CF5806.4F4E3FD0](#)
[image002.png@01CF5806.4F4E3FD0](#)
[image003.png@01CF5806.4F4E3FD0](#)
[image004.png@01CF5806.4F4E3FD0](#)
[image005.png@01CF5806.4F4E3FD0](#)
[image006.png@01CF5806.4F4E3FD0](#)

From: The Executive Director of IFP [execdirector@ifp.org]
Sent: Monday, April 14, 2014 5:27 PM
To: Merritt, Jeff
Cc: Ben Cheah
Subject: Invitation: Demo Day at Made in NY Media Center by IFP, Wed May 7, 5-7:30PM in Dumbo, Brooklyn

Dear Jeff,

I am writing to formally invite you to the **Made in NY Media Center by IFP's first Demo Day**, scheduled for **Wednesday May 7, 5:00-7:30pm**.

Demo Day is a program for the Media Center's incubator members—**young startups** focused on **innovation in storytelling**—to present their work to experts like you with the potential to **advise, invest or support** their projects. Four teams have been selected from our incubator to present to a curated audience of **investors, brands, agencies, press and foundations**.

Demo Day will be a **showcase of the Media Center's best talent**—our incubator **members, artists** and **experts-in-residence**—and how the space operates as a hub for **creative connection and collaboration**.

As you may know, The Made in NY Media Center by IFP brings together creators **in film, video, gaming, technology, and other fields** through **education, mentorship, entrepreneurship and content creation**. Our 20,000 square foot facility is located in DUMBO, Brooklyn, and features a **co-working** space, talent **incubator**, 72-seat **screening room**, art **gallery**, and **café** in addition to dedicated spaces for **classes, conferences, and meetings**. The Media Center is a partnership of the Independent Filmmaker Project, the NYC Mayor's Office of Media and Entertainment and NYCEDC.

Following the Demo Day presentation, we will host the **Marketplace**, a gathering that will give you the opportunity to meet more incubator startups with prospects for business development and partnership.

Below the invite, I'm copying brief descriptions of our pitching teams, mentors, "art of the pitch" experts and Marketplace participants for reference. Please take a look so you have a sense of the scope of the event. And **please RSVP**—we can't wait for you to join us!

Best,
Joana

Click Below to RSVP



Demo Day Pitching Teams

b l a n k on b l a n k

Blank on Blank: Famous Names, Lost Interviews. Unheard tapes from journalists, interviewers and storytellers are transformed into an animated series on YouTube and PBS. A production of Quoted Media—a nonprofit studio dedicated to bringing new and vintage archives to life. The future of storytelling? Remixing the past. (David Gerlach)



Narratively is a platform for sharing and discovering untold human stories. Their 800+ contributors comb the world for the underdogs and overlooked tales that enlighten us and capture our imagination. Listed on TIME magazine's "50 Best Websites of 2013," Narratively practices "slow storytelling," exploring one theme each week and publishing one story a day. Each story is presented in the most appropriate medium, whether video, longform or shortform writing, photo, audio, animation, or comics. With Narratively, each and every story gets the space and time needed to have an impact. (Noah Rosenberg & Brendan Spiegel)



Radish Lab is a full-service interactive agency focused on people and projects changing the world. They tackle projects with social impact and use great design to solve complicated challenges for nicepeople. In the next few years, they hope to become one of the world's leading agencies focused on creative solutions for non-profit, culture, and educational clients. (Alana Range & Ed Wisniewski)



SC5 is a team of 70+ experts who form the largest and most experienced HTML5 design/development team in Europe. As of 2014, Brooklyn is the home of SC5, USA. Using the newest technologies, and best open source platforms, SC5 emphasizes an adaptive user experience that exploits the modular, extendable and maintainable architecture beneath the front end. Their expertise with CSS, Javascript, and HTML5 allows them to provide enterprise grade products and services that seamlessly work on all devices – desktop, mobile and tablets. (Brian August)

Demo Day Mentors

Matt Stinchcomb, VP, Values & Impact, Etsy (Radish Lab Mentor)

Anthony Onesto, Executive // Advisor – Digital Advertising, Startup & High Growth Companies (Blank on Blank Mentor)

Reuben Steiger, Creative Entrepreneur and CEO of 8&Up (Narratively Mentor)

Mark Adams, VP & GM North America, Accedo (SC5 Mentor)

Demo Day “Art of the Pitch” Training

Tomas Larsson, Executive Creative Director, Jack Morton Worldwide

Leesa Wytock, VP, Head of Digital, Jack Morton Worldwide

Darrell Coetzee, Head of Consumer, Jack Morton Worldwide

Melinda Lindland, SVP New Business, Jack Morton Worldwide

Ray Mendez, Creative Director, Concept Farm

Ryan McLaughlin, Chief Strategy Officer, Tribal Worldwide

Heather Stuckey, Head of Client Relationships, Tribal Worldwide

Media Center Marketplace Participants

Participating Media Center Incubator companies & Artists in Residence.

ALLEYWIRE (Neil St. Clair, Alden Peters) A video-centered discovery platform, showcasing the most innovative emerging brands and founders based in New York, or affecting New Yorkers through original, editorially-driven coverage on human-centered stories.

ASIAN CINEVISION (Lesley Yiping Qin, John Woo) Asian CineVision is a New York-based media non-profit organization that has, since 1978, produced the annual Asian American International Film Festival, the longest-running film festival of its kind in the States.

AUTOMATIC STUDIOS (Che Chisholm) Automatic Studios is an interactive community where kids are inspired to create visual stories by learning the art and technical craft of moviemaking.

ENGINE78 (Joshua Kessler) Born and bred in the editorial world, ENGINE78 is a collective of passionate storytellers that uses words, photography, film and technology to produce engaging content and experiences for brands to connect with consumers.

GLOBAL FILM COLLECTIVE (Kevin Christoffersen) The Global Film Collective is a documentary project portal that facilitates the collective filmmaking process through video content sourcing and shared resources.

JUMPING ROCK (Mesh Flinders) Mesh Flinders, Creator of the popular online series Lonelygirl15, is the founder of Jumping Rock, a company specializing in entertainment for teens. *Media Center Artist in Residence*.

ORIGINAL ORIGINAL FILMS (Paul Kamuf) Original Original Films (OOF) develops custom technologies that uniquely integrate narrative and presentation.

PART&SUM (Jim Babb) Part and Sum is digital product innovation, strategy and management firm, collaborating with organizations to transform their approach to digital products.

PIPTURE INC (Martin Lenclos) Pipture's video messaging studios work with clients to create and distribute personalized, daily video messages adapted for easy transmission on the web and via email directly to your customers.

PLAYMATICS (Nicholas Fortugno) Playmatics is a company dedicated to bringing rich gaming & engaging interactive experiences to a variety of connected platforms, through both branded and original IP. *Media Center Expert in Residence*.

SEED&SPARK (Amanda Trokan, Erica Anderson) Seed&Spark is the world's first crowd funding and streaming platform made just for independent film.

SNAKT (Tristan Snell) Snakt is a mobile-centric platform for creating, sharing, and remixing short videos and private video messages — and to share and remix videos from the artists and brands you love.

STRANGE (Ben Hughes) A creative studio working at the intersection of advertising, entertainment and technology.

THE LEVIATHAN CRONICLES (Christof Laputka) The Leviathan Chronicles is a biweekly science fiction audio drama, following one woman's discovery of a tribe of immortals that have hidden themselves in the deepest part of Earth's oceans.

TRESENSA. INC (Robert Grossberg) TreSensa is a NYC-based HTML5 game development/distribution company that optimizes games for the mobile web, working with HBO, WWE, Warner Bros., Nickelodeon, Kik, Amazon and many others to support their mobile gaming efforts.

Joana Vicente
Executive Director

Independent Filmmaker Project

Made in NY Media Center by IFP

212.465.8200 x223

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From: [Merritt, Jeff](#)
To: [Robert Richardson](#)
Subject: [REDACTED]
Date: Tuesday, April 15, 2014 8:00:04 AM

FYI...

Begin forwarded message:

From: [REDACTED] <[REDACTED]>
Date: April 14, 2014 at 10:16:24 PM EDT
To: "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>
Subject: Re: following up

Hi Jeff - Sorry for being out of touch for so long. I've been going over the situation with my wife at some length.

[REDACTED]

My time (6 years) in the public sector has put a pretty big dent in our finances which I need to make up.

Between the cost associated with the move and resettling the family, I can't persuade my wife.

So, I'm going to have to pull out of the running for the CTO position.

Happy to chat if you'd like.

Thanks so much for your consideration.

[REDACTED]

From: [Merritt, Jeff](#)
To: [Robert Richardson](#)
Subject: FW: following up
Date: Tuesday, April 15, 2014 8:41:34 AM

Very strong recommendations here. Do you have some time to chat. Sending you a separate email as well via Gmail.

From: [REDACTED]
Sent: Tuesday, April 15, 2014 8:38 AM
To: Merritt, Jeff
Subject: Re: following up

Hi Jeff - that would be very interesting! I already travel to NYC for my work with Living Cities so that wouldn't be a problem.

Looking forward to learning more.

Good luck with your search. I can imagine that you've already considered most of the candidates that I could think of, but in case it's useful, here are some ideas:

- Nick Grossman: Union Square Ventures, MIT, formerly OpenPlans
- Joseph Porcelli: GovDelivery, NeighborsForNeighbors
- Nick Sinai: Deputy CTO Whitehouse / OSTP
- Allen Square: CIO City of New Orleans

-NJ

Kirk Out.

On Tue, Apr 15, 2014 at 8:00 AM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Thanks [REDACTED]. Appreciate the email. I'm curious if there's an arrangement that might be of interest for you to serve as an advisor in some capacity as we look to get some new GDS-style innovations off the ground related to procurement and our Technology Development Corporation. Let me know your thoughts. It would presumably require travel to New York for a fixed number of days TBD per month.

On Apr 14, 2014, at 10:16 PM, [REDACTED] <[REDACTED]> wrote:

Hi Jeff - Sorry for being out of touch for so long. I've been going over the situation with my wife at some length.

[REDACTED]

My time (6 years) in the public sector has put a pretty big dent in our finances which I need to make up.

Between the cost associated with the move and resettling the family, I can't persuade my wife.

So, I'm going to have to pull out of the running for the CTO position.

Happy to chat if you'd like.

Thanks so much for your consideration.

██████.

On Tue, Apr 8, 2014 at 9:36 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

██████

Have a question for you when you have a sec. You can reach me at ██████████

Thanks,
Jeff

From: Merritt, Jeff
Sent: Monday, April 07, 2014 12:23 PM
To: ██████████
Subject: RE: following up

Hi ████████

Here are some preliminary answers to your questions. We can discuss these further as things proceed.

(1) Salary: The salary for this position has not been fixed but will most likely be in the range of \$150,000-\$200,000. This will depend on the exact responsibilities and extent to which this position includes top level fiscal oversight of IT projects and management of agency CIOs.

(2) Timeline: Typically, senior staff commence their work within 1 month of a job offer. Staff who have relocating with their families often opt to make those larger moves during the summer months. During this interim period, options may be available to provide flexibility and help ease the stress of long-distance commutes.

(3) Relocation expenses: There is not a precedent for the City providing relocation funding.

(4) Citizenship: There is not a Citizenship requirement. There is an NYC residency requirement.

(5) Additional hires: The City is hiring a Commissioner of the Department of Information Technology (DOITT), which will likely be announced at the same time as the CTO. In addition, the City is seeking a Director of the Mayor's office of Data Analytics and President of the Technology Development Corporation. Positions in the office of the CTO are dependent on the specific skill sets, experience and responsibilities of the CTO. These will most likely include a senior-level intergovernmental affairs officer and an senior-level budget analyst, among others.

Let me know if you have any questions.

Best,
Jeff

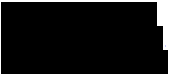
From: [REDACTED]
Sent: Thursday, April 03, 2014 10:27 PM
To: Merritt, Jeff
Subject: following up

Hi Jeff - It was good talking to you the other day. It gave me a good sense as to what this role is all about.

I have a few questions for you:

- What's the salary for the position?
- How soon would I have to move to NYC?
- would there be relocation funding?
- Is there a citizenship requirement ([REDACTED]) ?
- what other roles are being hired in support of the CTO?

[REDACTED]

From: [Robert Richardson](#)
To: [Merritt, Jeff](#)
Subject: Fwd: Monday's CIO Interviews
Date: Friday, April 18, 2014 5:06:05 PM
Attachments: 


----- Forwarded message -----

From: **Jeff Merritt** <jeffm@transition2013.com>
Date: Fri, Jan 31, 2014 at 4:50 PM
Subject: Monday's CIO Interviews
To: Jessica Lawrence <jessica@nytm.org>, Andrew Rasiej <Andrew@dcn.com>, William Floyd <wfloyd@google.com>, Robert Richardson <robert.richardson@controlgroup.com>
Cc: Andrew Schustek <andrew@transition2013.com>, Jonathan Viguers <jonathan@transition2013.com>, Anna Poe-Kest <anna@transition2013.com>

Hi Bob, William, Andrew + Jessica,

Looking forward to getting these CIO interviews underway on Monday. Thank you all for your flexibility with scheduling. The plan is to do three interviews on Monday and then a couple more before the end of the week. These will all be done via conference call and we're asking the interviewees for permission to record the call so if anyone misses part of a call, they'll be able to get a feel for what they missed afterwards. We've blocked out 1 hour per interview - 45 minutes with the candidate and then 10-15 minutes immediately afterwards for everyone to share their reactions. Andrew Schustek will send around all the final details regarding the dial in numbers, etc.

I will plan to do the introduction to frame the discussion and provide a bit of background. I'll also manage the time and moderate as needed. My hope is to keep the questions somewhat standardized for each of the candidates. That said, given that the candidates have very different backgrounds (resumes attached), I expect the level of detail in their responses may vary greatly. If it works for you, I'd like you each to prepare 1-2 questions in advance and I'll then arrange those in an outline so we have a bit of structure for who is speaking when during the call. I've listed some possible areas for your questions below. In each case, we are trying to assess the candidate's approach and experience base for these areas. I'm also open to much targeted questions like "would you support a move to make all city software open source?" although we may not have time to get too into the weeds during these initial interviews.

If you can send me an email with your preferred candidate questions by Sunday evening, I'll circulate the full outline for the call by 9am on Monday. I'm available all weekend on my cell at  if there's anything you want to discuss in advance of these calls. Thanks again for your help.

Possible topics for candidate questions:

Bob

Approach/experience related to:

- Managing 60+ agency CIOs
- Developing and implementing citywide tech policies
- Reforming procurement processes

William

Approach/experience related to:

- Creating culture of innovation
- Avoiding healthcare.gov + CityTime debacles
- Strengthening IT security

Andrew

Approach/experience related to:

- Expanding broadband infrastructure
- Using technology to help reinvent government

Jessica

Approach/experience related to:

- Addressing talent gap + expanding tech education
- Deepening partnerships with tech sector

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[REDACTED]

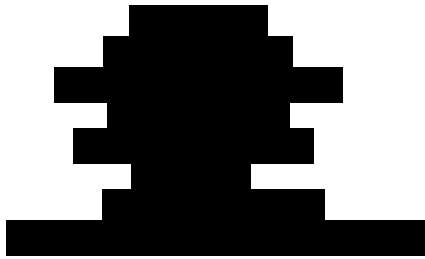
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From: [Merritt, Jeff](#)
To: [Robert Richardson](#)
Subject: RE: Monday's CIO Interviews
Date: Friday, April 18, 2014 5:15:57 PM

Can you see if there was another email after this one with the actual questions spelled out? Probably send it around either that Sunday or Monday.

From: Robert Richardson [robert.richardson@controlgroup.com]
Sent: Friday, April 18, 2014 5:05 PM
To: Merritt, Jeff
Subject: Fwd: Monday's CIO Interviews

----- Forwarded message -----

From: Jeff Merritt <jeffm@transition2013.com>
Date: Fri, Jan 31, 2014 at 4:50 PM
Subject: Monday's CIO Interviews
To: Jessica Lawrence <jessica@nytm.org>, Andrew Rasiej <Andrew@dcn.com>, William Floyd <wfloyd@google.com>, Robert Richardson <robert.richardson@controlgroup.com>
Cc: Andrew Schustek <andrew@transition2013.com>, Jonathan Viguers <jonathan@transition2013.com>, Anna Poe-Kest <anna@transition2013.com>

Hi Bob, William, Andrew + Jessica,

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Thanks again for your help.

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William

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- Strengthening IT security

Andrew

Approach/experience related to:

- Expanding broadband infrastructure
- Using technology to help reinvent government

Jessica

Approach/experience related to:

- Addressing talent gap + expanding tech education
- Deepening partnerships with tech sector

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From: [Merritt, Jeff](#)
To: [Robert Richardson](#)
Subject: RE: Interview w/ Anne Roest for DoITT Commissioner
Date: Friday, April 18, 2014 5:27:32 PM

This is great - thanks!

From: Robert Richardson [robert.richardson@controlgroup.com]
Sent: Friday, April 18, 2014 5:23 PM
To: Merritt, Jeff
Subject: Fwd: Interview w/ Anne Roest for DoITT Commissioner

This is the only I could find with actual questions. I seem to remember one other as well, but can't seem to locate it.

----- Forwarded message -----

From: Jeff S. Merritt <[REDACTED]>
Date: Thu, Mar 13, 2014 at 2:13 AM
Subject: Re: Interview w/ Anne Roest for DoITT Commissioner
To: William Floyd <wfloyd@google.com>
Cc: Andrew Rasiej <Andrew@dcn.com>, Andrew Hoppin <[andrew@\[REDACTED\]](mailto:andrew@[REDACTED])>
Jessica Lawrence <jessica@nytm.org>, Robert Richardson
<robert.richardson@controlgroup.com>

Look forward to talking to every one tomorrow at 12 noon. I've thrown together some sample questions spur ideas during the call with Anne. Given that this position is more focused than the CIO/CTO role, this can be a bit more of a free form discussion.

Sample questions:

1. View on shared tech services and the role of a central tech agency
2. Experience and philosophy for managing a large tech operation
3. Approach to repairing relationships with agencies
4. Strategies for restoring DoITT's reputation and morale
5. Thoughts on Civil Service challenges
6. Approach to turnover and talent recruitment
7. Preparedness to address cyber security threats
8. Thoughts on the state of procurement and what changes might be needed
9. Lessons learned on managing large contracts
10. Approach to replacing legacy systems
11. What does innovation look like?
12. Thoughts on agile development, open source, cloud computing
13. View on ideal working relationship with a Citywide Chief Technology Officer

14. Experience with telecom, broadband, franchise agreements
15. Thoughts on engagement with outside tech sector
16. How to define success; top priorities

On Tue, Mar 11, 2014 at 9:48 AM, William Floyd <wfloyd@google.com> wrote:
Noon would be ideal for me.

On Mon, Mar 10, 2014 at 6:15 PM, Jeff S. Merritt <[REDACTED]> wrote:

Dear all,

Please find below a calendar invite for the Thursday interview w/ Anne Roest (resume attached). I'll send around an outline for the call in advance. We'll stick to the same general approach as we did with the CIO calls, however, the focus will be more narrowly focused on issues of management, procurement, and innovation. If 11am doesn't work for anyone and you'd prefer to move this to 12-1pm, let me know. Thanks in advance for help.

Best,
Jeff

Interview w/ Anne Roest for DoITT

When Thu, March 13, 11am – 12pm GMT-04:00

Where Conference Call Number: [REDACTED]

Who

- Jeff Merritt
- Andrew Rasiej
- Andrew Hoppin
- William Floyd
- Jessica Lawrence
- Robert Richardson

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Robert Richardson | Senior Director | **CONTROL GROUP** | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525](tel:212-343-2525)
x684 | www.controlgroup.com

From: [Robert Richardson](#)
To: [Merritt, Jeff](#)
Subject: Re: Talking Transitions Platform
Date: Friday, May 23, 2014 3:31:50 PM

I sent you an invitation for 3:30 pm on Wednesday. I've also invited the product development manager.

On Fri, May 23, 2014 at 2:48 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
Sorry for the delay here. I could do Tuesday at 1:30 before our meeting with Art if you think there's time or Wednesday may be better. I could do btw 12-2 or after 3 on Wednesday.

From: Robert Richardson [robert.richardson@controlgroup.com]
Sent: Wednesday, May 21, 2014 4:00 PM
To: Merritt, Jeff
Subject: Re: Talking Transitions Platform

Sure. That sounds like a great idea. I'm busy tomorrow, but we could look at a time on Friday afternoon between 2 pm - 4 pm. Or even better Tuesday after 1:30 pm. I will need to look at our teams' booking to know who from the original dev team is available, but I can have that information for our conversation.

On Wed, May 21, 2014 at 3:54 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Bob,
I'd like to repurpose the Talking Transitions platform to be a tool for neighborhood-centered housing and economic development planning -- doable? Not sure who owns the intellectual property here but let me know if we can bring together the relevant folks for a discussion about this. We have an event next month (details below/attached) that I'd want to roll this out for but there will be events like this happening neighborhood-by-neighborhood so I want to approach the data collection strategically.

Jeff

Begin forwarded message:

From: Prim, Hayley
Sent: Friday, May 16, 2014 11:16 AM
To: 'MMiller@queensbp.org'
Cc: 'severett@planning.nyc.gov'; Cali Williams <CWilliams@nycedc.com> (CWilliams@nycedc.com); Fink, Carolee
Subject: Materials for Jamaica Event in June/Meeting Request for next week

Hi Melva,

Thank you for speaking with us earlier this week regarding the June event in Jamaica, and apologies for the delay in sending this information over, as we have been refining it over the past couple of days. As discussed, we're looking forward to working closely with you and Borough President Katz to make this event as inclusive and successful as possible. We see this as a first step to take a fresh look at the assets, opportunities, needs, and challenges in Jamaica.

City Hall worked with EDC, DCP, HPD, and SBS to refine and build on the agenda that RPA/GJDC shared with us last week. We think it makes sense for the roundtable break-out discussions to focus on the following five issue areas:

- Housing and Commercial Development
- Community and Youth Services
- Small Business and Workforce Development
- Education and Medical
- Transportation and Infrastructure

We collectively pulled together a list of additional names of participants who could help lead the round table discussions. The suggested names are shown in red on the attached proposed agenda. In some cases we haven't yet been able to identify specific individuals so added the industry or institution where we'd like to include a representative. We're interested in hearing your thoughts and are open to discussing whether these are the right people and who may be missing. Our goal is to make sure to include people with diverse perspectives and expertise who could help spark thought-provoking and important discussions.

Attached is also a document with potential framing questions for each of the round tables. We look forward to working with you and RPA to further refine these questions.

As discussed, we see this event in June as the beginning of a larger new look at Jamaica. We're in the process of putting together our framework for a neighborhood planning process in Jamaica and look forward to discussing our ideas with you in the coming weeks.

We would like to set up a meeting for early next week to discuss the proposed agenda, framing questions, logistics, and next steps at your office. Please let us know a few different times or windows early next week that work for you, and we will try to make them work on our end.

Thanks!

Hayley

Hayley Prim

Policy Analyst

Deputy Mayor for Housing & Economic Development

[\(212\) 341-5009](tel:2123415009)

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Robert Richardson | Senior Director | **CONTROL GROUP** | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525](tel:2123432525)
x684 | www.controlgroup.com

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x684 | www.controlgroup.com

From: [Merritt, Jeff](#)
To: robert.richardson@controlgroup.com
Subject: FW: NYC Govt Tech Hiring
Date: Wednesday, June 18, 2014 12:59:11 PM

Is there a conf call # we can use for next Tuesday?

From: Jerry's Gmail [REDACTED]
Sent: Wednesday, June 18, 2014 12:55 PM
To: Merritt, Jeff
Cc: Nicolas Dobija-Nootens
Subject: Re: NYC Govt Tech Hiring

Jeff,

The time is possible — early AM in Beijing. Send me an international number and I'll try to make the call.

Glad you are positive about Jonathan.

Jerry

Sent with [Unibox](#)

On Jun 19, 2014, at 1:30 AM, Merritt, Jeff <jmerritt@cityhall.nyc.gov> wrote:

Jerry,
Looks like the best day/time for the strategy session on CTO hiring is 4-5:30pm on Tuesday, June 24th. Not sure if you'll be in town or able to dial-in but let me know. Had a long talk with Jonathan from Palo Alto last night, I'll put forward his name to the group.

Best,
Jeff

From: [Robert Richardson](#)
To: [Merritt, Jeff](#)
Subject: Re: FW: NYC Govt Tech Hiring
Date: Wednesday, June 18, 2014 1:55:22 PM

I have not test whether my McGraw line can be used for a call from China. Let me check.

On Wed, Jun 18, 2014 at 12:59 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
Is there a conf call # we can use for next Tuesday?

From: Jerry's Gmail [REDACTED]
Sent: Wednesday, June 18, 2014 12:55 PM
To: Merritt, Jeff
Cc: Nicolas Dobija-Nootens
Subject: Re: NYC Govt Tech Hiring

Jeff,

The time is possible — early AM in Beijing. Send me an international number and I'll try to make the call.

Glad you are positive about Jonathan.

Jerry

Sent with [Unibox](#)

On Jun 19, 2014, at 1:30 AM, Merritt, Jeff <jmerritt@cityhall.nyc.gov> wrote:

Jerry,
Looks like the best day/time for the strategy session on CTO hiring is 4-5:30pm on Tuesday, June 24th. Not sure if you'll be in town or able to dial-in but let me know. Had a long talk with Jonathan from Palo Alto last night, I'll put forward his name to the group.

Best,
Jeff

--

From: [Merritt, Jeff](#)
To: [Robert Richardson](#)
Subject: RE: CTO Discussion at Control Group
Date: Wednesday, June 18, 2014 2:40:27 PM

Got it. Thanks. Here's the current attendee list. Any thoughts on how to add some diversity here? I don't think the attendees will care but don't want the names that come out from this discussion to just be the same as last time.

- <!--[if !supportLists]-->1. <!--[endif]-->Andrew Rasiej, NY Tech Meetup
- <!--[if !supportLists]-->2. <!--[endif]-->William Floyd, Google
- <!--[if !supportLists]-->3. <!--[endif]-->Kevin Ryan, Gilt, MongoDB, Business Insider, Zola
- <!--[if !supportLists]-->4. <!--[endif]-->Robert Richardson, Control Group
- <!--[if !supportLists]-->5. <!--[endif]-->Lisa Radcliffe, CTG, Inc.
- <!--[if !supportLists]-->6. <!--[endif]-->Marc Scibelli, Infor
- <!--[if !supportLists]-->7. <!--[endif]-->Jerry Hutlin, NYU (by phone)
- 8. Peter Hatch
- 9. Jeff Merritt

From: Robert Richardson [robert.richardson@controlgroup.com]
Sent: Wednesday, June 18, 2014 1:56 PM
To: Merritt, Jeff
Subject: Re: CTO Discussion at Control Group

Just seeing this. Scott will be out of town, but we can invite him to the next one.

On Wed, Jun 18, 2014 at 12:19 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Let's lock in 4pm-5:30 pm on Tuesday, June 24th. 21st floor, right? Do you want me to send an invite to Scott or do you want to invite him?

From: Robert Richardson [robert.richardson@controlgroup.com]
Sent: Tuesday, June 17, 2014 5:48 PM
To: Merritt, Jeff
Subject: Re: CTO Discussion at Control Group

Sorry. I took a few minutes to get some options together. They are:

12:00 - 02:00 pm on Tuesday, June 24

04:00 - 06:00 pm on Tuesday, June 24

10:30 - 12:30 pm on Wednesday, June 25

Let me know what works.

On Tue, Jun 17, 2014 at 3:58 PM, Robert Richardson
<robert.richardson@controlgroup.com> wrote:

I'll look in about 30 minutes and get right back to you.

On Jun 17, 2014 3:52 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:

Bob,

Can you let me know if the conference room at Control Group is available for any time slots on Monday-Wednesday of next week? We're going to reach out to folks today and want to put forward a few options. William also offered to host at Google but I think your conference room would be great. There should be about 8-10 people.

Jeff

--

Robert Richardson | Senior Director | **CONTROL GROUP** | 233 Broadway, 21st Floor | New York, NY 10279 | 212-343-2525 x684 | www.controlgroup.com

--

Robert Richardson | Senior Director | **CONTROL GROUP** | 233 Broadway, 21st Floor | New York, NY 10279 | 212-343-2525 x684 | www.controlgroup.com

From: [Robert Richardson](#)
To: [Merritt, Jeff](#)
Subject: Re: CTO Search Committee Mtg
Date: Friday, June 20, 2014 2:14:53 PM

We'd love to have them come across the street, if they would. But if not, the Brooklyn Room is fine.

For the meeting, I would skip (1) and just provide (2) and (3). No need to get into (1) with them. As for the structure, yes, that make sense. They are going to want to talk about whether what is presented in (2) and (3) is right, so that will need to be part of the agenda as well, but then we can get straight the candidates and strategies.

I would say as well that a verbal (not written) account of the externalities that have been hurdles to this point will be helpful. And I would encourage everyone to put forward names of people they don't even know. We can figure out the approach to anyone.

On Fri, Jun 20, 2014 at 1:46 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
Bob,

Tony suggested that we hold the CTO meeting at City Hall so that he, Alicia, Ragone, etc could try to swing by and show support for the process. I think this makes sense although the rooms aren't as good as your Conference Room (COW is booked by DM Buery). I reserved the Brooklyn Room and was thinking about getting a couple paper easels for note taking. Does this make sense?

Also do you have thoughts on what materials I should distribute to the group in advance and/or how we structure this discussion? I was thinking of giving them 3 things in advance:

1. the diagram that I shared with you which shows how the Office of Tech and Innovation related to the rest of the City
2. a few bullet points on the core responsibilities; and
3. a few bullet points on the characteristics of strong candidate.

In terms of the structure, I was thinking about focusing on (1) putting forward names of potential candidates, then (2) discussing the names one-by-one to ID pros and cons and outreach strategies. I want to avoid talking too much about the position, budget, authority, etc as I think that won't be productive. I would however be open to thinking about how we structure the interview process so that we maximize the chance that the individual who is selected will say yes.

Jeff

--

From: [Robert Richardson](#)
To: [Merritt, Jeff](#)
Subject: Re: Question on T&M contracts
Date: Wednesday, June 25, 2014 3:53:37 PM

No. We wouldn't. It's proprietary. Part of being competitive in a market.

On Jun 25, 2014 3:48 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:
Going into a meeting w/ Comptroller's office on Directive 31. Curious if Control Group was required to provide their markup on staff in order to bid on a T&M contract if they would bid or if you feel that info is proprietary. IBM, Gartner, Accenture, etc have said they would generally not bid on a contract if that was required.

From: [Merritt, Jeff](#)
To: [Ivy Anderson](#); [Scott Anderson](#)
Cc: [jpinto@urbanassembly.org](#); [luke.bauer@uamaker.org](#); [Richard Kahan](#); [Robert Richardson](#)
Subject: RE: Invitation: UA Maker Discussion @ Thu Jul 10, 2014 1pm - 3pm (Ivy Anderson)
Date: Tuesday, July 08, 2014 4:15:23 PM

Anytime after 3pm on Friday would be fine for me if that works for others.

From: Ivy Anderson [ivy.anderson@uamaker.org]
Sent: Tuesday, July 08, 2014 3:57 PM
To: Scott Anderson
Cc: Merritt, Jeff; [jpinto@urbanassembly.org](#); [luke.bauer@uamaker.org](#); [Richard Kahan](#); [Robert Richardson](#)
Subject: Re: Invitation: UA Maker Discussion @ Thu Jul 10, 2014 1pm - 3pm (Ivy Anderson)

Hi all,

Luke and I could do any time on Friday the 11th. Would this work? Really looking forward to this meeting but are coordinating a principal's conference, furniture move and paint project on Thursday!

Best,
Ivy

Sent from my iPhone

On Jul 8, 2014, at 13:20, Scott Anderson <scott.anderson@controlgroup.com> wrote:

UA Maker Discussion

[more details »](#)

When Thu Jul 10, 2014 1pm – 3pm Eastern Time

Where 233 Broadway, New York, NY, United States 21st Flr ([map](#))

Calendar Ivy Anderson

Who

- Scott Anderson - organizer
- Ivy Anderson
- jmerritt@cityhall.nyc.gov
- jpinto@urbanassembly.org
- luke.bauer@uamaker.org
- Richard Kahan
- Robert Richardson

Going? [Yes](#) - [Maybe](#) - [No](#) [more options »](#)

Invitation from [Google Calendar](#)

You are receiving this email at the account ivy.anderson@uamaker.org because you are subscribed for invitations on calendar Ivy Anderson.

To stop receiving these notifications, please log in to <https://www.google.com/calendar/> and change

your notification settings for this calendar.

<mime-attachment.ics>

<invite.ics>

From: [Robert Richardson](#)
To: [Merritt, Jeff](#)
Subject: Fwd: Talking Transition Platform
Date: Friday, July 18, 2014 9:58:23 AM
Attachments: [TalkingTransition_DET_reference.pdf](#)
[20131101 DET Final Questions HR&A \(2\).xlsx](#)
[TTDET_Response Volumes x ZIP 1120.xlsx](#)

Oops. Here are the attachments.

01 Application Flow

TALKING 
Talk Here
TRANSITION

Tap anywhere to start

[Cambiare la lingua principale](#)

**What kind of
New Yorker are you?**

Lifelong
Longtime
Recent
Commuter
Tourist

[Read our Privacy Policy](#)

Open Society Foundations © 2013

**Tell us – what kind of
New Yorker are you?**

Year were you born

1978

Your ZIP code

11216

Did you vote in 2013?

Yes No

Let's Go!

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**What do
you think?**

[Read our Privacy Policy](#)

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1 / 5



**In your neighborhood,
the Police are...**

Currently



Getting



Next Question

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**Which of those issues is
the most important to you?**

Schools

Sanitation

Police

Cost of Living

Bicycling

[Read our Privacy Policy](#)

Open Society Foundations © 2018

Which of those issues is
the most important to you?

Schools

Sanitation

Police

+ Cost of Living

Bicycling

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OK, now which is the
least important to you?

Schools

Sanitation

- Police

+ Cost of Living

Bicycling



Give me some more

No thanks, I'm done.

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Need more time?

¿Necesita más tiempo?

Avez-vous besoin de plus de temps?

Avete bisogno di più tempo?

你需要更多的时间？

당신은 더 많은 시간이 필요합니까?

Вам нужно больше времени?



Intro

In my neighborhood
In New York City
In my neighborhood
In my neighborhood
In my neighborhood

Question

public schools are...
my ability to find a good job is...
housing affordability is...
police-community relations are...
access to health care is...

In my neighborhood
In New York City
In my neighborhood
In my neighborhood
In my neighborhood

public transit options are...
disaster relief and recovery is...
access to arts and culture is...
public park maintenance is...
my ability to lead the life I want is...

In New York City
In my neighborhood
In New York City
In my neighborhood
In my neighborhood

income taxes are...
healthy food options are...
the ability to start a business is...
pre-K and kindergarten options are...
bike lanes and bike parking are...

In my neighborhood
In my neighborhood
In my neighborhood
In my neighborhood
In my neighborhood

emergency response services are...
street cleanliness is...
internet access is...
my personal safety is...
senior citizen services are...

In my neighborhood
In my neighborhood
In my neighborhood
In my neighborhood
In my neighborhood

childcare options are...
public libraries are...
fire safety is...
access to parks is...
trash and recycling pick-up is...

In my neighborhood
In my neighborhood
In my neighborhood
In my neighborhood
In my neighborhood

programs to reduce poverty are...
after school options are...
higher education options are...
public buses are...
access to taxi services is...

In my neighborhood
In my neighborhood
In my neighborhood
In my neighborhood

programs to reduce homelessness are...
noise control is...
youth services and activities are...
subway service is...

In my neighborhood	community gardens are...
In my neighborhood	immigrant services are...
In my neighborhood	police presence is...
In my neighborhood	the quality of public housing is...
In my neighborhood	elementary schools are...
In my neighborhood	access to financial planning is...
In my neighborhood	building landlords are...
In my neighborhood	composting options are...
In my neighborhood	my access to income is...
In my neighborhood	small business services are...
In my neighborhood	access to museums and exhibitions is...
In my neighborhood	access to reproductive health services is...
In my neighborhood	information about City services is...
In my neighborhood	job training programs are...
In my neighborhood	high schools are...
In my neighborhood	middle schools are...
In New York City	homelessness

	Category
Public schools	Education
Good jobs	Jobs & Economy
Affordable housing	Housing
Police relations	Public Safety & Law Enforcement
Health Care	Health & Social Services
Public transit	Transportation
Disaster recovery	Environment
Arts and culture	Arts & Culture
Public parks	Parks & Public Spaces
Quality of life	Jobs & Economy
Income taxes	Jobs & Economy
Healthy food	Health & Social Services
Entrepreneurship	Jobs & Economy
Pre-K & kindergarten	Education
Bike lanes and parking	Transportation
Emergency services	Public Safety & Law Enforcement
Street cleaning	Environment
Internet access	Jobs & Economy
Personal safety	Public Safety & Law Enforcement
Senior services	Health & Social Services
Childcare	Health & Social Services
Public libraries	Arts & Culture
Fire safety	Public Safety & Law Enforcement
Parks	Parks & Public Spaces
Trash and recycling	Environment
Reducing poverty	Jobs & Economy
Afterschool programs	Education
Higher education	Education
Public buses	Transportation
Taxi services	Transportation
Reducing homelessness	Health & Social Services
Noise control	Environment
Youth services	Health & Social Services
Subway service	Transportation

Community gardens

Parks & Public Spaces

Immigrant services

Health & Social Services

Police presence

Public Safety & Law Enforcement

Public housing

Housing

Elementary schools

Education

Financial planning

Jobs & Economy

Landlords

Housing

Composting

Health & Social Services

Access to income

Jobs & Economy

Small business services

Jobs & Economy

Museums and exhibitions

Arts and Culture

Reproductive health services

Health & Social Services

City services information

Health & Social Services

Job training

Jobs & Economy

High school education

Education

Middle school education

Education

All Categories	Count	%
Jobs & Economy	10	21%
Public Safety & Law Enforcement	5	11%
Education	5	11%
Housing	3	6%
Arts & Culture	2	4%
Health & Social Services	10	21%
Transportation	5	11%
Parks & Public Spaces	3	6%
Environment	4	9%
TOTAL	47	100%

Top 20	Count	%
Jobs & Economy	5	25%
Public Safety & Law Enforcement	3	15%
Education	2	10%
Housing	1	5%
Arts & Culture	1	5%
Health & Social Services	3	15%
Transportation	2	10%
Parks & Public Spaces	1	5%
Environment	2	10%
TOTAL	20	100%

ZIP	Responses
11368	1264
11373	1185
11372	887
10027	878
10031	715
11226	683
11216	679
11215	666
11220	630
11432	612
11221	600
11217	596
11691	570
10467	566
11206	536
10301	508
10304	503
11238	496
11212	491
10029	482
11207	470
10034	458
11377	455
11236	449
11225	433
11213	424
11434	418
11201	416
11103	413
10025	405
10032	395
10013	391
11211	386
10314	384
10303	375
10468	372
11355	364
11205	356
10452	345
11208	343

11385	342
10458	339
11210	338
11233	337
11218	334
10302	333
11209	316
10456	315
11433	310
10453	308
11369	308
11231	300
11413	299
10462	297
11203	297
10463	291
11412	288
11237	285
10469	279
11234	266
10457	266
10030	259
11435	256
11106	253
11101	245
10024	237
10306	231
10466	230
11354	230
10035	228
11232	226
10037	222
11214	219
10033	218
10310	214
10040	212
10003	211
10009	210
11102	209
11230	205
11374	199

11224	195
10011	195
10026	193
10002	192
10023	191
11378	179
10305	179
11422	178
11222	175
11692	173
11223	172
10014	171
10472	166
11423	163
10454	162
10460	159
11375	159
11370	156
10451	156
10312	155
10012	149
11411	146
10039	146
11229	145
11419	144
11104	143
11367	138
10475	134
11105	131
11219	130
10465	127
11365	127
10459	127
11418	127
10455	126
10128	125
11235	124
11421	124
10001	119
11429	118
11420	117

11228	116
10473	115
11417	115
10016	111
11204	110
11416	102
10036	100
10028	99
10019	94
11428	92
11379	86
10461	85
11436	85
10038	84
11239	83
11427	79
11364	76
11358	76
11693	76
10010	75
10471	74
10021	72
10308	68
10022	64
11356	62
11357	62
11415	57
10309	55
10007	54
11694	53
11361	47
11414	46
11366	46
10474	45
10470	45
10280	40
10307	39
10018	37
11426	34
10044	34
10005	32

10006	31
10017	31
10464	25
11004	25
11363	23
11362	22
10004	19
11360	17
11005	7
11697	4
11359	3
11695	2
10020	2

From: [Jessica Lawrence](#)
To: [Andrew Rasiej](#)
Cc: [Merritt, Jeff](#); [Robert Richardson](#)
Subject: Re: NYC CTO Presentation: 7/28 or 7/29
Date: Thursday, July 24, 2014 12:47:28 PM

I'd be happy to and I can make either of those days/times

Jessica Lawrence
Executive Director, [NY Tech Meetup](#)
Twitter: @nytm & @jessicalawrence

On Thu, Jul 24, 2014 at 12:45 PM, Andrew Rasiej <Andrew@dcn.com> wrote:
I am away till Thursday next week, but Jessica Lawrence should go in my place if possible?

Andrew

On Jul 24, 2014, at 12:43 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:

Dear all,
Thank you for taking the time out of your busy schedules for Monday's CTO interviews. For those who couldn't make it, we had two very interesting discussions, covering a lot of ground from broadband policy to IT procurement.

Over the last 48 hours, I had follow-up discussions with both candidates. Minerva Tantoco has been invited to return back to the lion's den to make a more concise "pitch" to the group. After careful consideration, Steven Adler has decided to withdraw from the process. For Minerva's pitch, we have asked her to prepare a 15-20 minute presentation that outlines her vision, approach and experience as it relates to this position. There will be time for additional Q&A after the presentation.

We'll hold this meeting at City Hall next week. Please let me know if you are available for a one hour block of time during any of the windows below:

Monday 7/28: 4:30pm - 6pm
Tuesday 7/29: 2:30pm - 4pm

As soon as I hear back from the group. I'll send around a calendar invite.

Thanks kindly.

Best,
Jeff

@Rasiej
Founder [Personal Democracy Media](#)
Senior Technology Advisor [Sunlight Foundation](#)
Chairman [NY Tech Meetup](#).

From: [Andrew Rasiej](#)
To: [Merritt, Jeff](#)
Cc: [Robert Richardson](#)
Subject: Re: NYC CTO Presentation: 7/28 or 7/29
Date: Thursday, July 24, 2014 12:54:00 PM

I am at a Sunlight Foundation bd meeting in Aspen so if the schedule works for me to call in great.

On the other hand I would welcome some "one on one" time with Minerva and being introduced to her as someone who has been working closely with you and has known the Mayor for a long time..

If she is the one, I'dlove to start working on building the collaborative relationship.

Thx

A

On Jul 24, 2014, at 12:51 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:

She should definitely come regardless and I included her on the email. If we can set up a way for you to participate remotely, would you be interested? Alternatively, I can get you one-on-one time with Minerva when you're back if that's preferable. Bob and I have now spent a good amount of time with Minerva talking over these issues and we want you to feel that you have a similar opportunity to get to know her.

From: Andrew Rasiej [Andrew@dcn.com]
Sent: Thursday, July 24, 2014 12:45 PM
To: Merritt, Jeff
Cc: Robert Richardson
Subject: Re: NYC CTO Presentation: 7/28 or 7/29

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Andrew

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Thanks kindly.

Best,
Jeff

@Rasiej
Founder [Personal Democracy Media](#)
Senior Technology Advisor [Sunlight Foundation](#)
Chairman [NY Tech Meetup](#).

@Rasiej
Founder [Personal Democracy Media](#)
Senior Technology Advisor [Sunlight Foundation](#)
Chairman [NY Tech Meetup](#).

From: [Robert Richardson](#)
To: [Robert Richardson](#)
Subject: new position / future contact
Date: Wednesday, July 30, 2014 1:50:17 PM

To All,

I wanted to take a moment to let everyone know that this my last day with Control Group. I've accepted an exciting new position with the City of New York to help direct technology strategy from City Hall. My time at Control Group has been incredibly rewarding, not least for the opportunity to meet, communicate, engage, and work with many of you. Control Group continues to do truly groundbreaking, innovative work, and I hope you'll continue to think of them for your projects going forward: www.controlgroup.com

The easiest and best way to communicate with them is to contact sales@controlgroup.com (which includes the company's leadership) and mention that you worked with me, and you'll be contacted immediately. As for me, should you need to contact me, feel free to reach me at my personal email address: [REDACTED] or connect with me on LinkedIn: Robert Richardson, Control Group, which I'll be updating shortly. I hope we'll have reason to be in contact again in my future role.

All the best,

Bob

--

Robert Richardson | Senior Director | **CONTROL GROUP** | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525](tel:212-343-2525)
x684 | www.controlgroup.com

From: [Jeff Maki](#)
To: [Merritt, Jeff](#)
Subject: Re: new point of contact
Date: Thursday, July 31, 2014 12:56:33 PM

Yes, I remember now--hello again--

Bob did mention that, yes, and while I heard a few of your goals for the project from him, I think it'd be great to talk both for a more proper (re)introduction, but more importantly, to hear your goals for the project in your own words.

Then I can either get you a more formalized proposal you can share with funders or a rough budget number for your planning process. Not sure how detailed of a response you need at this point, but we'll figure it out.

Maybe we shoot for sometime early next week? Happy to come visit you or talk via phone--let me know what your schedule's like--talk soon--

On Wed, Jul 30, 2014 at 10:40 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
Thanks Jeff. Yes, I believe we met briefly at Hungry Ghost in Ft Greene. I was meeting with Bob there one morning and you happened to walk in. Look forward to talking more and moving this forward. As Bob probably mentioned, the team is anxious to integrate this into our planning around housing and economic development and we just need to get some cost estimates to pitch funders.

Best,
Jeff

On Jul 30, 2014, at 12:05 PM, "Jeff Maki" <jeff.maki@controlgroup.com> wrote:

Jeff, I think we may have met very briefly before? Other Jeffs tend to stick out in my mind--

But on a more serious note, Bob told me a little about your interest in Talking Transition, a conversation I'd love to keep going. I share your interest in getting citizens engaged with policy, and creating a tool the City can use to understand the feelings of the street, as it were, in realtime. I think there's a lot of potential with the tool, love to chat more to figure that out.

I think this is something Bob can and will stay involved with, but wanted to both introduce myself and find a time when we might all get together to figure out how to make this happen.

Looking forward to working together--talk soon--

On Wed, Jul 30, 2014 at 6:35 AM, Robert Richardson
<robert.richardson@controlgroup.com> wrote:

Jeff,

I wanted to put you in contact with Jeff Maki, who will be taking over a good portion of my responsibilities at Control Group. He and I spoke yesterday about getting a formal proposal together for the Talking Transition platform, which we also talked about being a priority. I can continue to work with him on it, but I wanted to make sure that you had his email in case any further questions arose about it or future projects. And, as always, you can contact Scott Anderson as well. Talk to you soon.

Best,

Bob

--

Robert Richardson | Senior Director | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x684](tel:212-343-2525) | www.controlgroup.com

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Jeff Maki | Product Development Manager | [CONTROL GROUP](#) | 233 Broadway | 21st Floor | New York, NY 10279 | [212-343-2525 x655](tel:212-343-2525) | www.controlgroup.com

--

Jeff Maki | Product Development Manager | [CONTROL GROUP](#) | 233 Broadway | 21st Floor | New York, NY 10279 | 212-343-2525 x655 | www.controlgroup.com

From: [Regal, Bruce \(Law\)](#)
To: ["Scott Goldsmith"](#); [Rosenthal, Chad](#); [Carlos Sanchez](#); [Bryant, Patrick](#); [Stanley Shor](#)
Cc: [Christopher Rile](#); [Merritt, Jeff](#); [Fraser, Charles \(DOITT\)](#)
Subject: RE: Proposed Revisions to Article 10
Date: Wednesday, November 05, 2014 1:51:34 PM
Attachments: [CityBridge Transfer Provisions 11-05-14 - \(# Legal 5217186\).DOCX](#)

I've attached my comments on the transfers section. Scott, any time you would like to discuss these comments, let me know.

--Bruce

Bruce Regal
Senior Counsel, New York City Law Department
100 Church Street, New York, NY 10007
Phone: 212-356-2067
Email: bregal@law.nyc.gov

From: Scott Goldsmith [<mailto:Scott.Goldsmith@titan360.com>]
Sent: Tuesday, November 04, 2014 5:04 PM
To: Regal, Bruce (Law); Rosenthal, Chad; Carlos Sanchez; Bryant, Patrick; Stanley Shor
Cc: Christopher Rile
Subject: Proposed Revisions to Article 10

Bruce (*et al*): Attached please find our revised Article 10 language. We have attached (a) a clean Word version, (ii) a clean PDF version and (iii) a redline PDF version that shows changes from your mark-up. We believe it reflects the conversation we had yesterday (with the exception of the 40% vs 33% to account for the Qualcomm exception). Chris Rile and I are available to discuss with you at your convenience. Thanks. Scott.

PS: I am waiting for some feedback of the definition of Institutional Lender and the appendix (as it relates to the Step-in) from one more member. Did not want to hold up the document.

Scott E. Goldsmith, Esq.
EVP & Chief Commercial Officer
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TITAN
titan360.com

“Control” or “Controlling Interest” means, with respect to any Person, possession, directly or indirectly, of the power to direct, or cause the direction of, the management and policies of such Person, whether through the ownership of voting securities, by contract or otherwise. A rebuttable presumption of Control over or of a Controlling Interest in a Person, shall arise from the beneficial ownership (within the meaning of Section 13(d)(3) of the Exchange Act) of more than ~~fifty~~forty percent (~~54~~0%) of the securities which carry the right to vote generally in the election of the board of directors (or equivalent governing body) of such Person. “Control” or “Controlling Interest” with respect to the System or the franchise granted hereunder means possession, directly or indirectly, of Control over or of a Controlling Interest in the Person that at the time owns the System or is the Franchisee under this Agreement.

“Current Affiliate” means, with respect to any Person, an Affiliate of such Person on the Execution Date.

“Exchange Act” means the Securities Exchange Act of 1934, and the rules and regulations of the Securities and Exchange Commission promulgated thereunder, in each case, as amended from time to time.

ARTICLE X. ASSIGNMENT AND OTHER TRANSFERS; LIMITATIONS

10.1 City Approval Required

(a) Appendix 10.1(1) hereof sets forth, as of the date of execution of this Agreement, a listing of each of the members of the Franchisee (“**Members**”), including, with respect to each such initial Member, the number of units of membership interest in the Franchisee held by such initial Member. Subject to the provisions of this Article X, each of the following transactions shall be subject to the prior approval of the City, such approval not to be withheld, conditioned or delayed except as expressly permitted by this Article X: (i) any sale, assignment or transfer of the Franchisee’s interest in the System, the franchise granted hereunder or the Franchisee’s rights and obligations under this Agreement (other than assignments of rights and delegations of obligations expressly permitted hereunder), (ii) any transaction (or series of related transactions) which would result in the beneficial ownership (within the meaning of Section 13(d)(3) of the Exchange Act) of more than forty percent (40%) of the outstanding voting or non-voting membership interests of the Franchisee being held by any single Person or group of Affiliated Persons, (iii) any transaction (or series of related transactions) which would result in any of the initial Members listed on Appendix 10.1(1) owning less than fifty percent (50%) of the outstanding membership interests of the Franchisee held by such initial Member on the Execution Date, (iv) any transaction (or series of related transactions) which would result in the transfer of all or substantially all of the System assets to Persons other than the initial Members listed on Appendix 10.1(1), or (v) any transaction (or series of related transactions) which would result in the acquisition of Control of the Franchisee, the System or the franchise granted hereunder or of a Controlling Interest in the Franchisee, the System or the franchise granted hereunder by any Person or group of Affiliated Persons; provided, however, that the requirements of this Section 10.1 will not be applicable

with respect to any **"Permitted Transfers"** (as defined in Appendix 10.1(2) attached hereto and made a part hereof). The transactions described in clauses (i) through (v) of this Section 10.1(a) are herein referred to as **"Covered Transactions"**.

(b) Application to the City for any approval required hereunder must be made at least forty-five (45) calendar days prior to the proposed effective date of the applicable Covered Transaction. Such application must be in writing and must contain a reasonably detailed description of all of the material terms of the Covered Transaction that are relevant to the City, including reasonably detailed information with respect to the ownership and control of the applicable transferee and the relevant financial, technical, and other qualifications of the transferee, including, without limitation, the following information:

(i) any reports being provided to the shareholders of, or other investors in, the applicable transferor any filings with the Securities and Exchange Commission, in each case, that pertain to the Covered Transaction;

(ii) a description of any changes in ownership of voting or non-voting equity interests of Members in the Franchisee (or of investors in the Members, to the extent relevant) that relate to such Covered Transaction;

(iii) other information that is necessary to provide an accurate understanding of the financial position of the Franchisee and the System before and after the Covered Transaction;

(iv) information regarding any potential impact of the Covered Transaction on the Services; and

(v) any material contracts that relate to the Covered Transaction as it affects the City and, upon reasonable request by the City, all material documents and other information related or referred to therein and which are necessary to understand the proposed Covered Transaction;

provided, however, that if the Franchisee believes that the requested information is confidential and proprietary, then the Franchisee may withhold such information if it provides the following documentation to the City: (A) specific identification of the nature of the information; (B) a statement attesting to the reason(s) the Franchisee believes the information is confidential; and (C) a statement that the documents are available at the Franchisee's designated offices for inspection by the City. Any such information so withheld shall be made available at the Franchisee's designated offices for inspection by the City.

10.2 City Action on Transfer

(a) To the extent not prohibited by federal law, the City may, with respect to any Covered Transaction: (i) grant its approval thereof on an unconditional basis; (ii) grant its approval thereof subject to ~~reasonable conditions relating to any good faith concerns of the~~

~~City; or (iii) deny its approval of the Covered Transaction, provided that the City may not be arbitrarily and capricious in denying or conditioning any request for such approval or in the timing of its decision with respect to any request for such approval. The City shall consider in good faith and respond to all requests for approval of Covered Transactions without unreasonable or undue delay.~~

(b) ~~In~~ connection with the City's consideration of a request for approval of a Covered Transaction of the type described in clauses (a)(iii) of Section 10.1, the City shall grant such approval on an unconditional basis if after such transaction four of the Members listed in Appendix 10.1(1) remain as Members in the Franchisee unless the proposed assignee or acquirer in respect of such Covered Transaction: (i) is a Prohibited Person (as defined below), (ii) is not in a financial position to meet all applicable obligations to Franchisee such that Franchisee cannot fully perform its obligations under the Franchise Agreement, ~~or~~ (iii) does not possess the requisite skills and qualifications, or will not have such skills and qualifications, or be able to utilize personnel under its control who have such skills and qualifications, necessary to successfully provide the specific services then provided or anticipated to be provided by the applicable Member to the Franchisee as of the time of the proposed transfer and the transferring Member (or another qualified entity) will no longer be required or able to provide such services following such transfer, in each case, in substantially the same manner and at substantially equivalent services levels as prior to such transfer.

Comment [RB1]: Move this subsection (b) and subsection (c) to Permitted Transfers in Appendix 10.1(2)

(c) ~~For~~ purpose of this Article X "**Prohibited Person**" shall mean any Person if:

Comment [RB2]: See comment above

(i) such Person or any of its Affiliates is in monetary default or otherwise in material breach of any non-monetary obligation under any written agreement with the City of New York after notice and beyond any applicable cure periods, unless, in each instance, such monetary default or breach either (A) has been waived in writing by the City of New York, (B) is being disputed in a court of law, administrative proceeding, arbitration or other similar forum, (C) is cured within thirty (30) days after a determination and notice to Franchisee from the City that such Person is a Prohibited Person as a result of such default or breach.

(ii) such Person or any of its Affiliates has been convicted in a criminal proceeding of a felony or any crime involving moral turpitude, is an organized crime figure or is known to have substantial business or other affiliations with an organized crime figure, or has had a contract terminated by any governmental agency for breach of contract or for any cause directly or indirectly related to an indictment or conviction. The determination as to whether any Person or such Affiliated Person is an organized crime figure or is known to have substantial business or other affiliations with an organized crime figure for purposes of this paragraph (c)(ii) shall be within the reasonable discretion of the City, which discretion shall be exercised in good faith; provided, however, that such Person shall not be deemed a Prohibited Person if the City, having actual knowledge that such Person or such Affiliated Person meets the

criteria set forth in this paragraph (c)(ii), entered into a contract and is then doing business with such Person or such Affiliated Person;

(iii) such Person or any of its Affiliated Persons is a terrorist or terrorist organization or is known to have substantial business or other affiliations with a terrorist or terrorist organization, including those Persons included on any relevant lists maintained by the United Nations, the North Atlantic Treaty Organization, the Organization for Economic Cooperation and Development, the Financial Action Task Force, or the Office of Foreign Assets Control, Securities and Exchange Commission, Federal Bureau of Investigation, Central Intelligence Agency or Internal Revenue Service of the United States, all as may be amended from time to time. The determination as to whether any Person or such Affiliated Person is a terrorist or terrorist organization or is known to have substantial business or other affiliations with a terrorist or terrorist organization for purposes of this paragraph (c)(iii) shall be within the reasonable discretion of the City, which discretion shall be exercised in good faith; provided, however, that such Person shall not be deemed a Prohibited Person if the City, having actual knowledge that such Person or such Affiliated Person meets the criteria set forth in this paragraph (c)(iii), entered into a contract and is then doing business with such Person or such Affiliated Person, provided however that with respect to this paragraph (c)(iii) and paragraphs (c)(i) and (ii) above an Affiliated Person who is alleged by the City to be a Prohibited Person shall upon fifteen (15) calendar days written notice by City to Franchisee have opportunity to withdraw from such affiliation and shall upon such withdrawal cease to be considered an Affiliated Person;

(iv) such Person is a government, or is directly or indirectly controlled (rather than only regulated) by a government, which is (A) finally determined, beyond right to appeal, by the Federal Government of the United States or any agency, branch or department thereof to be in violation of (including, but not limited to, any participant in an international boycott in violation of) the Export Administration Act of 1979, as amended, or any successor statute, or the regulations issued pursuant thereto, or (B) subject to the regulations or controls thereof. Such control shall not be deemed to exist in the absence of a determination to that effect by a Federal court or by the Federal Government of the United States or any agency, branch or department thereof;

(v) such Person is a government, or is directly or indirectly controlled (rather than only regulated) by a government, the effects of the activities of which are regulated or controlled pursuant to regulations of the United States Treasury Department or executive orders of the President of the United States of America issued pursuant to the Trading with the Enemy Act of 1917, as amended; or

(vi) such Person has received written notice of default in the payment to the City of any real property taxes, sewer rents or water charges, in an amount greater than Ten Thousand Dollars (\$10,000), unless such default is then being contested in good faith in accordance with applicable legal requirements with due diligence in proceedings

in a court or other appropriate forum or unless such default is cured within thirty (30) days after a determination and notice to Franchisee from the City that such Person is a Prohibited Person as a result of such default.

10.3 Waiver of Transfer Application Requirements

To the extent consistent with federal law, the City may waive in writing any requirement that information be submitted, as part of the transfer application covered by Section 10.1(b), without thereby waiving any rights the City may have to request such information after the application is filed.

10.4 Subsequent Approvals

The City's approval of a Covered Transaction described in Section 10.1(a) in one instance will not render unnecessary approval of any subsequent transaction.

10.5 Approval Does Not Constitute Waiver

Approval by the City of a Covered Transaction described in Section 10.1(a) will not constitute a waiver or release of any of the rights of the City under this Agreement, whether arising before or after the date of the transfer, except that such transfer will be deemed to have been approved and permitted for all purposes of this Agreement and, upon full assumption of the terms of this Agreement by an approved transferee, the transferor shall be fully released from any obligations accruing after the date of such assumption.

Appendix 10.1(1)

Initial Members of Franchisee

<u>Initial Member</u>	<u>Units</u>	<u>Percentage of All Initial Units</u>
Titan Outdoor LLC	[]	22.5%
Qualcomm Incorporated	[]	22.5%
Comark LLC	[]	22.5%
Transit Wireless, LLC	[]	22.5%
CG Partners LLC	[]	10.0%

Appendix 10.1(2)

Permitted Transfers

The following transactions and arrangements shall not require any approval of the City or otherwise be subject to Article X of the Agreement (each a “Permitted Transfer”):

(i) the entering into of any credit, loan, reimbursement or other financing agreement, or the granting of any mortgage, lien, security interest, pledge or other encumbrance to any lender or provider of vendor financing which is (or is becoming) a secured creditor of the Franchisee or any of its Members or Affiliates with respect to any membership interests or other equity securities of the Franchisee or any of its Members or Affiliates, any rights (including contract rights) granted pursuant to this Agreement, or any rights of the Franchisee or any of its Members or Affiliates in the System, including the assets of the Franchisee and its Affiliates which comprise the System (or any transfer in connection with any foreclosure or exercise of remedies in respect of any such mortgage, lien, security interest, pledge or other encumbrance), provided a transferee is an Institutional Lender (as such term is defined below in this Appendix 10.1(2)) that has provided the financing to the Franchisee or its Members or Affiliates, and provided that any such mortgage, lien, security interest or pledge shall be subject to the interests of the City as franchisor under this Agreement, including without limitation the City's right of approval with respect to any subsequent transfer of the franchise rights hereunder;

(ii) employee, personnel, consultant or manager changes;

(iii) any transfer of membership interests (or other equity securities) in the Franchisee by a Member to the Franchisee;

(iv) any transfer of membership interests (or other equity securities) in the Franchisee by a Member to another Member so long as (A) such transferee Member is one of the initial Members listed on Appendix 10.1(2) (or a Current Affiliate thereof that is not a Prohibited Person) and (B) such transaction does not result in the beneficial ownership (within the meaning of Section 13(d)(3) of the Exchange Act) of more than forty percent (40%) of the outstanding voting or non-voting membership interests of the Franchisee being held by any single Person or group of Affiliated Persons;

(v) any transfer of membership interests (or other equity securities) in the Franchisee by a Member of the Franchisee to an Affiliate of such Member who is not a Prohibited Person and who becomes a Member of the Franchisee, but only so long as either (A) the transferee is a Current Affiliate of the Transferor or (B) the transferring Affiliate is not relieved of its obligations and liabilities in respect of such interest in the Franchisee);

Comment [RB3]: Pursuant to our discussion, shouldn't this subsection (iii) and subsection (iv) be subject to the limitation in 10.1(a)(iii) that the percentage of the member's interest is not going below half of its original interest? Otherwise these two provisions seem to vitiate the entire point of 10.1 (a)(iii), 10.2(b) and subsection (vi) below, don't they?

Comment [RB4]: See comment above

(vi) any issuances or transfers of Member Equity Interests (as defined below) so long as such transaction does not result in the beneficial ownership (within the meaning of Section 13(d)(3) of the Exchange Act) of more than forty percent (40%) of the outstanding voting or non-voting membership interests of the Franchisee being held by any single Person or group of Affiliated Persons (it being understood that beneficial ownership in excess of such forty percent (40%) level does not create any presumption that such issuance or transfer is a Covered Transaction under Section 10.1);

(vii) a Person's granting of veto or consent rights (i.e., "negative control") over specific actions of such Person to its lenders or other investors (if the grant of such rights is unaccompanied by the grant of other indicia of control); or

(viii) any transfers of membership interests (or other equity securities) in the Franchisee made at any time that the Franchisee is not in material breach of or default under the Agreement that, in the good faith discretion of the City, would not reasonably be expected to result in (A) the Franchisee no longer being in a financial position to meet all of its applicable obligations under the Franchise Agreement or (B) the applicable Member no longer possessing the requisite skills and qualifications, or having skills and qualifications, or being able to utilize personnel under its control who have such skills and qualifications, necessary to successfully provide the specific services then provided or anticipated to be provided by the applicable Member to the Franchisee as of the time of the proposed transfer and the transferring Member (or another qualified entity) no longer being required or able to provide such services following such transfer, in each case, in substantially the same manner and at substantially equivalent services levels as prior to such transfer.

(b) For purposes of this Appendix 10.1(2), the following terms shall have the following meanings:

"Member Equity Interest" means any capital stock, membership interest, partnership interest or other equity security issued by a Member to a stockholder, member, partner or other investor in such Member.

"Institutional Lender" means: (1) any commercial bank, trust company or similar institution organized under the laws of the United States or any state or any nation that is a member of the Organization for Economic Co-operation and Development (A) that has total assets in excess of \$300,000,000, (B) that has capital/statutory surplus or shareholders equity of at least \$30,000,000 and (C) that is regularly engaged in the business of making commercial loans; (2) any insurance company licensed under the laws of a state of the United States or of any nation that is a member of the Organization for Economic Co-operation and Development that has surplus in excess of \$30,000,000 as determined under statutory accounting principles

(or the equivalent), or any separate account or pooled investment account of any such insurance company, (3) any fund organized under the laws of a state of the United States that has capital commitments of at least \$75,000,000, or (4) any lending entity that is authorized by the U.S. Customs and Immigration Service to provide financing to the Company in respect of the Company's activities under this Franchise Agreement pursuant to the Immigrant Investor Program (known as the "EB-5 Program").

In connection with any Permitted Transfer described in clause (a)(i) of this Appendix 10.1(2), the provisions of Appendix 10.1(3) (Franchisee Lender Provisions) shall also apply. This Appendix 10.1(2) and such Appendix 10.1(3) are incorporated by reference into and made a part of Article X of the Agreement to which they are attached.

Appendix 10.1(3)

Franchisee Lender Provisions

[insert]

From: [Rosenthal, Chad](#)
To: [Scott Goldsmith](#)
Cc: [Regal, Bruce \(Law\)](#); [Carlos Sanchez](#); [Bryant, Patrick](#); [Shor, Stanley](#); [Christopher Rile](#); [Merritt, Jeff](#); [Fraser, Charles \(DOITT\)](#)
Subject: Re: Proposed Revisions to Article 10
Date: Wednesday, November 05, 2014 2:59:53 PM

Same bridge?

Chad Rosenthal
Deputy General Counsel for Contracts
City of New York
Department of Information Technology and
Telecommunications

On Nov 5, 2014, at 2:05 PM, Scott Goldsmith
<Scott.Goldsmith@titan360.com<<mailto:Scott.Goldsmith@titan360.com>>> wrote:

Thanks Bruce. We are reviewing.

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TITAN
titan360.com<<http://titan360.com>>

From: <Regal>, Bruce Regal <bregal@law.nyc.gov<<mailto:bregal@law.nyc.gov>>>
Date: Wednesday, November 5, 2014 at 1:51 PM
To: Scott Goldsmith <Scott.Goldsmith@titan360.com<<mailto:Scott.Goldsmith@titan360.com>>>, "Rosenthal, Chad" <crosenthal@doitt.nyc.gov<<mailto:crosenthal@doitt.nyc.gov>>>, Carlos Sanchez <Carlos.Sanchez@titan360.com<<mailto:Carlos.Sanchez@titan360.com>>>, "Bryant, Patrick" <pbryant@doitt.nyc.gov<<mailto:pbryant@doitt.nyc.gov>>>, Stanley Shor <sshor@doitt.nyc.gov<<mailto:sshor@doitt.nyc.gov>>>
Cc: Christopher Rile <Christopher.Rile@ropesgray.com<<mailto:Christopher.Rile@ropesgray.com>>>, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov<<mailto:JMerritt@cityhall.nyc.gov>>>, Charles Fraser <cfraser@doitt.nyc.gov<<mailto:cfraser@doitt.nyc.gov>>>
Subject: RE: Proposed Revisions to Article 10

I've attached my comments on the transfers section. Scott, any time you would like to discuss these comments, let me know.

--Bruce

Bruce Regal
Senior Counsel, New York City Law Department
100 Church Street, New York, NY 10007
Phone: 212-356-2067
Email: bregal@law.nyc.gov<<mailto:bregal@law.nyc.gov>>

From: Scott Goldsmith [<mailto:Scott.Goldsmith@titan360.com>]

Sent: Tuesday, November 04, 2014 5:04 PM

To: Regal, Bruce (Law); Rosenthal, Chad; Carlos Sanchez; Bryant, Patrick; Stanley Shor

Cc: Christopher Rile

Subject: Proposed Revisions to Article 10

Bruce (et al): Attached please find our revised Article 10 language. We have attached (a) a clean Word version, (ii) a clean PDF version and (iii) a redline PDF version that shows changes from your mark-up. We believe it reflects the conversation we had yesterday (with the exception of the 40% vs 33% to account for the Qualcomm exception). Chris Rile and I are available to discuss with you at your convenience. Thanks. Scott.

PS: I am waiting for some feedback of the definition of Institutional Lender and the appendix (as it relates to the Step-in) from one more member. Did not want to hold up the document.

Scott E. Goldsmith, Esq.

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titan360.com<<http://titan360.com>>

From: [Scott Goldsmith](#)
To: [Merritt, Jeff](#)
Cc: [Shor, Stanley](#)
Subject: Re: Publicity
Date: Friday, November 07, 2014 7:44:56 PM

Thanks Stanley.

Jeff. Great to hear from you and looking forward to meeting with you. I am unfortunately leaving the city tomorrow morning at 10:30am. We could do something very early tomorrow or we could meet very early on Monday morning. In the alternative, we could set up a call anytime this weekend with our team.

I am on my cell at [REDACTED] if you would like to discuss now. Let me know.
Thanks. Scott.

Scott E. Goldsmith, Esq.

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On Nov 7, 2014, at 7:37 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Thanks Stanley. Scott-- Can I arrange a time tomorrow to meet up with relevant folks on your team? We want to move fast here if possible.

On Nov 7, 2014, at 7:34 PM, Shor, Stanley
<SShor@doitt.nyc.gov> wrote:

Hi Scott,

Please contact Jeff Merritt to coordinate publicity. Thanks.

Stanley Shor

Assistant Commissioner
Franchise Administration
DoITT
718 403 8024

From: [Scott Goldsmith](#)
To: [Merritt, Jeff](#)
Cc: [Stanley Shor](#)
Subject: Re: Publicity
Date: Friday, November 07, 2014 8:27:48 PM

Excellent. See you at 715am at Hungry Ghost.

From: "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>
Date: Sat, 8 Nov 2014 01:23:39 +0000
To: Scott Goldsmith <scott.goldsmith@titan360.com>
Cc: Stanley Shor <SShor@doitt.nyc.gov>
Subject: Re: Publicity

That would be amazing - thank you!!!

On Nov 7, 2014, at 8:22 PM, Scott Goldsmith <Scott.Goldsmith@titan360.com> wrote:

Jeff: We are available to meet you tomorrow (Sat.) in Brooklyn. The following additional CityBridge team members can attend:


- Colin O'Donnell (Parter, CG)
- Victoria Dower (Sr. Dr. Marketing & Communications, CG). Victoria has been coordinating all of the PR teams at each of the members.
- Dave Etherington (Chief Strategy Officer, Titan)

Would 7:15am be too early? I (unfortunately) have to be on my way by 945am. We are happy to come to Fort Greene. Would Hungry Ghost work (781 Fulton St). If not, please let us know where you would like to meet. We will bring our draft press materials for your to review. Please let me know if that works. Looking forward to seeing you. Thanks! Scott.

On 11/7/14 7:37 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:

Thanks Stanley. Scott-- Can I arrange a time tomorrow to meet up with relevant folks on your team? We want to move fast here if possible.

On Nov 7, 2014, at 7:34 PM, Shor, Stanley <SShor@doitt.nyc.gov> wrote:



Hi Scott,
Please contact Jeff Merritt to coordinate publicity. Thanks.
Stanley Shor
Assistant Commissioner
Franchise Administration
DoITT
718 403 8024

From: [Caitlin Kasunich](#)
To: [Merritt, Jeff](#)
Cc: [Dave.Etherington@titan360.com](#); [Scott.Goldsmith@titan360.com](#); [colin.odonnell@controlgroup.com](#); [victoria.dower@controlgroup.com](#); [nsbordone@doitt.nyc.gov](#); [Lewis.Goldberg](#); [Danielle DeVoren](#)
Subject: RE: CityBridge press release
Date: Saturday, November 08, 2014 3:45:23 PM
Attachments: [current_internet_speed_nyc.xlsx](#)

Hi, Jeff -

Attached, please find a grid on current Internet speeds that Victoria created that we thought might be helpful.

Best,
Caitlin

From: "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>

Date: November 8, 2014 at 1:55:54 PM EST
To: Dave Etherington <Dave.Etherington@titan360.com>
Cc: Scott Goldsmith <Scott.Goldsmith@titan360.com>, Colin O'Donnell <colin.odonnell@controlgroup.com>, Victoria Dower <victoria.dower@controlgroup.com>, Danielle DeVoren <ddevoren@kcsa.com>, Lewis Goldberg <lgoldberg@kcsa.com>, "nsbordone@doitt.nyc.gov" <nsbordone@doitt.nyc.gov>
Subject: Re: CityBridge press release

Thanks everyone. I'll take a first shot at editing the press release. If you can make some tweaks to the website, I'd love to be able to share a draft on Monday.

The main edits that I was thinking are to (1) add the NYC logo at top, (2) insert language about the local economic impact, (3) describe this as a public-private partnership including the NYC DOITT and the Mayor's Office of Tech and Innovation, (4) put a Press Kit link at the top, and (5) remove language about the FCRC approval at the bottom. I think I'm going to be able to get Link.nyc for us to use as the domain and will report back on that later today. I'd like to also have the URL for the Spanish equivalent in our back pocket for the future. I'm not a Spanish speaker but think it may be unir.nyc which is the verb for 'unite' or 'bring together'? I'm adding Nick Sbordone from DOITT on this thread as he'll be running point on a lot of the media relations along with the City Hall press team.

Best,
Jeff

On Nov 8, 2014, at 12:54 PM, Dave Etherington <Dave.Etherington@titan360.com> wrote:

Hi Jeff, good to spend time with you this morning. Here's a link to the press release for you to edit. If you'd like, we can incorporate some of the changes we discussed but I think you mentioned you'd take a pass at it first. We'll forward more materials to you soon.

I also wanted to introduce you to Danielle and Lewis from KCSA who are the central PR firm for us.

Thanks,

Dave

Danielle DeVoren has invited you to **edit** the following document:



CB Press
Release_created
11.8

Open in Docs

This email grants access to this item.
Only forward it to people you trust.

Google Docs: Create
and edit documents
online.

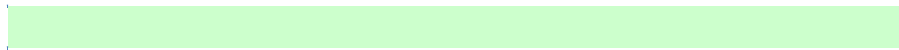
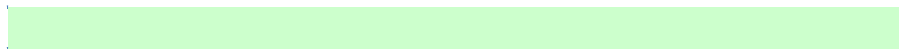
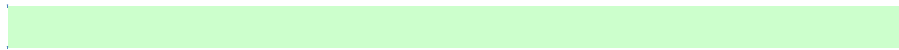
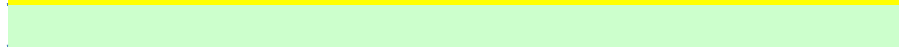
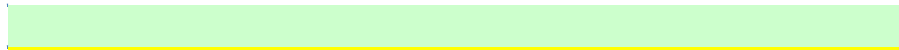


ISP	Year	Network Technology	Avg. Download Speed (Mbps)
New York Connect	2013	Total	10
New York Connect	2013	Cable	10
RCN	2013	Total	50
RCN	2013	Fiber	50
Time Warner Cable	2014	-	26.58
Time Warner Cable	2013	Total	28.75
Time Warner Cable	2013	Cable	28.75
Verizon	2013	Total	162.06
Verizon	2014	Fios	38.85
Verizon	2013	Fiber	176.29
Verizon	2014	DSL	6.27
Verizon	2013	DSL	15
Verizon	2012	Wireless (LTE)	12
Clear	2012	Total	6
Clear	2012	Wireless	6
Sprint	2012	Total	10
Sprint	2012	Wireless (WiMax)	10
T-Mobile	2012	Total	42
T-Mobile	2012	Wireless (HSPA+)	42
GoWex	2014	-	0.5
HugesNet	2014	-	30
DishNet	2014	-	8.3
Comcast/Xfinity	2014	-	65
CableVision/Optimum	2014	-	37.31
CableVision/Optimum	2014	-	55
Frontier Communications	2014	-	7.27
San Jose Muni Wi-Fi	2014	Ruckus-patented Smart W4	
Ponca, OK	2014	Fiber	8
Amherst, MA	2014	Fiber	
Starbucks	2014	w/ Google	15
NATIONAL AVERAGE	2014		8.6

Avg. Upload Speed (Mbps)	Max. Download Speed (Mbps)
0.512	10
0.512	10
6	75
6	75
4.5	-
3.25	50
3.25	50
43.6	500
24.5	-
47.74	500
2.7	-
0.8	15
5	12
1.5	6
1.5	6
-	10
-	10
1	42
1	42
-	0.5
1.5	15
-	10
-	105
17.62	-
21.67	101
3.02	-
	60
	50

Max. Download Speed (Mbps)2
0.512
0.512
10
10
-
5
5
100
-
100
-
0.08
5
1.5
1.5
-
-
1
1
-
2
-
-
-
35
-

Source	Column1
New America Foundation	
New America Foundation	
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http://www.speedtest.net/local/new-york	
New America Foundation	
New America Foundation	
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http://www.speedtest.net/local/new-york	
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http://www.gowex.com/en/free-wifi/rates/	
http://internet.hughesnet.com/plans-and-pricing.html#serviceable	
http://www.dish.com/entertainment/internet-phone/satellite-internet/	
http://www.comcast.com/internet-service.html	
http://www.speedtest.net/local/new-york	
http://www.optimum.com/home-internet-service/broadband/	
http://www.speedtest.net/local/new-york	
http://www.sanJoseca.gov/index.aspx?NID=3689	Ruckus Smart
http://www.govtech.com/network/Does-Ponca-City-Have-the-Fastest-Free-Wi-Fi-in-the-M	
http://www.govtech.com/wireless/Amherst-Mass-Launches-Fastest-Muni-Wi-Fi-Network	



Wi-Fi system, we've seen top download speeds of 60Mbps

ation.html

-in-State.html

From: [Merritt, Jeff](#)
To: victoria.dower@controlgroup.com
Subject: Fact sheet, etc
Date: Saturday, November 08, 2014 9:05:22 PM

Victoria,
Can you send over copies of the fact sheet and other documents you referenced this morning? Let me know what you and the team are working on and which pieces you'd like me to take the lead on.

Thanks,
Jeff

From: [Dave Etherington](#)
To: [Merritt, Jeff](#)
Cc: [Scott Goldsmith](#); [Colin O'Donnell](#); [Victoria Dower](#)
Subject: Folder and press release
Date: Sunday, November 09, 2014 4:12:33 PM

Hi Jeff, Colin has shared a new folder with you and we've put the press release in it. It's good with Titan and ControlGroup, but still pending the larger CityBridge team taking a look.
Dave

Sent from my iPhone

From: [Merritt, Jeff](#)
To: [Scott Goldsmith](#)
Cc: [Dave Etherington](#); [Colin O'Donnell](#); [Victoria Dower](#)
Subject: Re: Workflow update
Date: Sunday, November 09, 2014 6:23:11 PM

Definitely, see you there.

On Nov 9, 2014, at 5:08 PM, Scott Goldsmith <Scott.Goldsmith@titan360.com> wrote:

Jeff: Would 9am work at CG? Let us know. Thanks. Scott.

From: <Merritt>, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>
Date: Sunday, November 9, 2014 at 4:47 PM
To: Dave Etherington <Dave.Etherington@titan360.com>
Cc: Scott Goldsmith <scott.goldsmith@titan360.com>, Colin O'Donnell <colin.odonnell@controlgroup.com>, Victoria Dower <victoria.dower@controlgroup.com>
Subject: Re: Workflow update

Thanks Dave. Tomorrow morning works. I have a quick call at 8:30 but can take that from anywhere. Let me know if you want to meet in person or schedule a call.

On Nov 9, 2014, at 2:24 PM, Dave Etherington <Dave.Etherington@titan360.com> wrote:

We'll set up a shared Google folder where you can drop your docs and we can drop ours. I'll send that through shortly. We'd like to meet before 10.30am tomorrow then if that timing still works?
Thanks Jeff.
Dave

Sent from my iPhone

On Nov 9, 2014, at 1:34 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Thanks Dave. This is perfect. With regards to the media strategy, there's no need to stick to the format or approach that I shared, that was simply an example of the level of detail that I think is helpful in spurring feedback from City Hall. Please let me know what you'd like me to focus on to complement these efforts. As I mentioned, I have a number of fact sheets, FAQs, Q&A, etc that I was working on so I can

either fill in gaps on the products your team produces or try to finalize any of these and send them to your team. In terms of tomorrow, I have 2 briefings with electeds scheduled - the Bronx BP at 10:30 and the Manhattan BP at 5. I also have a mtg from 12-1. I would be able to do a check in before 10:30 or after 12 if that works. If helpful, I'm happy to share the deck and internal briefing documents that I've been using.

From: Dave Etherington [Dave.Etherington@titan360.com]
Sent: Sunday, November 09, 2014 1:24 PM
To: Merritt, Jeff
Cc: Scott Goldsmith; Colin O'Donnell; Victoria Dower
Subject: Workflow update

Hi Jeff, thanks for all the work you're putting in on this over the weekend! Control Group, KCSA and Titan had a call this morning and we're working on getting the following documents to you:

- 1) Press release with our input to your changes. Monday am.
- 2) Internal and external factsheets. This evening.
- 3) Media strategy adjusted to reflect the one you shared this [morning](#). [This evening](#).
- 4) Thoughts on best location for the press event. Scott and Colin will be in touch about this today.
- 5) CityBridge microsite updated with your suggestions. Monday am.
- 6) Wi-fi speed and scale proof points. Monday am.
- 7) Quotes from CityBridge members. [Monday afternoon](#).
- 8) Quotes from tech, community and privacy groups. [Monday evening](#).
- 9) Additional Bronx, Queens and Staten Island in-situ Link images. [Monday evening](#).

Could we also suggest a meeting with you [Monday at 11am](#) please? With limited time, we want to make sure we are completely on track with everything you need of us.

I will traffic the emails through to you today in order to keep everything streamlined.

Thanks,
dave

Sent from my iPhone

From: [Colin O'Donnell](#)
To: [Merritt, Jeff](#)
Cc: [Stacey Levine](#); [Victoria Dower](#); nsbordone@doitt.nyc.gov; [Scott Goldsmith](#); [Danielle DeVoren](#); [Lewis Goldberg](#); [Dave Etherington](#)
Subject: RE: CityBridge press release
Date: Sunday, November 09, 2014 10:55:23 PM

It is true that until 802.11 AC Wave 2 is available in a few months, gig WiFi is not really possible. Its closer to 800Mbps today under best possible conditions. Its also not clear if Blacksburg is offering gig WiFi, or gig internet at a fee that is subsidizing free (non-gig) WiFi. This seems to be the model elsewhere. Well dig deeper tomorrow. -C

On Nov 9, 2014 10:47 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:

Thanks Victoria. This is very helpful. I think that when people read "the fastest anywhere", they're going to interpret that as meaning we're faster than everyone else. If there are other comparable free gigabit public wifi networks, I think we probably have to say "one of the fastest". That said, are we thinking this network will have more advanced technology and the capacity to be faster than Blacksburg and Bournemouth? The proposal includes the language below but I don't know enough about the technology here to know how this compares to what exists elsewhere and if we feel confident saying we'll be faster than 1 gig.

New wireless chipsets supporting 802.11AC Wave 2 will be scheduled for general availability to manufacturers in January 2015. With enhanced Modulation and Coding techniques, Multi User Multiple In Multiple Out (MU-MIMO), and wider channels, speeds over one Gbps per user will be possible.

From: Victoria Dower [victoria.dower@controlgroup.com]

Sent: Sunday, November 09, 2014 10:04 PM

To: Merritt, Jeff

Cc: Dave Etherington; Scott Goldsmith; Colin O'Donnell; Danielle DeVoren; Lewis Goldberg; nsbordone@doitt.nyc.gov; Stacey Levine

Subject: Re: CityBridge press release

Hi Jeff!

Here's more specific answers to your questions on comparative speeds. In general, there's not as much information available for networks outside the US so we're unfortunately a bit thin on international references.

Please let me know if you have questions or concerns!

Cheers,
Victoria

PS - good reference website for all things muni and wifi - <http://www.muniwireless.com>

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| [212-343-2525](tel:212-343-2525) x531 | www.controlgroup.com

On Sat, Nov 8, 2014 at 2:41 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Question for the group. If we're going to say something along the lines of "the largest and fastest free public Wi-Fi network anywhere" (which I agree we should), I want to make sure we have all of the facts in order on the size and speeds of other public Wi-Fi networks.

There are a handful of other gigabit municipal Wi-Fi, but they are much smaller. Since there's no muni Wi-Fi deployments *over* gigabit, we're thinking the phrasing of "fastest" works since gigabit is the fastest. Would love your thoughts on if that's appropriate.

Muni Wi-Fi deployments to be aware of are:

Blacksburg, VA

<http://www.virginiabusiness.com/regions/article/free-gigabit-wi-fi-comes-to-downtown-blacksburg>

Bournemouth, England

<http://www.bournemouth.gov.uk/NewsEvents/News/September-2014/Ultra-fast-and-free-public-WiFi-in-Bournemouths-gardens-and-seafront-.aspx>

Los Angeles, CA

<http://www.govtech.com/network/Los-Angeles-Wants-Ideas-on-Combined-Gigabit-Fiber-and-Free-WiFi-Network-.html>

San Jose, CA

<http://www.sanjoseca.gov/index.aspx?NID=3689>

Ponca, OK

<http://www.govtech.com/network/Does-Ponca-City-Have-the-Fastest-Free-Wi-Fi-in-the-Nation.html>

Boston, MA

<http://www.govtech.com/network/Boston-Launches-Wicked-Free-Wi-Fi.html>

(1) In terms of "largest" are we talking about total coverage area or total number of Wi-Fi hubs? What are the other large public Wi-Fi networks?

In terms of "largest", we'd like to frame it in terms of the number of potential users being all of NYC :-)

(2) In terms of "fastest", do we know who has the fastest public Wi-Fi network now?

Blacksburg, VA has gigabit

<http://www.virginiabusiness.com/regions/article/free-gigabit-wi-fi-comes-to-downtown-blacksburg>

(3) Are there larger or faster private Wi-Fi networks?

I have not been able to find reference to Wi-Fi networks providing speed over a Gig, but have had difficulty finding specific speed info on places like Seoul, Songdo City, etc

(4) Are there larger or faster public Wi-Fi networks that aren't free?

The fastest public Wi-Fi in the states is usually referenced as the Starbucks Wi-Fi Google network, which clocks in at approx 15MB

Thanks,
Jeff

From: Merritt, Jeff
Sent: Saturday, November 08, 2014 1:55 PM
To: Dave Etherington
Cc: Scott Goldsmith; Colin O'Donnell; Victoria Dower; Danielle DeVoren; Lewis Goldberg; nsbordone@doitt.nyc.gov
Subject: Re: CityBridge press release

Thanks everyone. I'll take a first shot at editing the press release. If you can make some tweaks to the website, I'd love to be able to share a draft on Monday. The main edits that I was thinking are to (1) add the NYC logo at top, (2) insert language about the local economic impact, (3) describe this as a public-private partnership including the NYC DOITT and the Mayor's Office of Tech and Innovation, (4) put a Press Kit link at the top, and (5) remove language about the FCRC approval at the bottom. I think I'm going to be able to get Link.nyc for us to use as the domain and will report back on that later today. I'd like to also have the URL for the Spanish equivalent in our back pocket for the future. I'm not a Spanish speaker but think it may be unir.nyc which is the verb for 'unite' or 'bring together'? I'm adding Nick Sbordone from DOITT on this thread as he'll be running point on a lot of the media relations along with the City Hall press team.

Best,
Jeff

On Nov 8, 2014, at 12:54 PM, Dave Etherington <Dave.Etherington@titan360.com> wrote:

Hi Jeff, good to spend time with you this morning. Here's a link to the press release for you to edit. If you'd like, we can incorporate some of the changes we discussed but I think you mentioned you'd take a pass at it first. We'll forward more materials to you soon.

I also wanted to introduce you to Danielle and Lewis from KCSA who are the central PR firm for us.

Thanks,
Dave

[Danielle DeVoren](#) has invited you to **edit** the following document:



CB Press Release_created 11.8

[Open in Docs](#)

This email grants access to this item. Only forward it to people you trust.

Google Docs: Create and edit documents online.



From: [Merritt, Jeff](#)
To: [Dave Etherington](#)
Cc: [Scott Goldsmith](#); [Colin O'Donnell](#); [Victoria Dower](#)
Subject: RE: Documents
Date: Sunday, November 09, 2014 11:20:45 PM

Thanks Dave. I'd like to get our press team 3 things tomorrow: (1) draft press release, (2) draft media strategy, and (3) launch event overview. I'm separating #3 from the media strategy because a number of the things in the media strategy depend on getting the date, time and location locked in ASAP. The location will also add other variables including who gets invited (for example, it's customary to invite local electeds if you do a press conference in their district). Has someone started drafting up a more detailed overview of the event? If not, I sketch something simple out now and post it for the team to flush out.

From: Dave Etherington [Dave.Etherington@titan360.com]
Sent: Sunday, November 09, 2014 10:29 PM
To: Merritt, Jeff
Cc: Scott Goldsmith; Colin O'Donnell; Victoria Dower
Subject: Documents

Hi Jeff, we're in the process of putting documents into the shared folder right now and over the next hour or so. Those will include internal and external guides and the media outreach plan. Thanks for the documents you put in the folder earlier, very useful.
We've asked KCSA to attend tomorrow's meeting as well. See you then!
Dave

Sent from my iPhone

From: [Colin O'Donnell](#)
To: [Merritt, Jeff](#)
Subject: Payphone Video
Date: Monday, November 10, 2014 9:19:14 AM

<http://mashable.com/2014/11/06/new-york-city-pay-phones-wifi/>

From: [Scott Goldsmith](#)
To: [Shor, Stanley](#)
Cc: [Merritt, Jeff](#); [Fraser, Charles \(DOITT\)](#); [Rosenthal, Chad](#); "bregal@law.nyc.gov"
Subject: Re: MWBE
Date: Monday, November 10, 2014 9:27:20 AM

Thanks Stanley. Titan has a long record of exceeding MBE/DBE/WBE goals in all of our contacts. We will be back to you today on potential MBE/DBE/WBE vendors. That said, most of the operations will be handled by internal member employees < many of whom will be union.

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F (212) 418-1082
scott.goldsmith@titan360.com <blocked::<mailto:scott.goldsmith@titan360.com>>
TITAN
titan360.com

On 11/10/14, 9:21 AM, "Shor, Stanley" <SShor@doitt.nyc.gov> wrote:

>We are getting questions about whether Minority and/or Women owned
>businesses will be subcontractors to CityBridge. What answer can we
>provide?
>Stanley Shor
>Assistant Commissioner
>Franchise Administration
>DoITT
>718 403 8024
>

From: [Scott Goldsmith](#)
To: [Merritt, Jeff](#); [Stanley Shor](#)
Subject: ECB Violations - Payment Notice
Date: Monday, November 10, 2014 2:30:37 PM

Jeff/Stanley: Wanted you to know that we delivered a check today in the amount of \$307,740 in payment of **all** currently due and payable ECB violations. As we have discussed, the ECB website has not been updated to reflect the payment today (or previous payments pursuant to a Settlement Agreement) or violations that are listed "in default" but are actually open and hearings are to be scheduled. If you would like more information on the Settlement Agreement, please call feel free to contact Doris Bernhardt (NYC Law Department) at (212) 356-2296 or dbernhar@law.nyc.gov.

Please feel free to call me at (212) 891-5688 if you have any questions. Thank you.
Scott.

Scott E. Goldsmith, Esq.

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F (212) 418-1082
scott.goldsmith@titan360.com

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titan360.com

From: [Colin O'Donnell](#)
To: [Merritt, Jeff](#)
Subject: Re: Location
Date: Monday, November 10, 2014 3:03:08 PM

Jeff, Sorry, I haven't been able to come up with a great alternative. Still thinking, but I know you had to get them something today...

On Mon, Nov 10, 2014 at 2:26 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
| Feel free to give me your thoughts on this. I need to know if we want to make a recommendation to the press office. Thanks.

From: [Merritt, Jeff](#)
To: [Victoria Dower](#)
Cc: [Dave Etherington](#); [Scott Goldsmith](#); [Colin O'Donnell](#); [Danielle DeVoren](#); [Lewis Goldberg](#); [nsbordone@doitt.nyc.gov](#); [Stacey Levine](#)
Subject: RE: LinkNYC Microsite - Text Update
Date: Monday, November 10, 2014 3:16:32 PM

Thanks. We have a briefing with the Manhattan BP at 5pm but I could do before or after. How about 6pm?

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Monday, November 10, 2014 3:01 PM
To: Merritt, Jeff
Cc: Dave Etherington; Scott Goldsmith; Colin O'Donnell; Danielle DeVoren; Lewis Goldberg; [nsbordone@doitt.nyc.gov](#); Stacey Levine
Subject: Re: LinkNYC Microsite - Text Update

Hi Jeff,

Great! We're looking forward to hearing all the feedback.

Unfortunately, we weren't able to come up with any great alternates for location.

For CityBridge media point, this will be Danielle Devoren and Stacey Levine, which we have noted in the document.

Also, to follow up from this AM I'll send out a meeting invite shortly for a touchbase at 9AM tomorrow and Wednesday to stay coordinated.

Would you have time for a quick 5PM checkin this afternoon as well?

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x531](#) | [www.controlgroup.com](#)

On Mon, Nov 10, 2014 at 1:48 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Thanks Victoria. I want to send out Press Team the draft press release, media strategy and location recommendation within the next hour. Please let me know if there has been any progress in thinking about the location. Also, Victoria, if you have anything that outlines that the media relations roles please send that to me. Who am I telling the press team will be running point on all media-related back-and-forth for Control Group. I need one person designated to be the go-to on your side.

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Monday, November 10, 2014 1:05 PM
To: Merritt, Jeff
Cc: Dave Etherington; Scott Goldsmith; Colin O'Donnell; Danielle DeVoren; Lewis Goldberg; [nsbordone@doitt.nyc.gov](#); Stacey Levine
Subject: LinkNYC Microsite - Text Update

Hi Jeff!

The text for the microsite is now updated and lives in the Shared Folder here -

https://docs.google.com/a/controlgroup.com/document/d/1MP_XvAGWSwksIzARqa4mVImVBPIWZMLE_vuBpA_8Kqc/edit?usp=sharing

We're working on the additional logo, press kit link and google translate adds, which shouldn't be an issue.

Thanks so much for securing the Link.NYC domain! I'll have the folks setting up the hosting reach out to you shortly to get the additional details.

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x531](#) | [www.controlgroup.com](#)

On Sat, Nov 8, 2014 at 1:55 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Thanks everyone. I'll take a first shot at editing the press release. If you can make some tweaks to the website, I'd love to be able to share a draft on Monday. The main edits that I was thinking are to (1) add the NYC logo at top, (2) insert language about the local economic impact, (3) describe this as a public-private partnership including the NYC DOITT and the Mayor's Office of Tech and Innovation, (4) put a Press Kit link at the top, and (5) remove language about the FCRC approval at the bottom. I think I'm going to be able to get Link.nyc for us to use as the domain and will report back on that

later today. I'd like to also have the URL for the Spanish equivalent in our back pocket for the future. I'm not a Spanish speaker but think it may be unir.nyc which is the verb for 'unite' or 'bring together'? I'm adding Nick Sbordone from DOITT on this thread as he'll be running point on a lot of the media relations along with the City Hall press team.

Best,
Jeff

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: Re: Invitation: LinkNYC Announcement Coordination @ Weekly from 9am to 10am on weekdays from Mon Oct 27 to Thu Nov 13 (victoria.dower@controlgroup.com)
Date: Monday, November 10, 2014 3:21:28 PM

Oh right - forgot that you mentioned that. Is there a better time on Wed for you?

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On Mon, Nov 10, 2014 at 3:20 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

FYI, Wednesday won't work for us on this as we have a 9am briefing with the Comptroller's office.

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Monday, November 10, 2014 3:08 PM
To: Conf-Bridge [212-343-2525](tel:212-343-2525) [REDACTED] dave.etherington@titan360.com; titan@kcsa.com; Stacey Levine; Colin O'Donnell; nsbordone@doitt.nyc.gov; Conf B; scott.goldsmith@titan360.com; Merritt, Jeff
Subject: Invitation: LinkNYC Announcement Coordination @ Weekly from 9am to 10am on weekdays from Mon Oct 27 to Thu Nov 13 (victoria.dower@controlgroup.com)
When: Occurs every weekday from 9:00 AM to 10:00 AM effective 10/27/2014 until 11/13/2014. America/New York
Where: Conf B, Conf-Bridge [REDACTED]

[more details »](#)

LinkNYC Announcement Coordination

When

Weekly from 9am to 10am on weekdays from Mon Oct 27 to Thu Nov 13 Eastern Time

Where

Conf B, Conf-Bridge [REDACTED] ([map](#))

Calendar

victoria.dower@controlgroup.com

Who

- Victoria Dower - organizer
- dave.etherington@titan360.com
- titan@kcsa.com
- Stacey Levine
- Colin O'Donnell
- nsbordone@doitt.nyc.gov
- scott.goldsmith@titan360.com
- jmerritt@cityhall.nyc.gov

Going? All events in this series: [Yes](#) - [Maybe](#) - [No](#) [more options »](#)

Invitation from [Google Calendar](#)

You are receiving this courtesy email at the account jmerritt@cityhall.nyc.gov because you are an attendee of this event.

To stop receiving future updates for this event, decline this event. Alternatively you can sign up for a Google account at <https://www.google.com/calendar/>, and control your notification settings for your entire calendar.

From: [Google Calendar](#) on behalf of victoria.dower@controlgroup.com
To: [Merritt, Jeff](#); victoria.dower@controlgroup.com
Cc: [Merritt, Jeff](#)
Subject: [Update] LinkNYC Announcement - Touchbase
Date: Monday, November 10, 2014 6:07:38 PM

Hey Jeff! Does this touchbase still work with your schedule tonight?

LinkNYC Announcement - Touchbase

Hi all - this is for a quick phone touchbase.

When Mon Nov 10, 2014 6pm – 6:30pm Eastern Time

Where Conf G, Conf-Bridge 212-343-2525  ([map](#))

Who

- Victoria Dower - organizer
- dave.etherington@titan360.com
- Colin O'Donnell
- titan@kcsa.com
- ddevoren@kcsa.com
- Stacey Levine
- nsbordone@doitt.nyc.gov
- scott.goldsmith@titan360.com
- jmerritt@cityhall.nyc.gov

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: Re: # of people tomorrow AM
Date: Monday, November 10, 2014 7:02:30 PM

4-5 (2 folks from cg and titan each)

Sent from my mobile device
Victoria Dower
Victoria.dower@controlgroup.com

On Nov 10, 2014, at 6:57 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

How many people do you think need to see the Blue Room in the morning? Don't want to have too large of a group at one time since City Hall is technically closed. Let me know what you think.

From: [Scott Goldsmith](#)
To: [Merritt, Jeff](#)
Subject: Quick Call?
Date: Monday, November 10, 2014 9:12:25 PM

Jeff. Do you have a moment to speak tonight? I am on my cell at [REDACTED]
Will be up late. Thanks. Scott.

Scott E. Goldsmith, Esq.

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F [\(212\) 418-1082](#)
scott.goldsmith@titan360.com

TITAN
titan360.com

From: [Merritt, Jeff](#)
To: [Scott Goldsmith](#)
Subject: RE: CityBridge LLC
Date: Monday, November 10, 2014 11:29:03 PM

Thanks. I've shared with the full team.

From: Scott Goldsmith [Scott.Goldsmith@titan360.com]
Sent: Monday, November 10, 2014 11:19 PM
To: Merritt, Jeff; Stanley Shor; Bruce Regal
Cc: Polan, Steven M.; Katie Schwab
Subject: CityBridge LLC

Jeff/Stamley/Bruce: As you know, Transit Wireless was unable to obtain the necessary approval from its Board of Directors in connection with its participation as a member of CityBridge. They have obtained approval to continue in the planned role as a service provider to CityBridge and to provide exactly the same services, including provision of Fiber capacity, as detailed in our proposal to the City. Please note the following:

- Transit Wireless will continue serve as a service provider to CityBridge LLC in connection with the delivery of fiber to the PCS Structures as well as associated services. This was always the planned arrangement.
- Pursuant to the fiber letter already agreed by Transit Wireless, CityBridge and the City, CityBridge will purchase fiber capacity as part of the system being built by Transit Wireless consistent with CityBridge's anticipated rights and TW's existing franchise rights granted to TW by the City of New York. There is absolutely no change to this arrangement.
- CityBridge will deliver exactly the same level of service and connectivity that is detailed in our Proposal.
- CityBridge will raise and have at risk the same amount of equity in the venture.

While we understand that this is a change from what was earlier anticipated, we do not see this as a material change to our proposal to the City or one that would or should effect the evaluation of our proposal. In essence the same companies will provide exactly what they collectively proposed to the City, albeit in a slightly different organizational form, and the same amount of equity will be invested in the venture. We are available tomorrow at your convenience to discuss next steps. Would 10am work? Please let me know. Thank you. Scott.

Scott E. Goldsmith, Esq.
EVP & Chief Commercial Officer
100 Park Avenue
New York, NY 10017

T (212) 891-5688
F (212) 418-1082
scott.goldsmith@titan360.com

TITAN
titan360.com

From: [Merritt, Jeff](#)
To: [Stacey Levine](#)
Cc: [Victoria Dower](#); [Danielle DeVoren](#)
Subject: RE: Press Kit FAQ
Date: Monday, November 10, 2014 11:42:07 PM

I made some edits on this and think it's good to go in terms of content. This is exactly what I was looking for.

From: Stacey Levine [stacey.levine@controlgroup.com]
Sent: Monday, November 10, 2014 10:31 PM
To: Merritt, Jeff
Cc: Victoria Dower; Danielle DeVoren
Subject: Press Kit FAQ

Hi Jeff,

I added a draft [Press Kit FAQ](#) to the shared folder for your review.

Best,
Stacey

--

Stacey Levine | Director, Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x657](#) | [www.controlgroup.com](#) | @controlgroup | [LinkedIn](#)

From: [Victoria Dower](#)
To: [Scott Goldsmith](#)
Cc: [Merritt, Jeff](#); [Dave Etherington](#); [Colin O'Donnell](#); [titan@kcsa.com](#); [ddevoren@kcsa.com](#); [Stacey Levine](#); [nsbordone@doitt.nyc.gov](#); [Woody Nitibhon](#)
Subject: Re: Invitation: LinkNYC Announcement - Touchbase @ Tue Nov 11, 2014 5:30pm - 6pm (Victoria Dower)
Date: Tuesday, November 11, 2014 2:39:39 PM

Understood. Will cancel these immediate meetings and hold until we get an update.

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x531](#) | [www.controlgroup.com](#)

On Tue, Nov 11, 2014 at 2:32 PM, Scott Goldsmith <Scott.Goldsmith@titan360.com> wrote:

Thanks Jeff. As we discussed, we understand and appreciate putting press on hold. We expect movement on all of the issues we discussed with the attorneys this morning and will update them at 3pm. Thanks again for your patience. Thanks. Scott.

Scott E. Goldsmith, Esq.
EVP & Chief Commercial Officer
100 Park Avenue
New York, NY 10017

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F [\(212\) 418-1082](tel:(212)418-1082)

scott.goldsmith@titan360.com <blocked::mailto:scott.goldsmith@titan360.com>

TITAN

titan360.com

On 11/11/14, 2:20 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:

>Let's cancel this and tomorrow morning's mtg. All communications
>planning is on hold for now.

>

>

>> On Nov 11, 2014, at 1:08 PM, Victoria Dower

>><victoria.dower@controlgroup.com> wrote:

>>

>> more details

>>><[https://www.google.com/calendar/event?action=VIEW&eid=\[REDACTED\]](https://www.google.com/calendar/event?action=VIEW&eid=[REDACTED])

>>XI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2l0eWhhbGwubnljLmdvdg&tok=MzEjdmljdG9yaWE

>>uZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdhNTdiMzZIYjI0NGQzYjhiODI5Zjg

>>ZDk3ZGFkOWY&ctz=America/New_York&hl=en>

>>

>> LinkNYC Announcement - Touchbase

>> Hi All - this is a quick end of day touchbase. If this time doesn't

>>work, please let me know.

>>

>> A few potential agenda items are:

>>

>> 1) any updates on event timing

>> 2) any updates from City Hall Press & Comms team
>> 3) potential timing of meeting with City Hall Press & Comms team
>> 4) External & Internal Docs & Materials status
>>
>> Cheers,
>> V
>>
>> When Tue Nov 11, 2014 5:30pm 6pm Eastern Time
>> Where Conf B, Conf-Bridge [REDACTED]
>>(map<[https://maps.google.com/maps?q=Conf+B,+Conf-Bridge+\[REDACTED\]](https://maps.google.com/maps?q=Conf+B,+Conf-Bridge+[REDACTED]&hl=en)
>>&hl=en>)
>> Calendar Victoria Dower
>> Who € Victoria Dower - organizer
>> € dave.etherington@titan360.com
>> € Colin O'Donnell
>> € titan@kcsa.com
>> € ddevoren@kcsa.com
>> € Stacey Levine
>> € nsbordone@doitt.nyc.gov
>> € scott.goldsmith@titan360.com
>> € jmerritt@cityhall.nyc.gov
>> € woody.nitibhon@titan360.com - optional
>>
>> Going?
>>Yes<[https://www.google.com/calendar/event?action=RESPOND&eid=\[REDACTED\]](https://www.google.com/calendar/event?action=RESPOND&eid=[REDACTED]&N3RldXI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2I0eWhhbGwubnljLmdvdg&rst=1&tok=MzEj)
>>N3RldXI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2I0eWhhbGwubnljLmdvdg&rst=1&tok=MzEj
>>dmljdG9yaWEuZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdhNTdiMzZIYjI0NGQzYj

>>jhiODI5ZjgxZDk3ZGFkOWY&ctz=America/New_York&hl=en> -
>>Maybe<[https://www.google.com/calendar/event?action=RESPOND&eid=\[REDACTED\]](https://www.google.com/calendar/event?action=RESPOND&eid=[REDACTED]&N3RldXI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2I0eWhhbGwubnljLmdvdg&rst=3&tok=MzEj)
>>cwN3RldXI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2I0eWhhbGwubnljLmdvdg&rst=3&tok=MzEj
>>EjdmldG9yaWEuZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdhNTdiMzZIYjI0NGQzYj

>>zYjhiODI5ZjgxZDk3ZGFkOWY&ctz=America/New_York&hl=en> -
>>No<[https://www.google.com/calendar/event?action=RESPOND&eid=\[REDACTED\]](https://www.google.com/calendar/event?action=RESPOND&eid=[REDACTED]&3RldXI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2I0eWhhbGwubnljLmdvdg&rst=2&tok=MzEjd)
>>3RldXI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2I0eWhhbGwubnljLmdvdg&rst=2&tok=MzEjd
>>mljdG9yaWEuZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdhNTdiMzZIYjI0NGQzYj

>>hiODI5ZjgxZDk3ZGFkOWY&ctz=America/New_York&hl=en> more options
>>»<[https://www.google.com/calendar/event?action=VIEW&eid=\[REDACTED\]](https://www.google.com/calendar/event?action=VIEW&eid=[REDACTED]&XI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2I0eWhhbGwubnljLmdvdg&tok=MzEjdmljdG9yaWEuZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdhNTdiMzZIYjI0NGQzYjhiODI5ZjgxZDk3ZGFkOWY&ctz=America/New_York&hl=en)
>>XI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2I0eWhhbGwubnljLmdvdg&tok=MzEjdmljdG9yaWEuZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdhNTdiMzZIYjI0NGQzYjhiODI5ZjgxZDk3ZGFkOWY&ctz=America/New_York&hl=en>
>> Invitation from Google Calendar<<https://www.google.com/calendar/>>
>>
>> You are receiving this courtesy email at the account
>>jmerritt@cityhall.nyc.gov because you are an attendee of this event.
>>
>> To stop receiving future updates for this event, decline this event.
>>Alternatively you can sign up for a Google account at
>><https://www.google.com/calendar/> and control your notification settings
>>for your entire calendar.
>> <invite.ics>
>> <meeting.ics>
>

From: [Scott Goldsmith](#)
To: [Rosenthal, Chad](#); [Bryant, Patrick](#); [Stanley Shor](#); [Merritt, Jeff](#)
Cc: [Katie Schwab](#); [Colin O'Donnell](#); [Craig Abolt](#); [Don Allman](#); [Claudia Wagner](#); [Michael A. D'Amelio](#)
Subject: CityBridge LLC - Response to City Requests
Date: Tuesday, November 11, 2014 7:04:49 PM
Attachments: [Appendix L - Initial Members of Franchisee \(FINAL\).docx](#)

Chad (*et al*): We have the following update in response to your earlier requests:

- CityBridge will agree to provide a \$75,000,000 performance bond.
- CityBridge will maintain the same equity as original proposed. We have revised Appendix L to show the new percentages of initial units. Please see attached.
- Qualcomm is willing to consider foregoing their right to exercise their one-time put-right in Article 10 until the 3rd anniversary of the Commencement Date. We are working on confirming this tonight.
- We are working on the TW/CB agreement and will have it to you as it is agreed.
- As we discussed, we are reviewing the language you sent in regard to Titan's role as the managing member.

Please feel free to call me at (212) 891-5688 or [REDACTED] Thanks. Scott.

Scott E. Goldsmith, Esq.

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Appendix L

Initial Members of Franchisee

<u>Initial Member</u>	<u>Units</u>	<u>Percentage of All Initial Units</u>
Titan Outdoor LLC	25,833,333	25.83%
Qualcomm Incorporated	22,500,000	22.5%
Comark Holdings, LLC	25,833,333	25.83%
CG Partners LLC	25,833,333	25.83%

From: [Merritt, Jeff](#)
To: [Matteo Rinaudo](#)
Subject: RE: Link.NYC - Domain Info
Date: Wednesday, November 12, 2014 2:27:32 PM

Hi Matteo,
Any updates here in terms of DNS settings?

Best,
Jeff

From: Merritt, Jeff
Sent: Tuesday, November 11, 2014 11:40 AM
To: Matteo Rinaudo
Cc: Victoria Dower; Brian Forster; Dave Etherington; Stacey Levine
Subject: RE: Link.NYC - Domain Info

Hi Matteo,
The City has registered Link.nyc but has not set the DNS settings yet. Once I get those details from you, I'll update them. Most likely we'll be accessing the site via the following IP: [REDACTED]

Thanks,
Jeff

link.nyc

Created On:	11/10/2014 8:17:41 PM	Expires On:	11/9/2015 8:17:41 PM
Status:	Active	Transfer lock	

[Get Authorization Code](#)

[Move](#)

Configure DNS
Manage DNS settings for this domain.

Task **Nameservers** DNS Records Domain redirection

Nameserver 1	Nameserver 2
<input type="text"/>	<input type="text"/>
Nameserver 3 <small>Optional</small>	Nameserver 4 <small>Optional</small>
<input type="text"/>	<input type="text"/>

Our Nameservers are: ns1.hellodotnyc.com, ns2.hellodotnyc.com, ns3.hellodotnyc.com

CONFIGURE DEFAULT NAMESERVERS

SAVE CHANGES **HELP**

From: Matteo Rinaudo [matteo.rinaudo@controlgroup.com]
Sent: Tuesday, November 11, 2014 11:15 AM
To: Merritt, Jeff
Cc: Victoria Dower; Brian Forster; Dave Etherington; Stacey Levine
Subject: Re: Link.NYC - Domain Info

Hello Jeff:

can you please provide follow-up to the two items below:

1) we are working on forwarding both the "citybridge.com" and "citybridge.nyc" domains to "link.nyc". Does the "link.nyc" domain already exist? I issued a dig command this morning and I only got a "nyc." SOA record in the answer section. Thus said, it does not seem to exist yet. If so, are you going to create it anytime soon?

2) for you and other co-workers of yours to preview the website, we need to whitelist the public IP address(es) you are using to get to the Internet. Can you please provide with public IP address(es) we should whitelist? Please let us know if you need assistance with this step.

Thank you very much in advance for your time.

Best regards,

Matteo Rinaudo, Certified AWS Solutions Architect - Associate Level | DevOps Consultant | [CONTROL GROUP](http://www.controlgroup.com) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525](tel:212-343-2525) x682 | www.controlgroup.com

On Tue, Nov 11, 2014 at 10:31 AM, Matteo Rinaudo <matteo.rinaudo@controlgroup.com> wrote:

Hello Jeff:

We do not have the final DNS endpoint yet, but we will provide you with it.

Have a great day!

Best regards,

Matteo Rinaudo, Certified AWS Solutions Architect - Associate Level | DevOps Consultant | [CONTROL GROUP](http://www.controlgroup.com) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525](tel:212-343-2525) x682 | www.controlgroup.com

On Mon, Nov 10, 2014 at 10:22 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
Thanks Victoria. Brian and Matteo, if you can send me the DNS settings, I can update these now.

On Nov 10, 2014, at 9:49 PM, Victoria Dower <victoria.dower@controlgroup.com> wrote:

Hi Jeff!

Thank you so much for helping secure the Link.NYC domain for this project.

By way of CC, I'd like to introduce two of our awesome CG folks, Brian and Matteo, who will need admin rights and be helping get the domain correctly set up.

Brian and Matteo - please let Jeff know what information you need for the www.Link.nyc domain.

Talk soon!

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | CONTROL
GROUP | 233 Broadway, 21st Floor | New York, NY 10279 | 212-343-
2525 x531 | www.controlgroup.com

From: [Scott Goldsmith](#)
To: [Merritt, Jeff](#)
Subject: Re: Status Update
Date: Wednesday, November 12, 2014 9:05:52 PM

Thanks Jeff. It has been a real team effort on both sides. Please let us know if you need anything from our team — especially from the KCSA/Titan/CG marketing folks — who are excited to get back to work with your team. They have done an amazing job on the collateral materials -- especially the fact sheet and the announcement pamphlet. We are hopeful that you can stay on schedule on the 8th and the 10th at the FCRC. Looking forward to hearing the results of your meeting. Have a great night. Thanks. Scott.

From: "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>
Date: Thu, 13 Nov 2014 01:52:13 +0000
To: Scott Goldsmith <scott.goldsmith@titan360.com>
Subject: Re: Status Update

Thank you Scott for all your hard work these last 48 hours. I know it's been a challenging couple days and appreciate everything you've been doing to push this forward. We have a meeting scheduled with the City Hall press and intergovernmental affairs teams at 9am tomorrow morning to determine next steps. I should have a report back after that meeting. I am hoping that we'll be able to get the FCRC notice out before the end of the week so as to keep us on schedule for the December 8 & 10 FCRC meeting but will have a better feel for what's possible in the morning.

Jeff

On Nov 12, 2014, at 8:04 PM, Scott Goldsmith <Scott.Goldsmith@titan360.com> wrote:

Jeff: The CityBridge team is very pleased that we were able to agree to the requests of the City's legal team over the past few days. We believe that the agreements -- which we have confirmed are acceptable -- are in final form. We are wondering if you could confirm the City's plan for the coming days. Specifically, we would like to know if the City plans to provide notice to the FCRC tomorrow and if there will be a public announcement/press event this week. We understand if you are not yet ready to disclose your plans, but we would appreciate some insight when you are ready.

I am on my cell ([REDACTED]) or email all night. Thanks again for all your support. Best,
Scott.

Scott E. Goldsmith, Esq.
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F (212) 418-1082
scott.goldsmith@titan360.com

TITAN
titan360.com

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: Re: Link.NYC - Domain Info
Date: Wednesday, November 12, 2014 9:46:54 PM
Attachments: [Link Microsite Design Direction 111214.pdf](#)

Hi Jeff,

Glad you're happy with the draft! Those edits should be straightforward. What time is your Communications team meeting?

I'll let you know on the website access in the AM. Current mock-up is attached. It doesn't yet have a link for the privacy policy. We were thinking of adding that the day after the announcement.

Best,
V

PS - I realized I never gave you my mobile # - I'm at [REDACTED]

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](#) | [www.controlgroup.com](#)

On Wed, Nov 12, 2014 at 9:30 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Thanks Victoria. Looks great. Can you ask Woody if he can make a quick edit? On the front on the right side, let's remove the bullet that says "ADA Compliant" and instead change the last sentence before the bullets to say "Each ADA compliant Link structure will provide:" Also, I think we should remove the exclamation point after the first bullet about gigabit speeds. Once that's set, can we have two versions to compare with different photos at the top? We're meeting with the City Hall communications team in the morning and I'd love to share a copy of this with them. Also, do you have any thoughts on when the website will be accessible?

Thanks,
Jeff

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Wednesday, November 12, 2014 9:01 PM
To: Merritt, Jeff

Subject: Re: Link.NYC - Domain Info

There's actually a draft in the shared folder :-)

PDF called Link_FAQ_Sheet_111214_DRAFT3

There's also now a folder with all the renderings, including the new Bronx, SI and Queens.

Best,
V

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](#) | [www.controlgroup.com](#)

On Wed, Nov 12, 2014 at 7:48 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
Any updates on the glossy one pager? Would love to see a draft if you have one.
Thanks!

On Nov 12, 2014, at 7:47 PM, Victoria Dower <victoria.dower@controlgroup.com> wrote:

Awesome - thanks so much!

Sent from my mobile device
Victoria Dower
Victoria.dower@controlgroup.com

On Nov 12, 2014, at 7:44 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Thanks Victoria. I just added a CNAME record for Link.nyc. I'm also cc'ing Gerardo Aristizábal who works with our registrar and can help if I got this wrong or there are more technical configurations.

Thanks,
Jeff

<join 11122014 73954 PM.jpg>

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Wednesday, November 12, 2014 7:09 PM
To: Merritt, Jeff
Cc: Matteo Rinaudo
Subject: Re: Link.NYC - Domain Info

Thanks Jeff!

Matteo's set up the DNS endpoint on our end.

You should create a "www.link.nyc" CNAME record that points to [REDACTED].

Any questions or issues, just let us know!

Cheers,
Victoria

On Wed, Nov 12, 2014 at 4:01 PM, Merritt, Jeff

<JMerritt@cityhall.nyc.gov> wrote:

Thanks Victoria. Option 1 is preferred as all of the City's domains are in one account so it's not easy to share access to the dashboard for this one domain.

On Nov 12, 2014, at 3:39 PM, Victoria Dower

<victoria.dower@controlgroup.com> wrote:

Hi Jeff!

You are 100% correct that Control Group will be hosting the site on our servers and that that you are pointing the domain to our servers.

Just to clarify, there are two ways we can get this set up:

1) Control Group tells you the end point of the site we are hosting

In this case, Matteo will provide someone on your team with instructions (the type of DNS record you need to create) and information.

We would be able to send you the DNS endpoint information today.

For this option, your team would set up the DNS for Link.NYC (this is separate from the endpoint, but related to the DNS settings you show in the earlier attached image for the nameserver settings).

2) Control Group is given access to the Link.NYC DNS admin site

Once we have access, we'd be able to make the DNS changes ourselves. For this, someone on your team would provide us access with a user name and password for the DNS admin site. For this, we'd still want to have more info from your

team in regard to the nameservers to use and other DNS settings that might need to be made on your end.

Hopefully this helps clarify, and is not adding confusion :-)

If not, maybe the quickest resolution is a quick phone call between our respective technical / web folks.

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x531](#) | www.controlgroup.com

On Wed, Nov 12, 2014 at 2:41 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

I think there may be a misunderstanding. My understanding was that Control Group was hosting his site and we were pointing the Link.nyc domain to your servers. Is this incorrect? I don't have any access to the website, just the URL which we registered.

From: Matteo Rinaudo
[matteo.rinaudo@controlgroup.com]
Sent: Wednesday, November 12, 2014 2:36 PM
To: Merritt, Jeff; Victoria Dower

Subject: Re: Link.NYC - Domain Info

Hello Jeff - we are waiting for the link.nyc DNS to be set up before forwarding domains. Are you going to set up the link.nyc DNS anytime soon?

Best regards,

Matteo Rinaudo, Certified AWS Solutions Architect - Associate Level
| DevOps Consultant | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x682](#) | www.controlgroup.com

On Wed, Nov 12, 2014 at 2:27 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Hi Matteo,

Any updates here in terms of DNS settings?

Best,
Jeff

From: Merritt, Jeff
Sent: Tuesday, November 11, 2014 11:40 AM
To: Matteo Rinaudo
Cc: Victoria Dower; Brian Forster; Dave Etherington; Stacey Levine
Subject: RE: Link.NYC - Domain Info

Hi Matteo,

The City has registered Link.nyc but has not set the DNS settings yet. Once I get those details from you, I'll update them. Most likely we'll be accessing the site via the following IP: [REDACTED]

Thanks,
Jeff

<join 11112014 113426 AM.jpg>

From: Matteo Rinaudo
[matteo.rinaudo@controlgroup.com]
Sent: Tuesday, November 11, 2014 11:15 AM
To: Merritt, Jeff
Cc: Victoria Dower; Brian Forster; Dave Etherington; Stacey Levine
Subject: Re: Link.NYC - Domain Info

Hello Jeff:

can you please provide follow-up to the two items below:

1) we are working on forwarding both the "citybridge.com" and "citybridge.nyc" domains to "link.nyc". Does the "link.nyc" domain already exist? I issued a dig command this morning and I only got a "nyc." SOA record in the answer section.

Thus said, it does not seem to exist yet. If so, are you going to create it anytime soon?

2) for you and other co-workers of yours to preview the website, we need to whitelist the public IP address(es) you are using to get to the Internet. Can you please provide with public IP address(es) we should whitelist? Please let us know if you need assistance with this step.

Thank you very much in advance for your time.

Best regards,

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Broadway, 21st Floor | New York, NY 10279 | 212-343-2525
x682 | www.controlgroup.com

On Tue, Nov 11, 2014 at 10:31 AM, Matteo Rinaudo

<matteo.rinaudo@controlgroup.com> wrote:
Hello Jeff:

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Have a great day!

Best regards,

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Broadway, 21st Floor | New York, NY 10279 | 212-343-2525
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On Mon, Nov 10, 2014 at 10:22 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Thanks Victoria. Brian and Matteo, if you can send me the DNS settings, I can update these now.

On Nov 10, 2014, at 9:49 PM, Victoria Dower

<victoria.dower@controlgroup.com> wrote:

Hi Jeff!

Thank you so much for helping secure the Link.NYC domain for this project.

By way of CC, I'd like to introduce two of our awesome CG folks, Brian and Matteo, who will need admin rights and be helping get the domain correctly set up.

Brian and Matteo - please let Jeff know what information you need for the www.Link.nyc domain.

Talk soon!

Cheers,
Victoria

Victoria Dower | Sr.
Director, Marketing &
Communications |
CONTROL GROUP | 233
Broadway, 21st Floor | New
York, NY 10279 | [212-343-2525 x531](tel:212-343-2525) |
www.controlgroup.com



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“For years, the question was, ‘What to do with payphones?’ and now we have an answer. By using a historic part of New York’s street fabric, we can significantly enhance public availability of increasingly vital broadband access, invite new and innovative digital services, and increase revenue to the city—all at absolutely no cost to taxpayers.”

— Mayor Bill de Blasio

What is LinkNYC?

LinkNYC is a first-of-its-kind communications network that will bring the fastest available municipal Wi-Fi to millions of New Yorkers, small businesses, and visitors. The five-borough LinkNYC network, which will be funded through advertising revenues, will be built at no cost to taxpayers and will generate more than \$500 million in revenue for the City over the first 12 years.

By replacing the aging network of public pay telephones with state-of-the-art Links, the City aims to transform the physical streetscape—and New Yorkers’ access to information—while also creating new local jobs for the development, servicing and maintenance of the structures.

Gigabit Wi-Fi?!

Each Link will provide 24/7 free internet access at up to gigabit speeds! A range of other services will be provided including 911 and 311 calls, free phone calls to anywhere in the U.S., a touchscreen tablet interface to access City services, localized directions, and free cell phone charging. The Links will also feature digital displays for advertising and public service announcements.

To put gigabit Wi-Fi’s speed in perspective, it is more than 100 times faster than average public Wi-Fi and more than 20 times faster than the average home Internet service in NYC. Downloading a 2-hour HD movie can take as little as 30 seconds.

Who is the team behind it?

LinkNYC is the result of a public-private partnership between CityBridge, the Mayor’s Office of Technology and Innovation, and the Department of Information Technology and Telecommunications (DoITT).

CityBridge, a consortium of leading experts in technology, advertising, connectivity and user experience was formed to bring the fastest free public Wi-Fi to New York City. CityBridge’s members and key vendors include:

Titan	→
Qualcomm	→
Control Group	→
Comark	→
Transit Wireless	→
Antenna Design	→

When can I expect a Link in my neighborhood?

Construction of the LinkNYC network will begin in 2015 and the first structures will become operational by year-end. Up to 10,000 Links will be installed across all five boroughs.



media@citybridge.com

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: Re: Link.NYC - Domain Info
Date: Wednesday, November 12, 2014 10:12:22 PM
Attachments: [Link Announcement Pamphlet 111214 DRAFT3.pdf](#)

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Cheers,
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We would be able to send you the DNS endpoint information today.

For this option, your team would set up the DNS for Link.NYC (this is separate from the endpoint, but related to the DNS settings you show in the earlier attached image for the nameserver settings).

2) Control Group is given access to the Link.NYC DNS admin site

Once we have access, we'd be able to make the DNS changes ourselves. For this, someone on your team would provide us access with a user name and password for the DNS admin site. For this, we'd still want to have more info from your team in regard to the nameservers to use and other DNS settings that might need to be made on your end.

Hopefully this helps clarify, and is not adding confusion :-)

If not, maybe the quickest resolution is a quick phone call between our respective technical / web folks.

Cheers,
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From: Matteo Rinaudo
[matteo.rinaudo@controlgroup.com]
Sent: Wednesday, November 12, 2014
2:36 PM
To: Merritt, Jeff; Victoria Dower

Subject: Re: Link.NYC - Domain Info

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Best regards,

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11:40 AM
To: Matteo Rinaudo
Cc: Victoria Dower; Brian Forster; Dave
Etherington; Stacey Levine
Subject: RE: Link.NYC - Domain Info

Hi Matteo,

The City has registered Link.nyc but has not set the DNS settings yet. Once I get those details from you, I'll update them. Most likely we'll be accessing the site via the following IP: [REDACTED]

Thanks,
Jeff

<join 11112014 113426 AM.jpg>

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Brian and Matteo - please
let Jeff know what
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Talk soon!

Cheers,
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- 1 Free 24/7 public Wi-Fi
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- 6 Durable aluminum construction
- 7 Decreased footprint to reduce sidewalk clutter



From: [Merritt, Jeff](#)
To: [Victoria Dower](#)
Subject: RE: Link.NYC - Domain Info
Date: Wednesday, November 12, 2014 11:33:39 PM
Attachments: [Link Announcement Pamphlet 111214 DRAFT3.pdf](#)

Here's an idea. Scrap the text from the old microsite. What if we add in "Key Features" with the numbers (attached) and then push down "When can I expect a Link in my neighborhood?" The only change from the attached version is that I don't think I'd put the numbers with the circles on top of the actual Link image. I feel like the image is so pretty as is that you don't want to cover it up with the numbers so might just make them more delicate and off to the side. Thoughts?

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Wednesday, November 12, 2014 11:26 PM
To: Merritt, Jeff
Subject: Re: Link.NYC - Domain Info

Great - thanks for all the thoughts.

Per the bottom of the site. Yeah, it's a bit too much white space. Do you want to add our blurb on privacy? Then the link to the policy could logically live there.

Or, we could add a sentence or two on the manufacturing and/or community engagement to that section.

Sent from my mobile device
Victoria Dower
Victoria.dower@controlgroup.com

On Nov 12, 2014, at 11:21 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Thanks, I think for me it's appealing to have bullet points because otherwise I think the features get lost in the paragraph text. The headline says "Gigabit Wi-Fi. And that's just the beginning." but those additional features are then kind of downplayed and we repeat Gigabit W-Fi again as the headline. I'll see if I can edit the text to just call out the key features. I also think the page looks odd with the white space below "When can I expect a Link in my neighborhood". Do you agree?

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Wednesday, November 12, 2014 11:03 PM
To: Merritt, Jeff
Subject: Re: Link.NYC - Domain Info

Hey Jeff,

I updated the text in the website Google doc, which lives here

=
https://docs.google.com/document/d/1MP_XvAGWSwksIzARqa4mVImVBPIWZMLE_vuBpA_8Kqc/edit?usp=sharing

Same structure that you originally saw, but the bullet points now reflect the latest from the other documents. I also don't love my headline options for the fourth section (More than a digital billboard, investing in NYC) - let me know if you've got thoughts for alternates :-)

Chatted quickly with my developer, and this should be a straightforward change, we'll just want to get the text finalized sooner than later.

Best,
V

On Wed, Nov 12, 2014 at 10:19 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
Thanks. I really liked the original microsite.

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Wednesday, November 12, 2014 10:12 PM

To: Merritt, Jeff
Subject: Re: Link.NYC - Domain Info

Got it - will have the two drafts to you before then!

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Thanks Victoria. I just added a CNAME record for Link.nyc. I'm also cc'ing Gerardo Aristizabal who works with our registrar and can help if I got this wrong or there are more technical configurations.

Thanks,
Jeff

<join 11122014 73954 PM.jpg>

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Wednesday, November 12, 2014 7:09 PM
To: Merritt, Jeff
Cc: Matteo Rinaudo
Subject: Re: Link.NYC - Domain Info

Thanks Jeff!

Matteo's set up the DNS endpoint on our end.

You should create a "www.link.nyc" CNAME record that points to

Any questions or issues, just let us know!

Cheers,
Victoria

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On Wed, Nov 12, 2014 at 4:01 PM, Merritt, Jeff

<JMerritt@cityhall.nyc.gov> wrote:

Thanks Victoria. Option 1 is preferred as all of the City's domains are in one account so it's not easy to share access to the dashboard for this one domain.

On Nov 12, 2014, at 3:39 PM, Victoria Dower

<victoria.dower@controlgroup.com> wrote:

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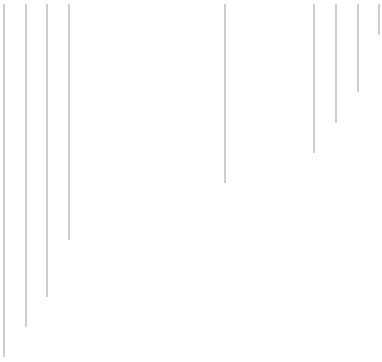
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From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: Re: Link.NYC - Domain Info
Date: Thursday, November 13, 2014 8:39:30 AM
Attachments: [Link FAQ Sheet 111314A DRAFT.pdf](#)
[Link FAQ Sheet 111314B DRAFT.pdf](#)

Hi Jeff!

The updated one-pagers are now in the shared folder and are attached. I'll get back to you on the website this AM.

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From: Victoria Dower
[victoria.dower@controlgroup.com]
Sent: Wednesday, November 12, 2014 7:09 PM
To: Merritt, Jeff
Cc: Matteo Rinaudo
Subject: Re: Link.NYC - Domain Info

Thanks Jeff!

Matteo's set up the DNS endpoint on our end.

You should create a "www.link.nyc" CNAME record that points to



Any questions or issues, just let us know!

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233
Broadway, 21st Floor | New York, NY 10279 | [212-343-2525](tel:212-343-2525) x531 | www.controlgroup.com

On Wed, Nov 12, 2014 at 4:01 PM, Merritt, Jeff

<JMerritt@cityhall.nyc.gov> wrote:

Thanks Victoria. Option 1 is preferred as all of the City's domains are in one account so it's not easy to share access to the dashboard for this one domain.

On Nov 12, 2014, at 3:39 PM, Victoria Dower

<victoria.dower@controlgroup.com> wrote:

Hi Jeff!

You are 100% correct that Control Group will be hosting the site on our servers and that that you are pointing the domain to our servers.

Just to clarify, there are two ways we can get this set up:

1) Control Group tells you the end point of

the site we are hosting

In this case, Matteo will provide someone on your team with instructions (the type of DNS record you need to create) and information.

We would be able to send you the DNS endpoint information today.

For this option, your team would set up the DNS for Link.NYC (this is separate from the endpoint, but related to the DNS settings you show in the earlier attached image for the nameserver settings).

2) Control Group is given access to the Link.NYC DNS admin site

Once we have access, we'd be able to make the DNS changes ourselves. For this, someone on your team would provide us access with a user name and password for the DNS admin site. For this, we'd still want to have more info from your team in regard to the nameservers to use and other DNS settings that might need to be made on your end.

Hopefully this helps clarify, and is not adding confusion :-)

If not, maybe the quickest resolution is a quick phone call between our respective technical / web folks.

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications
| [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY
10279 | 212-343-2525 x531 | www.controlgroup.com

On Wed, Nov 12, 2014 at 2:41 PM, Merritt, Jeff
<JMerritt@cityhall.nyc.gov> wrote:

I think there may be a misunderstanding. My understanding was that Control Group was hosting his site and we were pointing the Link.nyc domain to your servers. Is this incorrect? I don't have any access to the website, just the URL which we registered.

From: Matteo Rinaudo
[matteo.rinaudo@controlgroup.com]
Sent: Wednesday, November 12, 2014
2:36 PM
To: Merritt, Jeff; Victoria Dower

Subject: Re: Link.NYC - Domain Info

Hello Jeff - we are waiting for the link.nyc DNS to be set up before forwarding domains. Are you going to set up the link.nyc DNS anytime soon?

Best regards,

Matteo Rinaudo, Certified AWS Solutions Architect - Associate
Level | DevOps Consultant | [CONTROL GROUP](#) | 233
Broadway, 21st Floor | New York, NY 10279 | 212-343-2525
x682 | www.controlgroup.com

On Wed, Nov 12, 2014 at 2:27 PM, Merritt,
Jeff <JMerritt@cityhall.nyc.gov> wrote:

Hi Matteo,
Any updates here in terms of DNS settings?

Best,
Jeff

From: Merritt, Jeff
Sent: Tuesday, November 11, 2014
11:40 AM
To: Matteo Rinaudo
Cc: Victoria Dower; Brian Forster; Dave
Etherington; Stacey Levine
Subject: RE: Link.NYC - Domain Info

Hi Matteo,

The City has registered Link.nyc but has not set the DNS settings yet. Once I get those details from you, I'll update them. Most likely we'll be accessing the site via the following IP: [REDACTED]

Thanks,
Jeff

<join 11112014 113426 AM.jpg>

From: Matteo Rinaudo
[matteo.rinaudo@controlgroup.com]
Sent: Tuesday, November 11, 2014
11:15 AM
To: Merritt, Jeff
Cc: Victoria Dower; Brian Forster; Dave Etherington; Stacey Levine
Subject: Re: Link.NYC - Domain Info

Hello Jeff:

can you please provide follow-up to the two items below:

1) we are working on forwarding both the "citybridge.com" and "citybridge.nyc" domains to "link.nyc". Does the "link.nyc" domain already exist? I issued a dig command this morning and I only got a "nyc." SOA record in the answer section. Thus said, it does not seem to exist yet. If so, are you going to create it anytime soon?

2) for you and other co-workers of yours to preview the website, we need to whitelist the public IP address(es) you are using to get to the Internet. Can you please provide with public IP address(es) we should whitelist? Please let us know if you need assistance with this step.

Thank you very much in advance for your time.

Best regards,

Matteo Rinaudo, Certified AWS Solutions Architect - Associate
Level | DevOps Consultant | [CONTROL GROUP](http://www.controlgroup.com) | 233
Broadway, 21st Floor | New York, NY 10279 | 212-343-2525
x682 | www.controlgroup.com

On Tue, Nov 11, 2014 at 10:31 AM, Matteo Rinaudo

<matteo.rinaudo@controlgroup.com>

wrote:

Hello Jeff:

We do not have the final DNS endpoint yet, but we will provide you with it.

Have a great day!

Best regards,

Matteo Rinaudo, Certified AWS Solutions Architect - Associate Level | DevOps Consultant | **CONTROL GROUP** | 233 Broadway, 21st Floor | New York, NY 10279 | 212-343-2525 x682 | www.controlgroup.com

On Mon, Nov 10, 2014 at 10:22 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Thanks Victoria. Brian and Matteo, if you can send me the DNS settings, I can update these now.

On Nov 10, 2014, at 9:49 PM, Victoria Dower <victoria.dower@controlgroup.com> wrote:

Hi Jeff!

Thank you so much for helping secure the Link.NYC domain for this project.

By way of CC, I'd like to introduce two of our awesome CG folks, Brian and Matteo, who will need admin rights and be helping get the domain correctly set up.

Brian and Matteo - please let Jeff know what information you need for the www.Link.nyc domain.

Talk soon!

Cheers,
Victoria

Victoria Dower | Sr.
Director, Marketing &
Communications |
CONTROL GROUP | 233
Broadway, 21st Floor |
New York, NY 10279 |
[212-343-2525 x531](tel:212-343-2525) |
www.controlgroup.com



LinkNYC

Gigabit Wi-Fi.

And that's just the beginning.

Say goodbye to the payphone.

It's time to welcome the future of public communications. LinkNYC is a first-of-its-kind communications network that will bring the fastest available municipal Wi-Fi to millions of New Yorkers and visitors. The five-borough LinkNYC network, which will be funded through advertising revenues, will be built at no cost to taxpayers and will generate more than \$500 million in revenue for the City over the next 12 years.

Say hello to Link.

Links are iconically designed connection points that house state-of-the-art wireless technology, interactive systems and digital advertising displays. Each ADA compliant Link structure will provide:

- 24/7 free Internet access with up to gigabit speeds
- Free phone calls anywhere in the U.S.
- A touchscreen tablet interface to access City services, directions and more
- 911 and 311 calls
- Free charging station for your mobile devices
- Digital displays for advertising and public service announcements

FAQ



Gigabit Wi-Fi?!

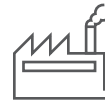
LinkNYC will be the fastest and largest free municipal Wi-Fi deployment in the world.

- More than 100 times faster than average public Wi-Fi
- More than 20 times faster than the average home Internet service in NYC
- Downloading a two-hour HD movie can take as little as 30 seconds



When can I expect a Link in my neighborhood?

Construction of the LinkNYC network will begin in 2015, and the first structures will become operational by the year's end. Up to 10,000 Links will be installed across all five boroughs.



Will Links be made in New York City?

CityBridge has committed to establishing a factory for local production in New York City. The LinkNYC program is expected to create 100 to 150 new full-time jobs in manufacturing, technology and advertising, plus an estimated 650 support jobs.



How secure is the LinkNYC network?

LinkNYC will be one of the first free public Wi-Fi services in the country to offer an encrypted network connection. New York City and CityBridge have worked together to create the most robust and forward-thinking privacy policy that is currently available for any municipal Wi-Fi project.



Who is the team behind it?

LinkNYC is the result of a public-private partnership between the Mayor's Office of Technology and Innovation, the Department of Information Technology and Telecommunications (DoITT) and CityBridge, a New York City-based consortium whose members and key vendors include:

TITAN

CONTROL GROUP

QUALCOMM

COMARK

Transit))
Wireless

antenna®

Contact

CityBridge
media@citybridge.com

DoITT
nsbordone@doitt.nyc.gov



LinkNYC

Gigabit Wi-Fi. And that's just the beginning.

Say goodbye to the payphone.

It's time to welcome the future of public communications. LinkNYC is a first-of-its-kind communications network that will bring the fastest available municipal Wi-Fi to millions of New Yorkers and visitors. The five-borough LinkNYC network, which will be funded through advertising revenues, will be built at no cost to taxpayers and will generate more than \$500 million in revenue for the City over the next 12 years.

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- Free phone calls anywhere in the U.S.
- A touchscreen tablet interface to access City services, directions and more
- 911 and 311 calls
- Free charging station for your mobile devices
- Digital displays for advertising and public service announcements

FAQ



Gigabit Wi-Fi?!

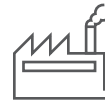
LinkNYC will be the fastest and largest free municipal Wi-Fi deployment in the world.

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Wireless

antenna®

Contact

CityBridge
media@citybridge.com

DoITT
nsbordone@doitt.nyc.gov

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: Re: Check-in
Date: Thursday, November 13, 2014 9:35:43 AM

absolutely

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Thu, Nov 13, 2014 at 9:27 AM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
You available this morning?

From: [Merritt, Jeff](#)
To: [Scott Goldsmith](#); [Victoria Dower](#)
Cc: [Dave Etherington](#); [Colin O'Donnell](#); titam@kcsa.com; ddevoren@kcsa.com; [Stacey Levine](#); nsbordone@doitt.nyc.gov; [Woody Nitibhon](#)
Subject: LinkNYC Announcement
Date: Thursday, November 13, 2014 11:21:39 AM

Dear Team,

I just met with Victoria, Colin and Stacey to update them on the roll-out plan. Please be advised that the we are planning on the notice below appearing in the City Record tomorrow morning (http://www.nyc.gov/html/dcas/html/about/cityrecord_editions.shtml). In parallel, the media team will be reaching out to reporters (using a pre-approved invite list and language) to invite them to a briefing that is tentatively scheduled for Monday at 10am at City Hall. They briefing would be by invitation only and stories would be embargoed until 1pm at which time a press release would go out from City Hall.

Capacity at the briefing will be capped at 50 but there will be an option for reporters to dial-in/connect to a closed webcast. More details will follow but I wanted to make sure everyone was up to speed on this timeline. Thank you all for your continued support and hard work to make this all possible.

Best,
Jeff

NOTICE OF PUBLIC HEARING

NOTICE OF A FRANCHISE AND CONCESSION REVIEW COMMITTEE ("FCRC") PUBLIC HEARING to be held on Monday, December 8, 2014 commencing at 2:30 PM at 125 Worth Street, 2nd Floor Auditorium, Borough of Manhattan on a proposed public communications structure franchise agreement between the City of New York and CityBridge, LLC. The proposed franchise agreement authorizes the franchisee to install, operate and maintain public communications structures on, over and under the City's inalienable property, which structures will offer free Wi-Fi service, as defined in the franchise agreement, and some of which structures will serve as public pay telephones, as defined in the franchise agreement. Advertising on certain of the proposed structures will be permitted subject to the restrictions in the franchise agreement. The proposed franchise agreement has a term ending June 24, 2026, subject to, at the City's option, possible renewal to a date no later than the day preceding the fifteenth anniversary of the commencement of the agreement, and provides for compensation to the City at 50 percent of gross revenues, escalating to 55% in later years with a minimum annual guarantee starting at \$20 million per contract year and escalating each year.

A copy of the proposed franchise agreement may be viewed at The Department of Information Technology and Telecommunications, 2 Metrotech Center, 4th Floor, Brooklyn, New York 11201, on November 17, 2014 between the hours of noon and 3:30 PM and from November 18, 2014 through December 8, 2014, between the hours of 9:30 AM and 3:30 PM, excluding Saturdays, Sundays and holidays. Hard copies of the proposed franchise agreement may be obtained, by appointment, at a cost of \$.25 per page. All payments shall be made at the time of pickup by check or money order made payable to the New York City Department of Finance. The proposed franchise agreement may also be obtained in PDF form at no cost, by email request. Interested parties should contact Roxanne Chambers at FranchiseOpportunities@doitt.nyc.gov or 718-403-6730.

NOTE: Individuals requesting sign language interpreters at the public hearing should contact the Mayor's Office of Contract Services, Public Hearing Unit, 253 Broadway, 9th Floor, New York, New York 10007, (212) 788-7490, no later than SEVEN (7) BUSINESS DAYS PRIOR TO THE PUBLIC HEARING. TDD users should call Verizon relay service.

The hearing may be cablecast on NYCMedia channels.

From: Scott Goldsmith [Scott.Goldsmith@titan360.com]
Sent: Tuesday, November 11, 2014 2:32 PM
To: Merritt, Jeff; Victoria Dower
Cc: Dave Etherington; Colin O'Donnell; titan@kcsa.com; ddevoren@kcsa.com; Stacey Levine; nsbordone@doitt.nyc.gov; Woody Nitibhon
Subject: Re: Invitation: LinkNYC Announcement - Touchbase @ Tue Nov 11, 2014 5:30pm - 6pm (Victoria Dower)

Thanks Jeff. As we discussed, we understand and appreciate putting press on hold. We expect movement on all of the issues we discussed with the attorneys this morning and will update them at 3pm. Thanks again for your patience. Thanks. Scott.

Scott E. Goldsmith, Esq.
EVP & Chief Commercial Officer
100 Park Avenue
New York, NY 10017
T (212) 891-5688
F (212) 418-1082
scott.goldsmith@titan360.com <blocked::mailto:scott.goldsmith@titan360.com>
TITAN
titan360.com

On 11/11/14, 2:20 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:

>Let's cancel this and tomorrow morning's mtg. All communications
>planning is on hold for now.
>
>
>> On Nov 11, 2014, at 1:08 PM, Victoria Dower
>><victoria.dower@controlgroup.com> wrote:
>>
>> more details
>>><https://www.google.com/calendar/event?action=VIEW&eid=[REDACTED]
>>>XI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2l0eWhhbGwubnljLmdvdg&tok=MzEjdmljdG9yaWE
>>>uZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdhNTdiMzZlYjI0NGQzYjhiODI5Zjgx
>>>ZDk3ZGFkOWY&ctz=America/New_York&hl=en>
>>
>> LinkNYC Announcement - Touchbase
>> Hi All - this is a quick end of day touchbase. If this time doesn't
>>work, please let me know.
>>
>> A few potential agenda items are:
>>
>> 1) any updates on event timing
>> 2) any updates from City Hall Press & Comms team
>> 3) potential timing of meeting with City Hall Press & Comms team
>> 4) External & Internal Docs & Materials status
>>
>> Cheers,

>> V
>>
>> When Tue Nov 11, 2014 5:30pm 6pm Eastern Time
>> Where Conf B, Conf-Bridge 212-343-2525 [REDACTED]
>>(map<[https://maps.google.com/maps?q=Conf+B,+Conf-Bridge+212-343-2525+\[REDACTED\]](https://maps.google.com/maps?q=Conf+B,+Conf-Bridge+212-343-2525+[REDACTED]&hl=en)&hl=en>)
>> Calendar Victoria Dower
>> Who € Victoria Dower - organizer
>> € dave.etherington@titan360.com
>> € Colin O'Donnell
>> € titan@kcsa.com
>> € ddevoren@kcsa.com
>> € Stacey Levine
>> € nsbordone@doitt.nyc.gov
>> € scott.goldsmith@titan360.com
>> € jmeritt@cityhall.nyc.gov
>> € woody.nitibhon@titan360.com - optional
>>
>> Going?
>>Yes<[https://www.google.com/calendar/event?action=RESPOND&eid=\[REDACTED\]&N3RldXI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2l0eWhhbGwubnljLmdvdg&rst=1&tok=MzEjdmldG9yaWEuZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdNTdiMzZIYjI0NGQzYjhiODI5ZjgxZDk3ZGFkOWY&ctz=America/New_York&hl=en](https://www.google.com/calendar/event?action=RESPOND&eid=[REDACTED]&N3RldXI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2l0eWhhbGwubnljLmdvdg&rst=1&tok=MzEjdmldG9yaWEuZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdNTdiMzZIYjI0NGQzYjhiODI5ZjgxZDk3ZGFkOWY&ctz=America/New_York&hl=en)> -
>>Maybe<[https://www.google.com/calendar/event?action=RESPOND&eid=\[REDACTED\]&cwN3RldXI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2l0eWhhbGwubnljLmdvdg&rst=3&tok=MzEjdmldG9yaWEuZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdNTdiMzZIYjI0NGQzYjhiODI5ZjgxZDk3ZGFkOWY&ctz=America/New_York&hl=en](https://www.google.com/calendar/event?action=RESPOND&eid=[REDACTED]&cwN3RldXI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2l0eWhhbGwubnljLmdvdg&rst=3&tok=MzEjdmldG9yaWEuZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdNTdiMzZIYjI0NGQzYjhiODI5ZjgxZDk3ZGFkOWY&ctz=America/New_York&hl=en)> -
>>No<[https://www.google.com/calendar/event?action=RESPOND&eid=\[REDACTED\]&3RldXI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2l0eWhhbGwubnljLmdvdg&rst=2&tok=MzEjdmldG9yaWEuZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdNTdiMzZIYjI0NGQzYjhiODI5ZjgxZDk3ZGFkOWY&ctz=America/New_York&hl=en](https://www.google.com/calendar/event?action=RESPOND&eid=[REDACTED]&3RldXI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2l0eWhhbGwubnljLmdvdg&rst=2&tok=MzEjdmldG9yaWEuZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdNTdiMzZIYjI0NGQzYjhiODI5ZjgxZDk3ZGFkOWY&ctz=America/New_York&hl=en)> more options
>>»<[https://www.google.com/calendar/event?action=VIEW&eid=\[REDACTED\]&XI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2l0eWhhbGwubnljLmdvdg&tok=MzEjdmldG9yaWEuZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdNTdiMzZIYjI0NGQzYjhiODI5ZjgxZDk3ZGFkOWY&ctz=America/New_York&hl=en](https://www.google.com/calendar/event?action=VIEW&eid=[REDACTED]&XI3cTlmdjB0MDAzdDAgam1lcnJpdHRAY2l0eWhhbGwubnljLmdvdg&tok=MzEjdmldG9yaWEuZG93ZXJAY29udHJvbGdyb3VwLmNvbTQ2ZWY0NmRmYzdNTdiMzZIYjI0NGQzYjhiODI5ZjgxZDk3ZGFkOWY&ctz=America/New_York&hl=en)>
>> Invitation from Google Calendar<<https://www.google.com/calendar/>>
>>
>> You are receiving this courtesy email at the account
>>jmeritt@cityhall.nyc.gov because you are an attendee of this event.
>>
>> To stop receiving future updates for this event, decline this event.
>>Alternatively you can sign up for a Google account at
>><https://www.google.com/calendar/> and control your notification settings
>>for your entire calendar.
>> <invite.ics>
>> <meeting.ics>
>

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: Confirming 1PM with Christina
Date: Thursday, November 13, 2014 12:20:17 PM

Hey Jeff!

I just wanted to see if 1PM still worked for Christina and Nick to meet at CG. Later also works if they have a conflict.

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

From: [Merritt, Jeff](#)
To: [Colin O'Donnell](#); [Victoria Dower](#); [Abramson, Stacey](#)
Subject: Draft Communications Plan
Date: Thursday, November 13, 2014 12:43:23 PM
Attachments: [DRAFT Communications Plan & Timeline for LinkNYC Announcement.docx](#)

See attached - per our discussion...

DRAFT COMMUNICATIONS PLAN & TIMELINE FOR LINKNYC ANNOUNCEMENT

DoITT in partnership with the Mayor's Office of Technology and Innovation is plan a two part roll-out of for the City's five-borough Wi-Fi network, called LinkNYC.

- Part one, detailed below, would culminate with a by-invitation-only media briefing with senior officials and partners on Monday, 11/17 at 10am in the Blue Room at City Hall, with a Mayoral press release to follow at 1pm.
- Part two, would involve a Mayoral press event at a date and location to be determined between 11/24-12/5.
- A public hearing and vote on the franchise would occur at the Franchise and Concession Review Committee (FCRC) on 12/8 and 12/10 respectively and, following the FCRC approval, the Mayor would sign the contract the week of 12/15.

Day-by-Day Timeline

Thursday, November 13:

- DoITT sends request to DCAS to run notice of a December 8 public hearing of the Franchise and Concession Review Committee, to run tomorrow, November 14.

Friday, November 14:

- Notice (as follows) runs in The City Record, with the contract itself to be made public on Monday, 11/17.

NOTICE OF PUBLIC HEARING

NOTICE OF A FRANCHISE AND CONCESSION REVIEW COMMITTEE ("FCRC") PUBLIC HEARING to be held on Monday, December 8, 2014 commencing at 2:30 PM at 125 Worth Street, 2nd Floor Auditorium, Borough of Manhattan on a proposed public communications structure franchise agreement between the City of New York and CityBridge, LLC. The proposed franchise agreement authorizes the franchisee to install, operate and maintain public communications structures on, over and under the City's inalienable property, which structures will offer free Wi-Fi service, as defined in the franchise agreement, and some of which structures will serve as public pay telephones, as defined in the franchise agreement. Advertising on certain of the proposed structures will be permitted subject to the restrictions in the franchise agreement. The proposed franchise agreement has a term ending June 24, 2026, subject to, at the City's option, possible renewal to a date no later than the day preceding the fifteenth anniversary of the commencement of the agreement, and provides for compensation to the City at 50 percent of gross revenues, escalating to 55% in later years with a minimum annual guarantee starting at \$20 million per contract year and escalating each year.

A copy of the proposed franchise agreement may be viewed at The Department of Information Technology and Telecommunications, 2 Metrotech Center, 4th Floor, Brooklyn, New York 11201, on November 17, 2014 between the hours of noon and 3:30 PM and from November 18, 2014 through December 8, 2014, between the hours of 9:30 AM and 3:30 PM, excluding Saturdays, Sundays and holidays. Hard copies of the proposed franchise agreement may be obtained, by appointment, at a cost of \$.25 per page. All payments shall be made at the time of pickup by check or money order made payable to the New York City Department of Finance. The proposed franchise agreement may also be obtained in PDF

form at no cost, by email request. Interested parties should contact Roxanne Chambers at FranchiseOpportunities@doitt.nyc.gov or 718-403-6730.

NOTE: Individuals requesting sign language interpreters at the public hearing should contact the Mayor's Office of Contract Services, Public Hearing Unit, 253 Broadway, 9th Floor, New York, New York 10007, (212) 788-7490, no later than SEVEN (7) BUSINESS DAYS PRIOR TO THE PUBLIC HEARING. TDD users should call Verizon relay service.

The hearing may be cablecast on NYCMedia channels.

- Press team reaches out to reporters to invite them to embargoed briefing on Monday, 11/17.
- Mayor is briefed (tentatively set for 1 pm)

Monday, November 17:

- 9:00am – Contract sent as a courtesy to BPs and elected officials we have pre-briefed.
- 10:00am – Embargoed briefing in City Hall Blue Room for reporters who have expressed interest in RFP process since release last April; may follow with general media advisory as well.
- 12:00pm – Contract becomes publicly available for review.
- 1:00pm – Paper release blasted from Mayor's Press office, embargo lifts.

Tuesday, November 18 and thereafter:

- Day 2 & Day 3 stories, editorials from validators, etc.

December 8:

- FCRC Public Hearing

December 10:

- FCRC Meeting & Vote

December 19:

- Last business date by which Mayor must sign agreement as approved by FCRC (December 21 is a Sunday).

December 21:

- City Council Authorizing Resolution expires.

Overview of November 17 Briefing

Location: City Hall Blue Room

Time: 10:00am-11:00am

Participants: Max 50 members of the press, by invitation only**

** Closed webcast with dial-in will also be available

Layout: Standard press conference seating, podium would be replaced with a table for a panel of six at the front of the room

Speakers sitting on panel at front of room:

- CTO Minerva Tantoco
- DoITT Commissioner/NYC CIO Anne Roest
- Counsel to the Mayor Maya Wiley
- Colin O'Donnell, Control Group
- Dave Etherington, Titan
- Kiva Allgood, Qualcomm

Preliminary Run-of-Show for Briefing:

1. Welcome: CTO Minerva Tantoco (1-2 minutes)
2. Big picture message about opportunity/connectivity: Counsel to the Mayor Maya Wiley (3 minutes)
3. RFP and selection of CityBridge: DOITT Commissioner Anne Roest (3 minutes)
4. Presentation by CityBridge (10 minutes total)
 - Colin O'Donnell, Control Group
 - Dave Etherington, Titan
 - Kiva Allgood, Qualcomm
5. Closing/transition to Q&A: CTO Minerva Tantoco (1 minute)
6. Q&A (20-30 minutes)

Materials/Press Kit:

- Website (www.Link.nyc)
- 1-pager
- FAQ
- Press Release
- Images

Supportive internal documents:

- Q&A
- List of validators by topic
- Technical fact sheet
- Privacy fact sheet

From: [Victoria Dower](#)
To: [Sbordone, Nicholas](#)
Cc: [Levin, Christina](#); [Merritt, Jeff](#); [Dave Etherington](#); [Stacey Levine](#); [Danielle DeVoren](#)
Subject: Re: Christina <--> Victoria
Date: Thursday, November 13, 2014 3:19:17 PM

Hi Nick and Christina!

Sounds great. I'll be able to join along with Dave Etherington, Stacey Levine, and Danielle DeVoren (copied via CC). We're also more than happy to jump across the street for in-person - whatever is most convenient for you folks :-)

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Thu, Nov 13, 2014 at 3:10 PM, Sbordone, Nicholas <nsbordone@doitt.nyc.gov> wrote:

We're going to try for a conference call at 4:30 with Mayor's Press Office, Control Group and DoITT. Ishanee copied here who will be pinch-hitting for Christina will also join. Will send call-in info shortly.

From: Victoria Dower [mailto:victoria.dower@controlgroup.com]
Sent: Thursday, November 13, 2014 1:49 PM
To: Levin, Christina
Cc: Merritt, Jeff; Sbordone, Nicholas

Subject: Re: Christina <--> Victoria

Hi Christina,

We can definitely do a call or I can connect directly with Nick. Let me know what time works best for you and we can jump on the phone.

Cheers,
Victoria

On Thu, Nov 13, 2014 at 1:35 PM, Levin, Christina <CLEVIN@cityhall.nyc.gov> wrote:

Hi Victoria,

Sorry, I am inconveniently out of town Friday through Monday and trying to tee several projects up before I leave. Can we hop on a call instead later this afternoon, or perhaps Nick can give you the latest of what we discussed this morning from our end? Ishanee Parikh from our press shop will help manage all comms for this while I'm out, through Monday.

From: Victoria Dower [mailto:victoria.dower@controlgroup.com]
Sent: Thursday, November 13, 2014 12:39 PM
To: Levin, Christina
Cc: Merritt, Jeff; nsbordone@doitt.nyc.gov
Subject: Re: Christina <--> Victoria

Hi Christina!

I can't see enough how excited we are to work on this with you.

Our team would love to meet with you and Nick this afternoon to continue coordinating on media relations.

We're available whenever works for you and have meeting space in our office.

What's a good time for you both to connect?

Best,

Victoria

Sent from my mobile device

Victoria Dower

Victoria.dower@controlgroup.com

On Nov 13, 2014, at 12:26 PM, Levin, Christina <CLEvin@cityhall.nyc.gov> wrote:

Hi Victoria, great to connect with you—I'm sure we'll be in touch frequently in the near future, and looking forward to working on this!

Christina Levin

Assistant Press Secretary

Office of the Mayor | The City of New York

o: [212-788-6826](tel:212-788-6826) | c: [347-963-6908](tel:347-963-6908)

@christina_levin

From: Merritt, Jeff

Sent: Thursday, November 13, 2014 12:25 PM

To: Levin, Christina; Victoria Dower; 'nsbordone@doitt.nyc.gov'

Subject: Christina <--> Victoria

Christina,

I wanted to connect you with Victoria Dower from Control Group (cc'ed) who is running point on media relations for CityBridge which is the consortium of companies with the winning proposal for the payphones RFP. Nick is going to be sending along the draft communications plan shortly that incorporates everything we discussed this morning plus additional details on the participants from CityBridge. Victoria and her team is available anytime to meet and begin planning media outreach for the Monday briefing. I'll leave it to you to coordinate when you want to walk over and see them. Their office is across the street in the Woolworth Building - 233 Broadway, 21st floor.

Thanks,

Jeff

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Cc: [Dave Etherington](#)
Subject: Re: Union jobs
Date: Thursday, November 13, 2014 4:56:58 PM

Hi Jeff,

Absolutely. We've confirmed internally with our team to make sure we're getting you a solid answer.

Cheers,
V

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Thu, Nov 13, 2014 at 4:54 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Victoria and Dave,

Can you make sure we lock in an answer to the question about union jobs and MWBEs? Scott said yes but I want an answer that is as firm as possible and doesn't draw any questions or concerns here. The Mayor will definitely ask me tomorrow when we brief him.

Thanks,
Jeff

From: [Merritt, Jeff](#)
To: [Victoria Dower](#)
Subject: Briefing
Date: Thursday, November 13, 2014 6:36:09 PM
Attachments: [MBDB Briefing on LinkNYC.doc](#)

Not for distribution but here's the bullets that I'll be emphasizing in my briefing for the Mayor, plus some Q&A.

BRIEFING

OFFICE OF THE MAYOR

November 13, 2014

ANNOUNCEMENT OF WINNING PROPOSAL TO REPLACE PAYPHONES WITH FIVE-BOROUGH FREE WI-FI NETWORK

From: Jeff Merritt, Minerva Tantoco, Nick Sbordone

TO: Conference Call

STAFF: Minerva Tantoco
Cell: [REDACTED]

DATE: November 14, 2014

PURPOSE

The purpose of this call is to brief you on the winning proposal resulting from DOITT's RFP to replace the City's public payphones with a five-borough Wi-Fi network. This is a franchise agreement subject to approval by the Franchise and Concession Review Committee (FCRC).

On Friday, November 14th, the City will publish notice in the City Record for a December 8th public FCRC hearing on this proposed franchise. The full details of the winning proposal will be presented to press at a briefing on Monday, November 17th.

PARTICIPANTS

- Minerva Tantoco, Chief Technology Officer
- Jeff Merritt, Director of Innovation, Mayor's Office of Tech & Innovation
- Stanley Shor, Assistant Commissioner for Franchises, DOITT
- Nick Sbordone, Director of Intergovernmental Affairs, DOITT

BACKGROUND

1. The City's current payphone franchises took effect in 1999 and expired on October 14, 2014. Although these franchises remain in holdover status, the City Council's authorizing resolution for these franchises expires on December 21, 2014. We intend to have this new franchise agreement signed before that date.
2. The RFP for new public communication structures was developed following a lengthy public outreach process that began in 2012. This included a request for information (RFI) in July

2012 and a “Reinvent Payphones” design challenge which ran from December 2012 – February 2013.

3. On April 30, 2014, DOITT—in partnership with City Hall—released the RFP to replace the current payphones with new 21st century communication structures. This announcement is a result of that competitive process.
4. DOITT received seven (7) proposals, representing a total of 17 entities. As part of the RFP, the City actively encouraged companies to apply as joint ventures to provide added expertise, maximize capital investment and minimize risk to the franchise.
5. The evaluation committee consisted of representatives from the Department of Transportation, City Planning, and DOITT. Proposals were also reviewed by subject matter experts including the Mayor’s Office of People with Disabilities, Landmarks Preservation Commission, Law Department, and NYC & Company.

WINNING COMPANIES

The winner proposal was submitted by a New York City-based consortium called CityBridge. The group, which formed specifically for implementation of this initiative, includes the following partners:

- Control Group (Technology & Strategy)
- Qualcomm (Intelligent Connectivity)
- Comark (Engineering & Manufacturing)
- Titan (Advertising & Operations)
- Transit Wireless (ISP & Fiber)
- Antenna Design (Industrial Design)

Control Group, Titan, Transit Wireless, and Antenna Design were all New York City-based companies.

KEY FEATURES

The new network will be called LinkNYC and individual structures will be called “Links”.

1. Largest and fastest municipal Wi-Fi network in the world
 - Up to gigabit Wi-Fi speeds with free 24/7 unlimited public access
 - Up to 200x faster than the average public Wi-Fi and 20x faster than the average home Internet service
 - Leverages current fiber build-out that will span all underground subway stations by 2017
 - One of the first encrypted public Wi-Fi networks in the world, maximizing safety and privacy.

2. Expanded Internet access across the Five Boroughs

- Minimum of 7,500 structures across the five boroughs, replacing the current payphones. All will have free Wi-Fi. The franchise will allow up to 10,000 total structures.
- Payphones are currently concentrated in Manhattan; this will expand the number of structures in the outer boroughs. There will be a minimum of at least 3,600 outer borough units and the build-out must be done in an equitable fashion.
- Site selection for new structures will be based on recommendations from Borough Presidents, City Council Members, Community Boards and BIDs.

3. New jobs

- 100–150 new direct jobs through the platform’s manufacturing, installation, maintenance, and application development, plus an estimated 650 additional support jobs
- Over 50% of assembly labor and manufactured materials (valued at over \$50 million) to be sourced from NYC vendors. 100% of financial/ accounting operations based in NYC.
- Commitment to establish a factory for local production in NYC, creating new full-time, skilled manufacturing jobs
- Integrated workforce development and skills training through proposed partnerships with Per Scholas, the Red Hook Initiative and other community organizations

4. Free calls and other features

- Free phone calls to anywhere in the U.S. as well as the ability to make 311 and 911 calls
- Touch screen tablet interface providing a range of possible uses including accessing city services or getting directions
- Free charging stations for your mobile devices
- Ability to deliver location-specific information and public services announcements through digital displays, including emergency notifications
- Designed to comply with ADA guidelines and to be accessible to all New Yorkers, including wheelchair users, the visually impaired and hearing impaired
- Easily upgradable modules with at least two guaranteed technology refreshes in the first 10 years

5. No cost to taxpayers

- The LinkNYC network will be funded entirely through advertising revenues.
- The franchise will generate at least \$500 million in city revenue over the first 12 years of the franchise.

INTERGOV & MEDIA OUTREACH

The following individuals and entities have received briefings:

- Speaker's Office
- Council Member Vacca
- Council Member Greenfield
- Council Member Weprin
- Borough President Katz
- Borough President Brewer
- Office of Borough President Adams
- Office of Borough President Diaz
- Office of Borough President Oddo
- Office of Comptroller Stringer

Briefings with Public Advocate James, CM Kallos, and key City agencies are also scheduled for Friday, November 14.

A press briefing on the proposal will be held on Monday, November 17, 2014 led by the following senior members of the administration:

- CTO Minerva Tantoco
- DOITT Commissioner Anne Roest
- Counsel to the Mayor Maya Wiley

A press release will also be distributed on Monday, November 17, 2014.

ATTACHMENTS

- Q&A
- Illustration of Links with key features noted
- Chart on Gigabit Speed Wi-Fi
- Press Release Announcing RFP (May 1, 2014)

Q&A

1. Is the City creating a monopoly by issuing only one franchise?

- No, this is a non-exclusive franchise which will be run by a consortium of different companies. It is the result of an open, competitive process. The City can, if it chooses, issue additional franchises at any point in time.
- This operational structure which involves a single franchise and multiple implementing partners provides a number of benefits including the ability to build a citywide network that users can connect to seamlessly regardless of location. The design and features of the communication structures will also be consistent across the city.
- Unlike the current payphones franchise, the key features are offered free of charge -- free phone calls anywhere in the U.S. and the fastest free Wi-Fi in the world.

2. How large are the structures?

The Link's footprint is significantly smaller than the current payphones. Whereas blocks of payphones can currently span more than six feet, Links are designed to be just 11 inches wide.

There will be two versions – one with advertising panels and one without.

- Advertising Structure: 114" in height and 11" by 35"
- Non-Advertising Structure: 122.9" in height and 11" by 16"

3. Is this union labor?

Yes, CityBridge has committed to using union labor.

4. How do I know this is secure?

- One of the first encrypted public Wi-Fi networks in the world
- One of the strongest privacy policies of any public Wi-Fi network
- You are not required to provide your name, credit card or any other personal information to use the network.
- The franchisee is restricted from selling or sharing personally identifiable information like email addresses.

5. Will there be beacons? Are you spying on New Yorkers?

- Links may incorporate location-based technologies in the future.
- Beacons are an opt-in technology and you would have to choose to use them. They do not track your location.

6. When will a Link be available in my neighborhood?

Pending FCRC approval, CityBridge expects to deploy its first Links before the end of 2015, the majority of which will be deployed within four years.

7. How will this help small businesses?

- Free Wi-Fi will cover a 150 foot radius, reaching many street level retail establishments and creating new opportunities and cost-savings.
- “Micro ad buys” will allow small businesses to purchase advertising on structures near their business, giving them the same visibility previously only available to larger brands

8. How will the Links be maintained and how often will they be cleaned?

Structured will be inspected and cleaned twice a week. The contract includes liquidated damages if the franchisee does not maintain minimum service level requirements.

9. What happens if the technology becomes outdated?

The franchisee is required to refresh the technology at year six (6) and ten (10) to ensure that the technology remains cutting-edge.

10. What happens if the franchisee faces financial troubles and can't deliver on its promises?

The franchise arrangement, which is structured as a joint venture, helps maximize capital investment and minimize risk to the franchise.

Even so, the City has three key forms of security to assure performance and payment under the proposed contract:

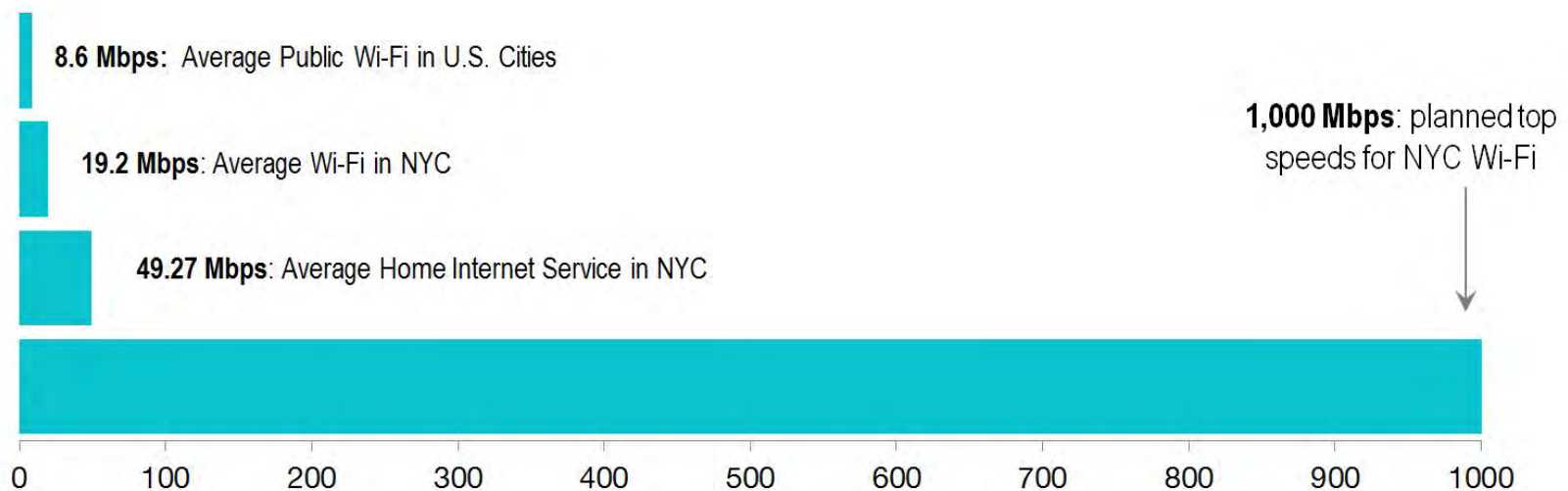
- A \$75 million performance bond
- An initial \$20 million letter of credit, which increases over the term of the agreement
- The ability for the City to take over control of the advertising structures which currently generate \$40-\$50 million in revenue each year.

Say hello to 5-borough Wi-Fi (and more)



How fast is Gigabit Wi-Fi?

- ✓ Up to 200x faster than the average public Wi-Fi
- ✓ Up to 20x faster than the average home Internet service in NYC
- ✓ On an average public Wi-Fi network, downloading a HD full length film will take roughly one hour. At gigabit speeds the same download can be completed in roughly 30 seconds.



Press Release Announcing RFP (May 1, 2014)

NEW YORK CITY ISSUES REQUEST FOR PROPOSALS TO BUILD CITYWIDE WI-FI NETWORK AND STATE-OF-THE-ART INFORMATION HUBS

New public communication points to be distributed across the five boroughs to provide free Wi-Fi, free calling to 911 and 311, and at least \$17.5 million in annual city revenue

NEW YORK—New York City, through its Department of Information Technology and Telecommunications (DoITT), issued a Request for Proposals (RFP) for the creation of a robust, citywide network of Internet hotspots that will constitute one of the largest free Wi-Fi networks in the country, greatly increasing access to broadband connectivity across the five boroughs. By replacing the aging network of public pay telephones with state-of-the-art public connection points, the city aims to transform the physical streetscape—and New Yorkers’ access to information—while also creating new local jobs for the development, servicing and maintenance of the structures.

“This administration has committed to making New York City work better for every community, and this RFP for free outdoor Wi-Fi is a down payment on that promise,” said **Mayor Bill de Blasio**. “For years, the question was, ‘What to do with payphones?’ and now we have an answer. By using a historic part of New York’s street fabric, we can significantly enhance public availability of increasingly-vital broadband access, invite new and innovative digital services, and increase revenue to the city—all at absolutely no cost to taxpayers.”

“The digital age holds great potential to better deliver services, and by reimagining 20th Century payphones as 21st Century connection points, we’re making broadband access more equitable and accessible to every New Yorker, said **Counsel to the Mayor, Maya Wiley**. “DoITT is leading the way for a more wired city. I commend the agency for its work on this initiative, as well as the hundreds of individuals from across the city and country that have provided valuable feedback as we crafted this solicitation.”

“The release of this RFP is the result of a series of initiatives that imagined the future of the payphone, from piloting Wi-Fi hotspots to gathering ideas through a popular design challenge,” said **acting DoITT Commissioner Evan Hines**. “Building on DoITT’s digital inclusion efforts, this RFP represents an opportunity to innovate the existing payphone network to offer an unprecedented level of connectivity to all New Yorkers, including free citywide wireless access. We look forward to seeing these new valuable services established in all five boroughs.”

“Further developing New York City’s connectivity is imperative in order to keep our city on the forefront of the digital age,” said **New York City Economic Development Corporation President Kyle Kimball**. “This initiative, which will result in the creation of one of the largest free Wi-Fi networks in the country, adds to our existing programs, such as ConnectNYC and Wireless Corridors, positioning New York City to be a global leader in the quest to facilitate wireless access for all New Yorkers.”

“The transformation of the public pay telephone from a 20th Century relic to a 21st Century resource is an exciting proposition for Brooklyn’s future. I’m enthusiastic about DoITT’s exploration of new and innovative ways the city can expand free public Wi-Fi and Internet access through this infrastructure. It is good to see government in the business of enhancing communication and information utility for every New Yorker, in every neighborhood,” said **Brooklyn Borough President Eric L. Adams**.

“This announcement is an exciting step toward the future of communication infrastructure in New York City. A network of 7,000 free Wi-Fi hotspots at payphone locations around town will significantly improve the tech quality of life for New Yorkers and visitors alike, while maintaining the option for voice calls when needed, including 911. I look forward to working with DoITT, franchisees, and local community groups to ensure a successful deployment,” said **Manhattan Borough President Gale A. Brewer**.

“DoITT has come up with an exciting and cutting-edge plan on how to utilize our aging public payphones, while still ensuring their role in public safety. This new RFP will open up Internet access to millions of New Yorkers and tourists and will burnish our reputation as the leading city for technology in the United States,” said **Council Member David G. Greenfield, Chair of the Land Use Committee**.

“Internet access needs to be more readily available to the public, and reinventing payphones to include free Wi-Fi is a terrific way to do that. Due to the widespread use of cellphones, payphones, as they currently exist, no longer provide significant assistance to New Yorkers. However, by modernizing this infrastructure and utilizing the latest technological advancements, we could provide vital services to hundreds of thousands of residents. I am thrilled the project is taking this next step forward, and I am excited to see the results,” said **Council Member James Vacca, Chair of the Committee on Technology**.

“In today’s world, access to communication networks goes way beyond traditional telephone calls. I look forward to seeing the proposals for the next generation of public pay telephones in New York City,” said **Council Member Mark S. Weprin, Chair of Zoning and Franchises**. “Availability of free public Wi-Fi service is the cornerstone for the Mayor’s goal of making New York City the most wired city in the world,” said **Andrew Rasiej, Chairman of the NY Tech Meetup**. “This innovative project will also support the New York City tech economy, which cannot continue to grow unless all New Yorkers have open access to the Internet and all its resources.”

“Design thinking is the glue that brings many stakeholders together to solve complex problems and capture the city’s collective imagination about connectivity citywide. This creativity and drive to change 20th Century obsolescence into a 21st Century opportunity will dramatically improve our streets, our neighborhoods and our daily lives,” said **Susan Chin, Executive Director of the Design Trust for Public Space**.

“We’re very happy to see this administration take such a bold step forward in promoting ubiquitous free Wi-Fi Internet access,” said **Dana Spiegel, Executive Director of**

NYCwireless. “If this is any indication of things to come, we’re very excited about the city’s commitment to open, competitive and innovative solutions to bring the Internet to everyone.” “This is an exciting reimagining of our telecom infrastructure. Such innovation takes us a step further toward building technologically advanced business districts with essential 21st Century resources like free Wi-Fi, virtual kiosks and more. We look forward to working with DoITT to build a truly connected city for our residents, workers and visitors,” said **Alliance for Downtown New York President Jessica Lappin.**

This RFP was developed following a lengthy public outreach process that began in 2012 when DoITT issued a Request for Information (RFI) about the future of the payphone. Through the subsequent Reinvent Payphones Design Challenge in 2013, the city engaged urban designers, planners and technologists to create physical and virtual prototypes to imagine the future of these structures. The city received more than 125 submissions, featuring a variety of innovations, from augmented reality and hyper-local sensors to voice and gesture controlled kiosks.

Based on public input, the new RFP is structured to allow the maximum range of proposals—from relatively simple designs to more elaborate, high-tech communication devices with a variety of service offerings and capabilities. In addition to 24/7 free Wi-Fi, the communication structures will continue to offer phone services, including free 911 and 311 calls. New services may include cell phone charging stations and touch screens that provide information or facilitate business transactions. These installations will also provide the city with an additional means of disseminating emergency notifications and information during citywide events. Proposers are also encouraged to include the use of independent power sources, such as solar energy.

Designs will be evaluated on the basis of functional efficiency, aesthetics, security, durability, adaptability for various environments around the city—including historic districts and individual landmarks—and accommodation of people with disabilities. Preference will be given to proposals that demonstrate the greatest public benefit from the services and the local economic opportunities presented by this initiative. In addition to the creation of new jobs for the development, servicing and maintenance of the communication structures, the city expects that the services themselves will help support job seekers, freelancers, residents in need of affordable broadband services, small businesses, the local tech industry, and visitors.

The winning proposal will provide for the installation, operation, and maintenance of up to 10,000 public communication points distributed across the five boroughs. These structures will replace and supplement the roughly 7,300 current public payphone installations across New York City. New structures will be funded primarily through the sale of digital advertising in commercial corridors and must be deployed within four years. The franchise will produce \$17.5 million in guaranteed annual revenue for the City of New York through the end of the franchise in June 2026.

For more information, visit nyc.gov/DoITT. Responses to the RFP are due by June 30, 2014, at 5 PM. The city anticipates the signing of a contract for this initiative by the end of 2014.

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: Re: Briefing
Date: Thursday, November 13, 2014 6:56:17 PM

Thanks Jeff! Appreciate you sharing this :-)

BTW, call with Nick and Christina went well and I think we've got everyone on the same page around a plan for the next few days.

Cheers,
V

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Thu, Nov 13, 2014 at 6:36 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
| Not for distribution but here's the bullets that I'll be emphasizing in my briefing for the Mayor, plus
| some Q&A.

From: [Colin O'Donnell](#)
To: [Merritt, Jeff](#)
Cc: [Victoria Dower](#)
Subject: Re: Media Advisory
Date: Friday, November 14, 2014 6:50:55 AM

I won't comment on the use of paper. WebEx will do voice video and chat. We've used it for large webinars before. We need to think about video, not sure if we could do an external feed or just use a camera on a laptop. We'll explore further with the team today. -c

On Nov 13, 2014 11:44 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:
Since I sent this they're rethinking the idea of paper but either way we need to decide on the platform for dialing in. I was thinking [join.me](#) but it only allows for screen sharing, not video.

On Nov 13, 2014, at 11:16 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Victoria and Colin,
I just got this and didn't know we were thinking about sending out paper. I don't love this. Would appreciate your thoughts. Sounds like Nick is feeling pressure to get this out before the City Record is live.

Jeff

Begin forwarded message:

From: "Sbordone, Nicholas" <nsbordone@doitt.nyc.gov>
Date: November 13, 2014 at 11:01:54 PM EST
To: "Jeff S. Merritt - City of New York" <jmerritt@cityhall.nyc.gov>, "[Albano, Jacqueline](mailto:jaalbano@doitt.nyc.gov)" <jaalbano@doitt.nyc.gov>
Cc: "Parikh, Ishanee" <iparikh@cityhall.nyc.gov> (iparikh@cityhall.nyc.gov)" <iparikh@cityhall.nyc.gov>, "[Levin, Christina](mailto:CLEvin@cityhall.nyc.gov)" <CLEvin@cityhall.nyc.gov>
Subject: Media Advisory

Let me know how this looks.

Jeff – let me know if multiple people can call into the number you've been using to brief electeds, etc.

We need to start sending this out early AM.

Thanks.

<CBMediaAdvisory.docx>

From: [Merritt, Jeff](#)
To: [Singleton, Jessica](#)
Cc: [Colin O'Donnell](#); [Victoria Dower](#)
Subject: Jessie <--> Colin & Victoria
Date: Friday, November 14, 2014 7:55:23 AM

Jessie,

I wanted to connect you to Colin and Victoria from Control Group (cc'ed) who are part of the coalition that we'll be announcing on Monday related to the 5 boro Wi-Fi network. As you probably know, we're having an embargoed briefing at 10am Monday in the Blue Room but also want press outside NYC to be able to participate. The event will include a lot of visuals so it's important to have a video feed but this is by-invitation-only. Do you have a platform (like WebEx) that you prefer and can we utilize the NYC Digital team that normally does livestreaming to assist with the filming? I think we may want to edit and reuse the footage afterwards so it would be great to have something that is good quality. Let me know what you think. We're contacting press today to invite them on Monday.

Thanks,
Jeff

From: [Victoria Dower \(via Google Sheets\)](#)
To: [Merritt, Jeff](#)
Cc: Dave.Etherington@titan360.com
Subject: LinkNYC Announcement_MONDAY_CHECKLIST - Invitation to edit
Date: Friday, November 14, 2014 9:11:44 AM

[Victoria Dower](#) has invited you to **edit** the following spreadsheet:



[LinkNYC
Announcement_MONDAY_CHECKLIST](#)

[Open in Sheets](#)

Google Sheets: Create and edit spreadsheets online.



From: [Woody Nitibhon](#)
To: [Merritt, Jeff](#)
Subject: Re: We're official
Date: Friday, November 14, 2014 9:16:50 AM

This might be the most kickass email I've ever seen. Thank you so much and I'm super-stoked to continue working with you and the City!

-Woody

woody nitibhon
Art Director

100 Park Avenue, 6th Floor
New York, NY 10017
T 212.909.7648
F 212.644.2010

TITAN
titan360.com

On 11/14/14, 8:57 AM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:

>Page 22:
>[http://www.nyc.gov/html/dcas/downloads/pdf/cityrecord/cityrecord-11-14-14.](http://www.nyc.gov/html/dcas/downloads/pdf/cityrecord/cityrecord-11-14-14.pdf)
>pdf
>
>I've added a Google Alert for CityBridge and will be keeping an eye out
>for anything online but in addition, let's start a smaller thread with
>the relevant media folks to make sure we're closely synced throughout the
>day. Victoria-- can you start that thread and include Nick, me and
>Ishanee on the City side to start?
>
>Thanks,
>Jeff
>

From: [Victoria Dower](#)
To: [Gerardo Aristizábal](#)
Cc: [Merritt, Jeff](#); [Matteo Rinaudo](#)
Subject: Re: Link.NYC - Domain Info
Date: Friday, November 14, 2014 9:18:26 AM

Thanks so much Gerardo!

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Fri, Nov 14, 2014 at 9:16 AM, Gerardo Aristizábal <admin@ccireg.com> wrote:
Hi Victoria.

Perfect. We're on it.

:)

Gerardo

2014-11-14 9:01 GMT-05:00 Victoria Dower <victoria.dower@controlgroup.com>:

Hey Jeff and Gerardo,

So we're all set up for the 'www.link.nyc' domain to redirect to the endpoint Control Group has specified. Currently this shows a blank page :-)

One quick note is that 'link.nyc' does not redirect to www.Link.nyc at the moment. It is probably a good idea to add a redirect from 'link.nyc' to 'www.link.nyc': This is called 'apex domain redirect'. Depending on the DNS provider, the procedure for making this possible might actually vary. Would it be possible to make this change?

We're also now set up to have you view the staging / draft site. Once the current build is complete, I'll send you the link!

Cheers,
V

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On Wed, Nov 12, 2014 at 7:46 PM, Victoria Dower
<victoria.dower@controlgroup.com> wrote:

Awesome - thanks so much!

Sent from my mobile device
Victoria Dower
Victoria.dower@controlgroup.com

On Nov 12, 2014, at 7:44 PM, Merritt, Jeff <JMeritt@cityhall.nyc.gov> wrote:

Thanks Victoria. I just added a CNAME record for Link.nyc. I'm also cc'ing Gerardo Aristizábal who works with our registrar and can help if I got this wrong or there are more technical configurations.

Thanks,
Jeff

<join 11122014 73954 PM.jpg>

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Wednesday, November 12, 2014 7:09 PM
To: Merritt, Jeff
Cc: Matteo Rinaudo
Subject: Re: Link.NYC - Domain Info

Thanks Jeff!

Matteo's set up the DNS endpoint on our end.

You should create a "www.link.nyc" CNAME record that points to [REDACTED].

Any questions or issues, just let us know!

Cheers,
Victoria

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On Wed, Nov 12, 2014 at 4:01 PM, Merritt, Jeff

<JMerritt@cityhall.nyc.gov> wrote:

Thanks Victoria. Option 1 is preferred as all of the City's domains are in one account so it's not easy to share access to the dashboard for this one domain.

On Nov 12, 2014, at 3:39 PM, Victoria Dower

<victoria.dower@controlgroup.com> wrote:

Hi Jeff!

You are 100% correct that Control Group will be hosting

the site on our servers and that that you are pointing the domain to our servers.

Just to clarify, there are two ways we can get this set up:

1) Control Group tells you the end point of the site we are hosting

In this case, Matteo will provide someone on your team with instructions (the type of DNS record you need to create) and information.

We would be able to send you the DNS endpoint information today.

For this option, your team would set up the DNS for Link.NYC (this is separate from the endpoint, but related to the DNS settings you show in the earlier attached image for the nameserver settings).

2) Control Group is given access to the Link.NYC DNS admin site

Once we have access, we'd be able to make the DNS changes ourselves. For this, someone on your team would provide us access with a user name and password for the DNS admin site. For this, we'd still want to have more info from your team in regard to the nameservers to use and other DNS settings that might need to be made on your end.

Hopefully this helps clarify, and is not adding confusion :-)

If not, maybe the quickest resolution is a quick phone call between our respective technical / web folks.

Cheers,
Victoria

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[x531](#) | www.controlgroup.com

On Wed, Nov 12, 2014 at 2:41 PM, Merritt, Jeff

<JMerritt@cityhall.nyc.gov> wrote:

I think there may be a misunderstanding. My understanding was that Control Group was hosting his site and we were pointing the Link.nyc domain to your servers. Is this incorrect? I don't have any access to the website, just the URL which we

registered.

From: Matteo Rinaudo
[matteo.rinaudo@controlgroup.com]
Sent: Wednesday, November 12, 2014 2:36 PM
To: Merritt, Jeff; Victoria Dower

Subject: Re: Link.NYC - Domain Info

Hello Jeff - we are waiting for the link.nyc DNS to be set up before forwarding domains. Are you going to set up the link.nyc DNS anytime soon?

Best regards,

Matteo Rinaudo, Certified AWS Solutions Architect - Associate Level | DevOps Consultant | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x682](tel:212-343-2525) | www.controlgroup.com

On Wed, Nov 12, 2014 at 2:27 PM, Merritt, Jeff

<JMerritt@cityhall.nyc.gov> wrote:

Hi Matteo,
Any updates here in terms of DNS settings?

Best,
Jeff

From: Merritt, Jeff
Sent: Tuesday, November 11, 2014 11:40 AM
To: Matteo Rinaudo
Cc: Victoria Dower; Brian Forster; Dave Etherington; Stacey Levine
Subject: RE: Link.NYC - Domain Info

Hi Matteo,

The City has registered Link.nyc but has not set the DNS settings yet. Once I get those details from you, I'll update them. Most likely we'll be accessing the site via the following IP: [REDACTED]

Thanks,
Jeff

<join 11112014 113426 AM.jpg>

From: Matteo Rinaudo
[matteo.rinaudo@controlgroup.com]
Sent: Tuesday, November 11, 2014 11:15 AM
To: Merritt, Jeff
Cc: Victoria Dower; Brian Forster; Dave Etherington; Stacey Levine
Subject: Re: Link.NYC - Domain Info

Hello Jeff:

can you please provide follow-up to the two items below:

1) we are working on forwarding both the "citybridge.com" and "citybridge.nyc" domains to "link.nyc". Does the "link.nyc" domain already exist? I issued a dig command this morning and I only got a "nyc." SOA record in the answer section. Thus said, it does not seem to exist yet. If so, are you going to create it anytime soon?

2) for you and other co-workers of yours to preview the website, we need to whitelist the public IP address(es) you are using to get to the Internet. Can you please provide with public IP address(es) we should whitelist? Please let us know if you need assistance with this step.

Thank you very much in advance for your time.

Best regards,

Matteo Rinaudo, Certified AWS Solutions Architect - Associate Level | DevOps Consultant | [CONTROL GROUP](http://CONTROLGROUP.com) | 233 Broadway, 21st Floor | New York, NY 10279 | 212-343-2525 x682 | www.controlgroup.com

On Tue, Nov 11, 2014 at 10:31 AM, Matteo Rinaudo
<matteo.rinaudo@controlgroup.com> wrote:

Hello Jeff:

We do not have the final DNS endpoint yet, but we will provide you with it.

Have a great day!

Best regards,

Matteo Rinaudo, Certified AWS Solutions Architect - Associate Level | DevOps Consultant | [CONTROL GROUP](http://CONTROLGROUP.com) | 233 Broadway, 21st Floor | New York, NY 10279 | 212-343-2525 x682 | www.controlgroup.com

On Mon, Nov 10, 2014 at 10:22 PM, Merritt, Jeff
<JMerritt@cityhall.nyc.gov> wrote:

Thanks Victoria. Brian and Matteo, if you can send me the DNS settings, I can update these now.

On Nov 10, 2014, at 9:49 PM, Victoria Dower
<victoria.dower@controlgroup.com> wrote:

Hi Jeff!

Thank you so much for helping secure the Link.NYC domain for this project.

By way of CC, I'd like to introduce two of our awesome CG folks, Brian and Matteo, who will need admin rights and be helping get the domain correctly set up.

Brian and Matteo - please let Jeff know what information you need for the www.Link.nyc domain.

Talk soon!

Cheers,
Victoria

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From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Cc: [Dave Etherington](#); [Scott Goldsmith](#); [Colin O'Donnell](#)
Subject: Re: Check-ins
Date: Friday, November 14, 2014 12:41:04 PM

Hey Jeff,

Quick Sunday scheduling update. Kiva Allgood from Qualcomm is confirmed for Monday (yay!).

In terms of run throughs for Sunday, after 3PM/4PM would work best for a full team run through with Scott and Kiva. Colin and I can also connect Sunday AM.

Let me know if that works!

Cheers,
Victoria

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On Fri, Nov 14, 2014 at 8:44 AM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Thanks, I'll just dial in for this first one and will be in front of a computer so we'll be able to go through documents together as needed.

From: Dave Etherington [Dave.Etherington@titan360.com]
Sent: Friday, November 14, 2014 8:24 AM
To: Merritt, Jeff
Cc: Victoria Dower; Scott Goldsmith; Colin O'Donnell
Subject: Re: Check-ins

Jeff, we have your name with security if you do come to Titan today. We're at 100 Park Avenue (between 39th and 40th), 6th floor.

Thanks,
Dave

Sent from my iPhone

On Nov 14, 2014, at 7:58 AM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

That works. Also happy to head up to Titan if that helps. I'd like to focus on producing a rock-solid list of all of the items that need completed by Monday at 10am so we can be checking off that list over the course of the next 3 days.

Thanks,
Jeff

On Nov 14, 2014, at 7:46 AM, Victoria Dower
<victoria.dower@controlgroup.com> wrote:

Hey Jeff!

For this AM, how does around 9 work for a quick touch base?
That would let us loop in Scott.

Later to tonight timing and sunday AM both sound good.

Sent from my mobile device
Victoria Dower
Victoria.dower@controlgroup.com

On Nov 13, 2014, at 7:38 PM, Merritt, Jeff
<JMerritt@cityhall.nyc.gov> wrote:

Thanks Victoria. 8pm tonight works. You can reach me on my cell at [REDACTED] or I can dial in. In terms of tomorrow, I have time in the morning and I'm happy to come by Titan at 8:30 if that's helpful. We can discuss if that makes sense when we speak tonight. The second half of my day tomorrow is going to be tough but I could do a late check-in around 7:30 or 8pm if that's not too inconvenient. My weekend is open; a Sunday morning run through sounds good.

On Nov 13, 2014, at 7:21 PM, Victoria Dower
<victoria.dower@controlgroup.com> wrote:

Hey Jeff,

Sounds like a plan! I've added Scott as he'll be doing the presentation with Colin on Monday as Dave unfortunately needs to travel for family reasons.

I can give you a brief on the press call and where things stand this evening.
Would 8PM work?

For tomorrow, let me know what time

works for you in the AM. Dave and I were planning to be in the Titan offices at 8:30 AM.

For presentation review - let Colin and I know what your schedule looks like. Maybe a Sunday AM run through?

I included you on the 2PM tomorrow with Nick to do a media relations / "what's gotten out so far" check in that you're included on as optional.

How does 5 sound for EOD tomorrow?

Best,
V

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On Thu, Nov 13, 2014 at 7:10 PM,
Merritt, Jeff <JMerritt@cityhall.nyc.gov>
wrote:

Can we schedule a few check-ins between now and Monday? It's up to you who you'd like on the call; doesn't have to be a big group. For tonight, I just want to get a download on the call you had with the press team and understand the media outreach plan. For tomorrow, we should touch base at the start and end of the day and then be communicating through-out if anything gets out as a result of the City Record. I'll be doing the last round of briefings for electeds, agencies, etc. In terms of the weekend, I'd suggest just checking in once a day to make sure things are moving along. I'd also like to do a run through of the CityBridge presentation. Monday morning is probably going to be mainly focused on setup but in advance let's make sure we have a clear checklist of responsibilities and day-of tasks. I just don't want to forget something like leaving the scale models at DOITT :)

Best,
Jeff

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: Fwd: Urgent: CBS
Date: Friday, November 14, 2014 1:07:07 PM

FYI on status for CBS approval

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----- Forwarded message -----

From: **Sbordone, Nicholas** <nsbordone@doitt.nyc.gov>
Date: Fri, Nov 14, 2014 at 1:05 PM
Subject: Re: Urgent: CBS
To: "ddevoren@kcsa.com" <ddevoren@kcsa.com>
Cc: "Titan@kcsa.com" <Titan@kcsa.com>, "victoria.dower@controlgroup.com" <victoria.dower@controlgroup.com>

Not a pest, I owe you this. We will be briefing the Mayor shortly and I will broach with the team after that call.

Thanks.

From: Danielle DeVoren [<mailto:ddevoren@kcsa.com>]
Sent: Friday, November 14, 2014 12:56 PM
To: Sbordone, Nicholas
Cc: titan <Titan@kcsa.com>; Victoria Dower <victoria.dower@controlgroup.com>
Subject: Urgent: CBS

Hi Nick –

I know you just ran into a meeting but CBS needs to know if they can send someone out to talk to Colin/Dave ASAP.

Sorry to be such a pest but you know how these things go ☺

Dd

Danielle DeVoren
Managing Director

KCSA Strategic Communications
880 Third Ave, 6th Floor
New York, NY 10022

ddevoren@kcsa.com
DID: [212.896.1272](tel:212.896.1272)

Tel: [212.682.6300](tel:212.682.6300)
Fax: [212.697.0910](tel:212.697.0910)
Mobile: [215.206.3111](tel:215.206.3111)

KCSA Strategic Communications - www.KCSA.com
theIRapp website - www.theIRapp.com

From: [Scott Goldsmith](#)
To: [Stanley Shor](#); [Merritt, Jeff](#)
Subject: CityBridge - M/WBE Participation
Date: Friday, November 14, 2014 1:15:25 PM

Stanley/Jeff: Per your request, the following is our position on M/WBE participation. Please feel free to share it with others at DoITT or other City officials. Thanks, Scott.

The Senior Managers of Titan (CityBridge's Managing Member) have an exemplary record of proactive M/WBE involvement in the administration of all of our municipal contracts. We are committed to maximizing M/WBE participation in all our business dealings. This is a corporate commitment that we take very seriously. We are currently in full compliance with (and in all cases exceeding) our contractual M/WBE participation goals in connection with each of the contacts that have set a goal. As we discussed, CityBridge will use good faith efforts to maximize M/WBE participation in the administration of the Franchise Agreement. We are in the process of identifying qualified M/WBEs on the NYC.Gov website to provide services to CityBridge during the term of the Franchise.

Scott E. Goldsmith, Esq.

EVP & Chief Commercial Officer
100 Park Avenue
New York, NY 10017

T (212) 891-5688
F (212) 418-1082
scott.goldsmith@titan360.com

TITAN
titan360.com

From: [Victoria Dower](#)
To: [Singleton, Jessica](#)
Cc: [Merritt, Jeff](#); [Colin O'Donnell](#)
Subject: Re: Jessie <--> Colin & Victoria
Date: Friday, November 14, 2014 1:52:13 PM

Sounds great! I'll give you a call at 2PM

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On Fri, Nov 14, 2014 at 1:34 PM, Singleton, Jessica <JSingleton@cityhall.nyc.gov> wrote:

Yes, apologies. Ive been at a conference all morning. I can talk at 2 pm. Please give me a ring: [212-788-7801](tel:212-788-7801)

From: Victoria Dower [mailto:victoria.dower@controlgroup.com]
Sent: Friday, November 14, 2014 1:33 PM
To: Merritt, Jeff
Cc: Singleton, Jessica; Colin O'Donnell
Subject: Re: Jessie <--> Colin & Victoria

Hi Jessie - Do you have a few minutes to touchbase before 2:30 today?

Apologies to keep bugging you, we're just on a short timeline to get this sorted out for Monday morning.

Best,

Victoria

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On Fri, Nov 14, 2014 at 12:01 PM, Victoria Dower <victoria.dower@controlgroup.com> wrote:

Hi Jessie!

A few more full-service options of third parties that could handle doing the video and the webcast scopes. Best way to reach me today is at [REDACTED] if you want to talk through options.

Cheers,

Victoria

###

Webcast inc is available on Monday for anything we need and would like to have a call to discuss the details.

<http://www.webcastinc.com/webcasting-services/live-event-webcasting>

John – [\(416\) – 481 6861 x229](tel:416-481-6861x229)

Indigo Productions - <http://www.indigoprod.com/services/video-production/special-shoots/streaming-video/>

And LiveX - <http://livex.tv/live-broadcast-streaming/>

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On Fri, Nov 14, 2014 at 10:37 AM, Victoria Dower
<victoria.dower@controlgroup.com> wrote:

Hi Jessie!

Lovely to meet you over email. We've done a few things with WebEx, but haven't looked into streaming video for webinars previously.

The best option I've found in looking at various platforms for livestreaming seems to be Adobe Connect. Looking forward to hearing your thoughts!

Best,

Victoria

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On Fri, Nov 14, 2014 at 7:55 AM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Jessie,

I wanted to connect you to Colin and Victoria from Control Group (cc'ed) who are part of the coalition that we'll be announcing on Monday related to the 5 boro Wi-Fi network. As you probably know, we're having an embargoed briefing at 10am Monday in the Blue Room but also want press outside NYC to be able to participate. The event will include a lot of visuals so it's important to have a video feed but this is by-invitation-only. Do you have a platform (like WebEx) that you prefer and can we utilize the NYC Digital team that normally does livestreaming to assist with the filming? I think we may want to edit and reuse the footage afterwards so it would be great to have something that is good quality. Let me know what you think. We're contacting press today to invite them on Monday.

Thanks,
Jeff

From: [Danielle DeVoren](#)
To: [victoria.dower@controlgroup.com](#); [dave.etherington@titan360.com](#); [titan](#); [Stacey Levine](#); [nsbordone@doitt.nyc.gov](#)
Cc: [Merritt, Jeff](#)
Subject: RE: Updated Invitation: LinkNYC - Announcement Touchbase @ Fri Nov 14, 2014 2pm - 3pm (Victoria Dower)
Date: Friday, November 14, 2014 1:57:05 PM
Attachments: [Press Conf Invite List_11.14_2pm.xlsx](#)

Here is a quick agenda for the call, as well as the most up-to-date invite list

Agenda

- CBS
- WSJ
- NYT
- WebEx
- Logistics
 - Arrival time
- Quotes for Release

-----Original Appointment-----

From: Victoria Dower [<mailto:victoria.dower@controlgroup.com>]

Sent: Friday, November 14, 2014 1:48 PM

To: Victoria Dower; [dave.etherington@titan360.com](#); [titan](#); Danielle DeVoren; Stacey Levine; [nsbordone@doitt.nyc.gov](#); Conf-Bridge [REDACTED] [REDACTED] Lewis Goldberg

Cc: [jmerritt@cityhall.nyc.gov](#)

Subject: Updated Invitation: LinkNYC - Announcement Touchbase @ Fri Nov 14, 2014 2pm - 3pm (Victoria Dower)

When: Friday, November 14, 2014 2:00 PM-3:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Conference Call [REDACTED] Participant: [REDACTED] PIN: [REDACTED]

This event has been changed.

[more details »](#)

LinkNYC - Announcement Touchbase

Changed: please note conf call # change

When

Fri Nov 14, 2014 2pm – 3pm Eastern Time

Where

Changed: Conference Call [REDACTED]
[REDACTED] PIN: [REDACTED] ([map](#))

Calendar

Victoria Dower

- Victoria Dower - organizer
- [dave.etherington@titan360.com](#)
- [titan@kcsa.com](#)
- [ddevoren@kcsa.com](#)
- Stacey Levine
- [nsbordone@doitt.nyc.gov](#)
- [lgoldberg@kcsa.com](#)
- [jmerritt@cityhall.nyc.gov](#) - optional

Who

Going? [Yes](#) - [Maybe](#) - [No](#) [more options »](#)

Invitation from [Google Calendar](#)

You are receiving this courtesy email at the account titan@kcsa.com because you are an attendee of this event.

To stop receiving future updates for this event, decline this event. Alternatively you can sign up for a Google account at <https://www.google.com/calendar/> and control your notification settings for your entire calendar.

<< File: invite.ics >>

Organization	Media Type	Beat	Invitee
Fast Company	National	Reporter - tech	Suzanne LeBarre / Jay Cassano
WABC	NYC	crew	TBD
WCBS	NYC	crew	TBD
WPIX	NYC	crew	TBD
CBS National	National	crew	TBD
Associated Press	National	Reporter - tech	Peter Svensson
Reuters	National	Reporter - tech	Jennifer Saba (altnernate - Marina Lopez)
USA Today	National	Reporter - tech	Ed Baig
The Guardian	International		Mark Sweney
Huffington Post	National	Reporter - tech	Alexis Kleinman
NY1	NYC	Reporter - tech	Adam Balkin
Business Insider	Tech	Reporter - tech	Nicholas Carlson
Re/code	Tech	Reporter - tech	Ken Li
Ad Age	Ad	Reporter - ad	Mark Bergen
New York Times	National	Reporter - ad	Stuart Elliott
New York Times	National	Reporter - tech	Jenna Wortham
Wall Street Journal	National	Reporter - ad	Suzanne Vranica
NPR	National	Project Lead of N	Franklyn Cater/ Robert Smith
The Verge	Tech	Reporter - tech	Carl Franzen
TechCrunch	Tech	Reporter - tech	Frederic Lardinois (alternate Jon Shier)
Gizmodo	Tech	Reporter - tech	Mario Aguilar
CNET	Tech	Reporter - tech	Ben Fox Rubin
Wired	National	Reporter-tech	Cliff Kuang
New York Daily News	NYC	Reporter- city	Jen Fermino
New York Post	NYC	Reporter- city	TBD
Gotham Gazette	NYC	Reporter- City	Kristen Meriwether
New York Times	National	Reporter- city	Kia Gregory
Wall Street Journal	National	Reporter - tech	Elizabeth Dwoskin
am New York	NYC	Reporter- city	Ivan Pereira
Metro New York	NYC	Reporter- city	TBD
Crain's New York Biz	NYC	Reporter- tech	Matthew Flamm
New York Business Journal	NYC	Reporter- city	Ben Fischer
Staten Island Advance	NYC	Reporter- city	Judah Randall
NY Observer	NYC	Reporter- city	TBD
NY1	NYC	crew	Courtney Gross
Mashable	Tech	Reporter - tech	Evan Engel
Al Jazeera America	National		Hilary Brueck
City Lab / The Atlantic	National		Tanvi Misra
Washington Post	National		Emily Badger
WNYC.org	NYC		Charles Herman
techPresident			Miranda Neubauer
NBC News			Keith Wagstaff
The Epoch Times			Shannon Liao
Vice			Sam Gustin
ArsTechnica			Jon Brodtkin
News 12 Brooklyn			Dana Arschin
Freelance			Jake Widman
WNET / MetroFocus			Marisa Wong
Politico			Katie Bachman
Associated Press			Jonathan Meyer
Bloomberg News / Businessweek	National	Reporter - tech	Heny Goldman (alternates: Paul Barre)
WCBS			Wanda
Forbes			Alex Konrad

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From: [Singleton, Jessica](#)
To: ["Victoria Dower"; Merritt, Jeff](#)
Cc: ["Colin O'Donnell"; Parikh, Ishanee](#)
Subject: RE: Jessie <--> Colin & Victoria
Date: Friday, November 14, 2014 2:17:58 PM

We can have nyctv cover the briefing no matter what and reuse but I think there is concern about distributing it in real time.

From: Singleton, Jessica
Sent: Friday, November 14, 2014 2:15 PM
To: 'Victoria Dower'; Merritt, Jeff
Cc: Colin O'Donnell; Parikh, Ishanee
Subject: RE: Jessie <--> Colin & Victoria

Thanks guys, adding Ishanee here.

From: Victoria Dower [<mailto:victoria.dower@controlgroup.com>]
Sent: Friday, November 14, 2014 10:38 AM
To: Merritt, Jeff
Cc: Singleton, Jessica; Colin O'Donnell
Subject: Re: Jessie <--> Colin & Victoria

Hi Jessie!

Lovely to meet you over email. We've done a few things with WebEx, but haven't looked into streaming video for webinars previously.

The best option I've found in looking at various platforms for livestreaming seems to be Adobe Connect. Looking forward to hearing your thoughts!

Best,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| 212-343-2525 x531 | www.controlgroup.com

On Fri, Nov 14, 2014 at 7:55 AM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Jessie,

I wanted to connect you to Colin and Victoria from Control Group (cc'ed) who are part of the coalition that we'll be announcing on Monday related to the 5 boro Wi-Fi network. As you probably know, we're having an embargoed briefing at 10am Monday in the Blue Room but also want press outside NYC to be able to participate. The event will include a lot of visuals so it's important to have a video feed but this is by-invitation-only. Do you have a platform (like WebEx) that you prefer and can we utilize the NYC Digital team that normally does livestreaming to assist with the filming? I think we may want to edit and reuse the footage afterwards so it would be great to have something that is good quality. Let me know what you think. We're contacting press today to invite them on Monday.

Thanks,
Jeff

From: [Victoria Dower](#)
To: [Merritt, Jeff](#); nsbordone@doitt.nyc.gov; [Stacey Levine](#); [Danielle DeVoren](#); [Parikh, Ishanee](#)
Cc: [Dave Etherington](#); [Colin O'Donnell](#); [Scott Goldsmith](#)
Subject: CityBridge DCAS Announcement - News Mention
Date: Friday, November 14, 2014 4:41:41 PM

Hi All!

So our first story is live in Crain's via Matt Flamm (as expected).

Only Titan is mentioned and it's vaguely positive (good work Nick!)

<http://www.crainsnewyork.com/article/20141114/TECHNOLOGY/141119887/titan-wins-franchise-to-turn-pay-phones-into-wi-fi-hubs>

Cheers,
Victoria

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| [212-343-2525](tel:212-343-2525) x531 | www.controlgroup.com

From: [Parikh, Ishanee](#)
To: [Merritt, Jeff](#)
Cc: [Sbordone, Nicholas](#); [Victoria Dower](#); woody.nitibhon@titan360.com
Subject: RE: Circling the wagons.
Date: Friday, November 14, 2014 5:52:03 PM

Perfect. And approve the photo nick suggested.

From: Merritt, Jeff
Sent: Friday, November 14, 2014 5:49 PM
To: Parikh, Ishanee
Cc: Sbordone, Nicholas; Victoria Dower; woody.nitibhon@titan360.com
Subject: Re: Circling the wagons.

Definitely, we have lots of photos. If you look in the Google Doc folder, there's a folder with photos from all 5 boroughs. Let us know your preference. We call also update the 911 bullet. How about we say "one click access to 911 and 311"?

On Nov 14, 2014, at 5:37 PM, Parikh, Ishanee <iparikh@cityhall.nyc.gov> wrote:

These look good to me. Couple quick thoughts

- Can we add something in front of 911 and 311 calls? "A simple button for 911 and 311 calls" feels weird to say the booth provides 911 calls
- Don't love the big Fendi poster in one of the pics – feels off...do we have another pic for manhattan?

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Friday, November 14, 2014 5:27 PM
To: Parikh, Ishanee
Cc: Merritt, Jeff
Subject: RE: Circling the wagons.

Okay, please take look at these to start. Jeff and I are good with. Same copy on both, images are different.

More to come.

From: Parikh, Ishanee [<mailto:iparikh@cityhall.nyc.gov>]
Sent: Friday, November 14, 2014 4:50 PM
To: Sbordone, Nicholas
Subject: RE: Circling the wagons.

Can we just do an email with bullets and action items?

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Friday, November 14, 2014 4:49 PM
To: Parikh, Ishanee
Subject: RE: Circling the wagons.

No, no ,no – sorry. To sync on press release, fact sheets, FAQs, logistics, etc. They are here to help and will be available all weekend to assist with what we need. Would be helpful to all get on same page.

From: Parikh, Ishanee [<mailto:iparikh@cityhall.nyc.gov>]
Sent: Friday, November 14, 2014 4:47 PM
To: Sbordone, Nicholas
Subject: RE: Circling the wagons.

What do you mean?

To ask them not to do press outreach?

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Friday, November 14, 2014 4:46 PM
To: Parikh, Ishanee
Subject: Circling the wagons.

Thanks for the help today. I think it would really behoove us to do a call with the CityBridge team today, shortly, before heading into the weekend. Please advise when might work for you and I will set up.

And thank you!

From: [Victoria Dower](#)
To: [Sbordone, Nicholas](#)
Cc: [Merritt, Jeff](#)
Subject: Re: LinkNYC Annoucement - AV / IT question for the Blue Room
Date: Friday, November 14, 2014 6:57:48 PM

Thanks Nick!

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
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On Fri, Nov 14, 2014 at 6:54 PM, Sbordone, Nicholas <nsbordone@doitt.nyc.gov> wrote:

Stand by and I will address separately. And thank you for circling back on this!

From: Victoria Dower [mailto:victoria.dower@controlgroup.com]
Sent: Friday, November 14, 2014 6:53 PM
To: Sbordone, Nicholas; Jeff Merritt
Subject: LinkNYC Annoucement - AV / IT question for the Blue Room

Hey guys,

Quick q for Monday - what's the AV/IT set up in the Blue Room in regards to presenting?

Should we be bring the whole magillah of laptop, projector, cords fun? Just the presentation on a USB drive? both? Any compatibility issues with a Mac vs a PC?

All of the above is fine, just let me know when you have a minute.

Best,

Victoria

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From: [Sbordone, Nicholas](#)
To: [Parikh, Ishanee](#); ddevoren@kcsa.com; stacey.levine@controlgroup.com
Cc: [Merritt, Jeff](#); [Albano, Jacqueline](#); [Levin, Christina](#); Titan@kcsa.com; [Singleton, Jessica](#)
Subject: NYC & CityBridge
Date: Friday, November 14, 2014 7:30:36 PM
Attachments: [Link FAQ Sheet 111414B DRAFT5.pdf](#)
[Link FAQ Sheet 111414A DRAFT5.pdf](#)
[LinkNYC External FAQ.DOCX](#)
[CBPressRelease 3PM.DOCX](#)
[LinkNYC Internal FAQ.DOCX](#)

Ishanee:

You are and remain wonderful. Thank you for the help today. I am sending you a rundown of where we are/what's still needed so we can check down this list as we go. Copying Jessie here too, FYI.

Copied on this note to facilitate communication are Danielle Devoren from KCSA and Stacy Levine at Control Group. They are and remain at our disposal to make any changes, edits, etc. tonight/over the weekend and answer questions as required. (If preferable for you to work from Google docs they and can also add you to the drive; just let them know.)

Public Materials:

- 1) Two facts sheets are attached, with new pic you liked on the second one and new language for 311 and 911 calls on both. (The first is what a residential zone installation looks like; the second a commercial zone one). Thanks for the quick feedback earlier on the copy; we are ready to lock these down on your word.
- 2) Third attachment is a website/microsite. Same copy as the one pagers above and will be available at link.nyc starting Monday afternoon. There won't be a ton on there beside this and FAQs (see next item) but it's a nice representation of the public-private partnership this is.
- 3) Fourth attachment is an FAQ doc for public consumption, hitting on some of high-level themes that have been raised and providing informative responses to some issues such as privacy, etc. This will feature on link.nyc as well.
- 4) The press release you are handling – and it couldn't be in better hands. I have attached latest version here.

Plan for Monday:

Press Kits will be districted embargoed, obviously, until such time Monday that we go out with the release/embargo lifts (~1, 1:30). Kits to include:

- Press release
- One pager (two versions as described above)
- FAQs (as described above)

- Photos (available at [this dropbox link](#) | passcode: [REDACTED] will be distributed on a thumb drive to attendees and accessible via link on Flickr to others for download and use in their stories.

Separate and apart from all this is the final attachment – an internal FAQ document, to help the City and CityBridge prep for questions that may arise during the briefing. It is internal and not intended for public dissemination. Doe need as much focus for now.

Thank you again and let's use this chain for questions as they arise. I am in town this weekend but will be out-of-pocket for stretches, so Jackie is copied here as well.

Nicholas T. Sbordone

**NYC Dept. of Information Technology
& Telecommunications**

o: 212.788.6602

m: 917.769.1922

@nicksbordone

nyc.gov/doitt

LinkNYC

Gigabit Wi-Fi And that's just the beginning

Say goodbye to the payphone

It's time to welcome the future of public communications. LinkNYC is a first-of-its-kind communications network that will bring the fastest available municipal Wi-Fi to millions of New Yorkers and visitors. The five-borough LinkNYC network, which will be funded through advertising revenues, will be built at no cost to taxpayers and will generate more than \$500 million in revenue for the City over the next 12 years.

Say hello to Link

Links are iconically designed connection points that house state-of-the-art wireless technology, interactive systems and digital advertising displays. Each ADA compliant Link structure will provide:

- 24/7 free Internet access with up to gigabit speeds
- Free phone calls anywhere in the U.S.
- A touchscreen tablet interface to access City services, directions and more
- Easy access to 911 and 311
- Free charging station for your mobile devices
- Digital displays for advertising and public service announcements

FAQ



Gigabit Wi-Fi?!

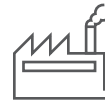
LinkNYC will be the fastest and largest free municipal Wi-Fi deployment in the world.

- More than 100 times faster than average municipal Wi-Fi
- More than 20 times faster than the average home Internet service in NYC
- Downloading a two-hour HD movie can take as little as 30 seconds



When can I expect a Link in my neighborhood?

Construction of the LinkNYC network will begin in 2015, and the first structures will become operational by the year's end. Up to 10,000 Links will be installed across all five boroughs.



Will Links be made in New York City?

CityBridge has committed to establishing a facility for local production in New York City. The LinkNYC program is expected to create 100 to 150 new full-time jobs in manufacturing, technology and advertising, plus an estimated 650 support jobs.



How secure is the LinkNYC network?

LinkNYC will be one of the first free municipal Wi-Fi services in the country to offer an encrypted network connection. New York City and CityBridge have worked together to create the most robust and forward-thinking privacy policy that is currently available for any municipal Wi-Fi project.



Who is the team behind it?

LinkNYC is the result of a public-private partnership between the Mayor's Office of Technology and Innovation, the Department of Information Technology and Telecommunications (DoITT) and CityBridge, a New York City-based consortium whose members and extended team includes:

Members

TITAN

CONTROL GROUP

QUALCOMM

COMARK

Extended Team

Transit))
Wireless

antenna®

Contact

DoITT
nsbordone@doitt.nyc.gov

CityBridge
media@citybridge.com

LinkNYC

Gigabit Wi-Fi

And that's
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FAQ



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Contact

DoITT
nsbordone@doitt.nyc.gov

CityBridge
media@citybridge.com

What is CityBridge?

CityBridge is a New York City-based consortium of leading experts in technology, advertising, connectivity and user experience. It is delivering free gigabit Wi-Fi - the fastest and largest free municipal Wi-Fi deployment in the world - which will be funded through advertising revenues.

CityBridge's members include:

- [Titan](#) – The country's leading media company focused on providing innovative programs for municipalities, including New York City, where it is the largest and most experienced payphone franchisee. Titan will oversee LinkNYC's operations and manage the advertising program.
- [Control Group](#) – As an NYC-native technology, strategy and user experience design firm, Control Group is responsible to deliver, from concept to production, an exceptional technology and user experience for all New Yorkers.
- [Qualcomm Incorporated](#) – As a world leader in Wi-Fi, 4G and next-generation wireless technologies, Qualcomm will serve as technology advisor, especially as to wireless connectivity technology, to help ensure the LinkNYC network stays abreast with the latest developments in applicable communications technology.
- [Comark](#) – Specializing in the design and manufacturing of interactive hardware solutions that withstand rugged environments, Comark will design, engineer and manufacture the Links to create durable, robust and reliable structures.

CityBridge's extended team includes:

- [Transit Wireless](#) – Founded and based in New York City, Transit Wireless will be primarily responsible for LinkNYC's high-speed fiber infrastructure. Transit Wireless is now in the process of providing the wireless and Wi-Fi technology for 279 underground subway stations in NYC through a partnership with the Metropolitan Transportation Authority (MTA).
- [Antenna Design](#) – Award-winning, New York City-based industrial design team specializing in people-centered design, Antenna is responsible for the iconic physical design of the Link.

CityBridge will deliver the Wi-Fi standard that we will expect 10 years from now, today. With leaders in telecommunications and technology spearheading this initiative, continuous access to cutting-edge technology will provide value to residents, businesses and visitors over time.

What is LinkNYC?

LinkNYC is a first-of-its-kind communications network that will bring the fastest available municipal Wi-Fi to millions of New Yorkers and visitors. The five-borough LinkNYC network, which will be funded through advertising revenues, will be built at no cost to taxpayers and will generate more than \$500 million in revenue for the City over the next 12 years.

What is a Link?

Links are iconically designed connection points that house state-of-the-art wireless technology, interactive systems and digital advertising displays, which will offer 24/7 free Internet access up to gigabit speeds, which is over 100 times faster than average public Wi-Fi, as well as a range of other services including free phone calls to anywhere in the U.S., a touchscreen tablet interface to access City services, wayfinding, 911 and 311 calls, free cell phone charging and digital displays for advertising and public service announcements. Up to 10,000 Links will be installed across all five boroughs, and thousands of them will be equipped with free gigabit public Wi-Fi. Links will replace the aging payphone infrastructure across the city.

How fast is gigabit Wi-Fi?

Gigabit Wi-Fi is more than a 100 times faster than the average public Wi-Fi and more than 20 times faster than the average home Internet service in NYC. Downloading a two-hour HD movie can take as little as 30 seconds.

What do Links do?

Links provide:

Accessible communication

- 911 and 311 calls
- Free phone calls to anywhere in the U.S.
- Free charging station for your mobile devices
- Ability to make paid international calls
- A touchscreen tablet interface to access City services, get directions and more

Free Public Wi-Fi

- 24/7 free Internet access with up to gigabit speeds!
- Thousands of hotspots across the five boroughs
- Seamless roaming experience from Link to Link

Engaging Advertising

- Digital displays for advertising and public service announcements that will generate more than \$500 million in revenue for NYC over the first 12 years

What are the benefits of LinkNYC?

LinkNYC will set the global standard for connected cities and define the way that we interact for decades to come. Here are just a few ways that it will benefit NYC specifically:

Bridging the Digital Divide

LinkNYC will bring the world's fastest municipal Wi-Fi to millions of New Yorkers, small businesses and visitors in all five boroughs. It spans the divide between people of various physical, technical and financial abilities to connect all New Yorkers to the opportunities that Internet access affords.

Job Creation

The economic benefits of LinkNYC go beyond the direct revenue that it will generate for New York. To start, CityBridge has committed to establishing a facility for local production in New

York City, ensuring that the sleek, durable aluminum structures will be manufactured and assembled within the five boroughs.

The LinkNYC program is expected to create 100 to 150 new full-time jobs in manufacturing, technology and advertising, as well as an estimated 650 support jobs.

CityBridge has also committed to working with local communities in NYC to train residents to work on the LinkNYC network. We have partnered with Per Scholas and the Open Technology Institute to effectively and sustainably engage with our local communities.

Public Safety

City agencies will be able to communicate in real-time with the public with more specificity and relevance in the event of an emergency. Links are provided with backup power to provide services even during a power outage.

Community Support

CityBridge will engage with NYC community groups - including nonprofits, academic institutions, Business Improvement Districts, think tanks, etc. - to ensure that LinkNYC is supporting the entire City. CityBridge is establishing an advisory committee with these organizations to help create the best possible LinkNYC experience for all New Yorkers.

Revenue for NYC

The LinkNYC advertising platform will provide a large revenue opportunity for NYC so that it can deliver more services to its citizens. The five-borough network, which will be funded through advertising revenues, will be built at no-cost to taxpayers and generate more than \$500 million in revenue for the City over the next 12 years.

What is CityBridge's approach to privacy?

New York City and CityBridge have created the most robust and forward-thinking privacy policy that is currently available for any municipal Wi-Fi project. It is a very progressive privacy policy that sets a high bar for other ISPs to follow. We take security very seriously and will never sell any protected personal information like your email address. We will also automatically delete all information that we have about you after a year of inactivity. Think about this way: your home Internet provider has much more personal information about you than LinkNYC ever will.

How will LinkNYC stay secure?

LinkNYC will be one of the first free municipal Wi-Fi services in the country to offer an encrypted network connection between you and the hotspot. We encourage you to continue to use end-to-end encryption, such as HTTPS, for any sensitive matters or data.

Devices can access the network without needing to log in and out each time, making the Wi-Fi roaming experience easy-to-use. The network will also prevent peer-to-peer security threats by eliminating the ability to communicate device to device.

Mayor de Blasio Announces the World's Largest and Fastest Free Municipal Wi-Fi Network

Consortium of Technology, Advertising and Design Firms Wins Competition to Replace Payphones with Five-Borough Wi-Fi Network

Modern, ADA-Compliant Installations to Provide Free Nationwide Calling, Touch Screens, Charging Stations and More -- in Smaller Footprint than Current Payphones

NEW YORK – Mayor Bill de Blasio, Chief Technology Officer Minerva Tantoco and Department of Information Technology and Telecommunications Commissioner Anne Roest today announced the selection of CityBridge to develop and operate a first-of-its-kind communications network, LinkNYC, to bring the world's fastest municipal Wi-Fi to millions of New Yorkers, small businesses and visitors. The five-borough network, which will be funded through advertising revenues, will be built at no-cost to taxpayers and generate more than \$500 million in revenue for the City over the next 12 years.

By replacing the aging network of public pay telephones with state-of-the-art connection points called “Links,” the City aims to transform the physical streetscape—and New Yorkers’ access to information—while also creating new local jobs for the development, servicing and maintenance of the structures. Links will offer 24/7 free Internet access up to gigabit speeds, which is over 100 times faster than average public Wi-Fi, as well as a range of other services including free phone calls to anywhere in the U.S., a touchscreen tablet interface to access City services, wayfinding, 911 and 311 calls, free cell phone charging and digital displays for advertising and public service announcements.

The Link structures were designed by award-winning Antenna Design team Masamichi Udagawa and Sigi Moeslinger to complement and enhance the New York landscape. CityBridge has committed to establishing a facility for local production and repair in New York City, ensuring that the sleek, durable aluminum structures will be manufactured and assembled within the five boroughs. The LinkNYC program is expected to create 100 to 150 new full-time jobs in manufacturing, technology and advertising, as well as an estimated 650 support jobs.

Mayor de Blasio Quote

CTO Tantoco Quote

DoITT Commissioner Roest Quote

Maya Wiley Quote?

SBS Commissioner Torres-Springer Quote?

EDC President Kimball Quote?

Speaker Quote?

Council Member Quotes?

Borough President Quotes?

“LinkNYC is more than a way to bring the Internet to all of New York City, more than just a place to make phone calls and more than just the future of advertising. LinkNYC will connect us with each other, connect us with our surroundings and ultimately connect us with the City itself,” said **Colin OR Dave, CityBridge** member. “LinkNYC and CityBridge will bridge the divide between people of various physical, technical and financial abilities by creating a new technology infrastructure specifically for New Yorkers.”

“The Mission of Per Scholas is to help bridge the digital divide in the inner city by providing job training and access to technology services. The CityBridge-NYC partnership will be a game changer for this community,” said **Angie Kamath, Executive Director of Per Scholas**, a nonprofit workforce development organization based in the South Bronx. “Our ability to recruit, train and place local NYC residents in every borough as the corps of field workers who will maintain the thousands of LinkNYC installations is a game changer in terms of job creation, community engagement and technology connections.”

CityBridge, a New York City-based consortium of leading experts in technology, advertising, connectivity and user experience, was selected through a competitive request for proposals (RFP) process. Proposals were evaluated on the basis of technical features, functional efficiency, aesthetics, security, durability, accommodation of people with disabilities, articulated public benefits and the strength of the implementation team, among other features.

CityBridge members include:

- Titan – The country’s leading media company focused on providing innovative programs for municipalities, including New York City, where it is the largest and most experienced payphone franchisee. Titan will oversee LinkNYC’s operations and manage the advertising program.

- Control Group – As an NYC-native technology, strategy and user experience design firm, Control Group is responsible to deliver, from concept to production, an exceptional technology and user experience for all New Yorkers.
- Qualcomm Incorporated – As a world leader in Wi-Fi, 4G and next-generation wireless technologies, Qualcomm will serve as technology advisor, especially as to wireless connectivity technology, to help ensure the LinkNYC network stays abreast with the latest developments in applicable communications technology.
- Comark – Specializing in the design and manufacturing of interactive hardware solutions that withstand rugged environments, Comark will design, engineer and manufacture the Links to create durable, robust and reliable structures.

CityBridge's extended team includes:

- Transit Wireless – Founded and based in New York City, Transit Wireless will be primarily responsible for LinkNYC's high-speed fiber infrastructure. Transit Wireless is now in the process of providing the wireless and Wi-Fi technology for 279 underground subway stations in NYC through a partnership with the Metropolitan Transportation Authority (MTA).
- Antenna Design – Award-winning, New York City-based industrial design team specializing in people-centered design, Antenna is responsible for the iconic physical design of the Link.

Construction of the LinkNYC network will begin in early 2015, with the first structures to begin replacing existing public pay telephones by the end of the year. Under a non-exclusive franchise agreement with DoITT, CityBridge will be authorized to build up to 10,000 Links across the five boroughs. Identification of new locations for these structures will take place through an open and transparent public process in partnership with Borough Presidents, City Council Members, Community Boards and Business Improvement Districts.

"LinkNYC is an amazing opportunity to think about the innovative use of infrastructure paired with community engagement to address issues of public access to information," said **Alan Davidson, Director of the Open Technology Institute** (OTI) at the New America Foundation. "We look forward to supporting CityBridge and the City of New York to maximize the impact and public benefit that is achieved through this initiative."

Andrew Rasiej or equivalent Quote?

Susan Crawford or equivalent Quote?

To learn more about LinkNYC, visit <http://www.Link.nyc>.

CityBridge LinkNYC Internal FAQ - NOT FOR PUBLIC DISTRIBUTION

[Timing](#)

[Privacy](#)

[Security](#)

[Monopoly](#)

[Public health](#)

[Gigabit Wi-Fi](#)

[Build-out & Distribution](#)

[Preservation](#)

[Sustainability](#)

[Maintenance](#)

[Emergencies](#)

[Features](#)

[Miscellaneous](#)

Timing

Concern: When will a Link be available in my neighborhood?

Response:

- The FCRC still needs to approve the project before the end of the year.
- Construction of the LinkNYC network will begin in early 2015, with the first structures to begin replacing existing public pay telephones by the end of the year.
- However, with a project of this size, things may change, and we will make sure to keep you posted.

Privacy (cameras, data collection)

Concern: Will Links have cameras?

Response:

- We anticipate having cameras available on the tablet for video calls.
- We are still evaluating other use cases for cameras
- Smart Cities do not equal Surveillance Cities.

Concern: Is my personal data at-risk?

Response:

- New York City and CityBridge have created the most robust and forward-thinking privacy policy that is currently available for any municipal Wi-Fi project. It is a very progressive privacy policy that sets a high bar for other ISPs to follow. We take security very seriously and will never sell any protected personal information like your email address. We will also automatically delete all information that we have about you after a year of inactivity.
- LinkNYC will collect less personal data about you than your home Internet provider.
- Here are some of the main tenants of the policy:
 - We don't sell personally identifiable information.
 - We don't share personally identifiable information with third parties for their own uses.
 - We don't require your real name, address or phone number to use the system.

Comment [1]: Hey Colin - thoughts on this?

- We don't collect more personally identifiable information than we need to run the system.
- We don't track your precise location.
- We don't send unsolicited marketing emails.
- We don't default to unencrypted Wi-Fi.
- We don't store personally identifiable information outside the United States.
- We don't keep personally identifiable information indefinitely.

Concern: How susceptible is LinkNYC to hacking?

Response:

- LinkNYC is secure.
- We use the same high levels of data encryption as a bank
- We are offering one of the first encrypted public networks in the world making it much more secure than a regular public Wi-Fi network.
- CityBridge members are experts in building and maintaining secure networks. They work with some of the largest, most demanding companies in the world. CityBridge will consistently make updates to security features and use the most advanced security protocols.

Concern: What kind of data will Links collect?

Response:

- Links will collect many different kinds of useful data. Anonymized, aggregate data will be used to make the system, and maybe even the City better and more efficient. We also use anonymous aggregate data to develop insights and provide more relevant advertising.
- We don't collect personal information except as required to run the system, and we encrypt sensitive information and will never sell your personal information to a third party. In fact, your home Internet provider has much more personal information about you than LinkNYC ever will.
- We automatically delete personal data if you haven't logged into the system in the past year.
- **Would be good to have a quote here so if someone asks we could say "future of privacy forum says that we have the best privacy policy of any ISP"**
- For a complete overview of our data policy, we refer you back to the privacy policy that was developed by the City of New York and CityBridge.

Comment [2]: would like to phrase this in the positive.

Comment [3]: do you like this "LinkNYC will collect less personal data about you than your home Internet provider."

Comment [4]: +colin.odonnell@controlgroup.com please review

Concern: Are you tracking the movement of New Yorkers?

Response:

- Links don't track your precise location

Security

Concern: Is our personal data secure?

Response:

- LinkNYC will be one of the first free municipal Wi-Fi services in the country to offer an encrypted network connection between you and the hotspot. We encourage you to continue to use end-to-end encryption such as HTTPS for any sensitive matters or data.
- Devices can access the network without needing to log in and out each time, making the Wi-Fi roaming experience easy-to-use. The network will also prevent peer-to-peer security threats by eliminating the ability to communicate device to device.

Monopoly

Concern: The new payphone franchise will be a monopoly.

Response:

- This is a non-exclusive franchise which will be run by a consortium of different companies. The City can, if it chooses, issue additional franchises at any point in time.
- CityBridge participated in an open, competitive, multi-year RFP process led by the City to ensure that New Yorkers would have access to the best communication infrastructure possible. CityBridge was selected because this initiative brings the greatest value to New Yorkers.
- This operational structure which involves a single franchise and multiple implementing partners provides a number of benefits including the ability to build a citywide network that users can connect to seamlessly regardless of location. The design and features of the communication structures will also be consistent across the city.
- Unlike the current payphones franchise, CityBridge's products are offered free of charge - free calling and the fastest free Wi-Fi on the planet.

Public health

Concern: Can so many technologies co-exist in a single structure and be safe for the citizens of NY?

Response:

- The products that we use in the Link are not really very different than those you have in your home --Wi-Fi routers, Tablet computers, HD Displays-- only in packaging that can withstand urban wear and tear.
- Technologies that will be used in Links have been tested and are completely safe.
- All technologies and connectivity solutions will complete formal FCC product certifications.
- CityBridge will ensure that all regulations are adhered to and will make test reports publicly available that show compliance with regulatory requirements, such as spurious emissions and maximum transmit power.

Gigabit Wi-Fi... for real?

Concern: Is it really gigabit Wi-Fi or just fast Wi-Fi?

Response:

- This is going to be the fastest Wi-Fi you've ever experienced.
 - We bring full gigabit fiber to each Link, we plug that fiber into the fastest wireless access point on the market and then we get out of the way.
 - Multiple users attached to the same Link will all share that gig connection, but still, it's going to be super fast.

- While the majority of the Links will provide gigabit speeds, not all Links will provide gigabit Wi-Fi. Some Links where there is no connection to the fiber backbone will still provide high-speed, free-Wi-Fi, but the speeds will not be gigabit. It will still probably be faster than your home internet connection--100 Mbps down, 50Mbps up.
- LinkNYC will leverage Transit Wireless' extensive fiber network to provide connectivity to the Gigabit Link structures throughout New York City.
- The truth is, we are so far ahead of the curve with gigabit Wi-Fi, that it will be some time before the average device can take full advantage of the speed.

Build-out & Distribution across boroughs

Concern: Manhattan will get more love than the other boroughs.

Response:

- LinkNYC is for all New Yorkers, not just Manhattanites. Links and gigabit Wi-Fi will be widely available across Manhattan, the Bronx, Brooklyn, Queens and Staten Island.
- CityBridge has committed to a minimum of 3,600 Links in the outer boroughs. In addition to current payphone locations, every borough will benefit from at least 100 new structures. Staten Island will see a 500 percent increase.
- Identification of new Link locations will take place through an open and transparent public process in partnership with borough presidents, city council members, community boards and Business Improvement Districts.
- CityBridge has committed to an equitable build-out with new Links being constructed in all five boroughs beginning in year one.

Concern: Who's going to build these structures? Are these union jobs?

Response:

Preservation

Concern: What about sidewalk congestion and clutter? Will it be a digital eyesore?

Response:

- We're ripping out the old beat-up payphones when we install a Link, so we'll actually be cleaning up the sidewalk and reducing clutter. The footprint is smaller than a traditional payphone, so they will take up less space than an old payphone -- significantly less when multiple phone booths are replaced by one Link.
- Most links will use the same footprint that current payphones use. They'll be even better looking and will add to the aesthetic of the City.
- There will be an 8-foot clear path requirement for each Link
- Links were envisioned by award-winning New York designer Antenna Design.
- There is no illuminated advertising in Historic Districts, and there will be no advertising in residential areas.

Concern: 10 feet tall? That's huge.

Response:

- In context with the cityscape Link's will fit right in. They were designed by Antenna Design, an award-winning firm, specifically for New York City.

- The Link's footprint is significantly smaller than the current payphones. Whereas blocks of payphones can currently span more than six feet, Links are designed to be just 11 inches wide.
- Exact dimensions-- Advertising Structure: 114" in height and 11" by 35" in dimension; Non-Advertising Structure: 122.9" in height and 11" by 16" in dimension

Sustainability

Concern: How much energy will be used to power all of that tech?

Response:

- We have taken great pains to ensure that the structures are efficient. This includes building structures that work at higher temperatures (requiring less cooling) and using LED technology, which is 60 percent more efficient than older technology.
- We have committed to using sustainable energy providers where feasible.

Maintenance

Concern: How will they be maintained, how often will they be cleaned? People hate when technology doesn't work.

Response:

- We have an automated system that will tell us if there a problem with a Link and we have the capability to respond to any issue 24/7/365.
- On top of this, we visit each Link twice a week to clean it and make sure it looks and works great.

Emergencies

Concern: What happens in the event of another major storm like Hurricane Sandy?

Response:

- Links were designed in the wake of Sandy and other emergencies. We built them to provide 24-hour of emergency calls during power outages. The Links are also designed for flood resiliency placing critical components high in the structure
- Emergency calls (911 and 311) will always be free.
- Free Wi-Fi provided by the Links will help New Yorkers to stay connected in the event of an emergency.
- Each link will provide fast USB charging
- We can get out critical emergency messages instantly, and right to the locations that need the information.

Features

Concern: Speakers? ...Really?

Response:

- We've found speakers to be more reliable and pleasant to use than a handset, plus Links will have headphone jacks built into them, so you can have a private call with your own personal headphones.
- As we have seen for decades, phone receivers are objects of vandalism and are unsanitary.

- We use directional speakers, to provide the clearest sound possible.

Concern: What specific Qualcomm technologies will be included in the Links? Will small cells be included?

- A broad range of connectivity solutions will potentially be included in the Links with the goal of enhancing the lives and needs of the community. We will work closely with the City on which technologies will be included.

Concern: Will beacons be included in Links?

Response:

- We believe that some location-based technology should be included in LinkNYC to allow New Yorkers to take advantage of all of the City services and other benefits that Links have been designed to provide. Links have been designed to be flexible and able to incorporate new technologies over time.
- Of course, beacons are an opt-in technology and you would have to choose to use them. We would also provide clear instructions on how to opt-out if we were to deploy them.
- There are a ton of great community use cases for beacons from services for people with disabilities to getting much more accurate “GPS” signal in the canyons of NYC
- If we do incorporate beacon technology, we promise to let you know.

Concern: How often will the LinkNYC structures be updated?

Response:

- Within six years of the deployment of the first Link we have committed to developing a major technology upgrade to make sure we are staying ahead of the curve.

Concern: Is there a time limit on use? What is someone hogs the structure?

Response:

- For access to the Wi-Fi on a mobile device, there is not a time limit
- If someone is hogging access to the tablet or phone, we recommend coughing loudly, but politely or saying “excuse me.”
- We will be keeping an eye on Link usage patterns once the Links are deployed to make sure that the overall experience of LinkNYC is the best that we can make it.

Comment [5]: +colin.odonnell@controlgroup.com + [REDACTED] can you guys review and confirm?

Miscellaneous

Concern: Wasn't Titan the company that the MTA fired in 2008? How can they be trusted?

Response:

- The recession of 2008–2009 brought about a material change in the advertising marketplace. This decline had a disproportionately harsh impact on outdoor advertising – especially the transit and municipal advertising industry.
- In order to withstand this unprecedented global economic downturn and to put Titan onto strong and stable financial footing, Titan approached each of its transit and municipal authority partners and requested contract amendments to reflect the new realities of the advertising market. Nineteen of twenty of these transit authorities agreed to Titan's proposal and executed the resulting amended agreements.

- After thirteen months of good faith negotiation, Titan and the MTA failed to reach an agreement on a restructured contract. The MTA ended its contract with Titan on February 23, 2010. Titan and the MTA settled all issues between the organizations in a mutually agreed upon Settlement Agreement. Titan is currently in good standing with the MTA.
- Since July 2010, in Titan markets where Transit Authorities have either issued an RFP or had an option to extend an existing agreement, Titan has been successful 30 out of 30 times! In all cases, Titan went through thorough diligence and was chosen over its competitors by those Transit Authorities.
- Today, Titan, a clear leader in advertising and innovation, looks forward to continuing to work with New York through CityBridge and LinkNYC.

Concern: Did CityBridge over promise? What happens if CityBridge goes bankrupt?

Response:

Concern: What happens if CityBridge doesn't deliver on the promises that it made?

Response:

Concern: It seems like most of the payphones in NYC have no dial-tone. How can we trust Titan to ensure that Links work?

Response:

- Right now, more than 90 percent of Titan's payphones work perfectly. Less than 10 percent currently have no dial-tone, and we continue to work diligently with our telecommunications partner, Verizon, to fix this on a regular basis. But the aging nature of the Verizon telephone infrastructure is a major reason why LinkNYC is vital and why LinkNYC is coming.
- Titan has been a leader in thinking about the future of payphones and is happy to have the chance to move away from the old failing infrastructure of the past and deliver a new urban communications system for the future.
- Links were designed to be managed in a central location using the most modern technology. Additionally, Titan field service agents will be routinely checking Links around the boroughs.

Concern: Will they be overloaded with ads?

Response:

- For the most part Links are replacing old phonebooth structures, which already carry ads. Links will actually have less advertising faces than the current payphones. There will be only two ads faces on a Link versus three faces on an old payphone.
- Additionally, as NY'ers designed the Links, we took great pains to ensure that the structures weren't invasive. Remember, we live in this city, too!
- New Yorkers can expect a premium, unaltered browsing experience like they would expect at home. There will be a sponsored splash screen, but that's it.

Concern: How much does CityBridge stand to make?

Response:

- CityBridge is a for-profit company. Revenue that's generated from LinkNYC will allow us to provide New Yorkers with the most cutting-edge technologies, free gigabit Wi-Fi, calls, access to city services, etc., at no cost to taxpayers. And over 50 percent of any revenue we generate will go to the City.
- The Public Communications Structure franchise grants CityBridge the right to use City property to provide free services to citizens in return for shared revenue with the City. This public-private partnership provides significant revenue to the City (more than \$500 million over the first 12 years) and allows CityBridge to build, deploy and manage LinkNYC without cost to taxpayers.

Concern: How will net neutrality issues impact LinkNYC?

Response:

- Obama's recent statements on FCC rules: A free and open Internet is as critical to Americans' lives as electricity and telephone service.
- We agree and believe LinkNYC is a major public infrastructure project that should set the model for providing free high availability, high-speed Internet access for all cities and all citizens.

Concern: Will you censor websites? Will New Yorkers be able to use the tablets on Links to look at porn?

Response:

Similar to other city institutions, such as libraries, we will not censor internet access

Comment [6]:

+colin.odonnell@controlgroup.com

everyone okay with this response?

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Cc: [Colin O'Donnell](#)
Subject: Re: Making progress...
Date: Friday, November 14, 2014 8:31:02 PM

Sounds like a plan! Talk soon

Sent from my mobile device
Victoria Dower
Victoria.dower@controlgroup.com

> On Nov 14, 2014, at 8:26 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
>
> Thanks. I think we're good for tonight. There will be a few more emails going around as we're working out the details on the room set-up. Nick is also going to set up a meeting for 8:30 Monday morning with all the principals. I wasn't planning to have them come on Sunday. I was just thinking that I'd join for the run-through of the presentation. 3 or 4 at CG is fine by me. How about he have a check-in tomorrow morning at 10:30 or 11?
>
>
> _____
> From: Victoria Dower [victoria.dower@controlgroup.com]
> Sent: Friday, November 14, 2014 8:17 PM
> To: Merritt, Jeff
> Cc: Colin O'Donnell
> Subject: Re: Making progress...
>
> Hey jeff!
>
> I'm around for the next hour or so if you want to touch base tonight.
>
> For tomorrow, anytime after 9 AM should work. Colin and I are going to jam on the presentation in the AM a bit.
>
> For Sunday, how does 3 or 4 at CGHQ sound for full team? Colin and I
> are available before then if the three of us want to be doing any
> earlier drafting or prepping.
>
> Slowly but surely :-)
>
> -----
> Sent from my mobile device
> Victoria Dower
> Victoria.dower@controlgroup.com
>
>> On Nov 14, 2014, at 8:09 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
>>
>> Still have a number of things to finalize but we're getting there. Let me know what makes sense in terms of check-ins this weekend. Do we have a time and place set for the Sunday run-through? I'm happy that Kiva is able to make it.
>>
>>

From: [Victoria Dower](#)
To: [Kiva Allgood](#); [Scott Goldsmith](#); [Colin O'Donnell](#); [Merritt, Jeff](#)
Cc: [Dave Etherington](#)
Subject: LinkNYC Announcement - Sunday Prep
Date: Friday, November 14, 2014 8:48:33 PM

Hey all,

It looks like 3PM works best for everyone to work through CityBridge's monday remarks as a team and get feedback from Jeff.

We can met at Control Group HQ.

Happy Friday!

Cheers,
V

Sent from my mobile device
Victoria Dower
Victoria.dower@controlgroup.com

From: [Merritt, Jeff](#)
To: [Victoria Dower](#); [Colin O'Donnell](#)
Subject: Briefing tomorrow
Date: Saturday, November 15, 2014 9:56:52 AM

I'm going to do a phone briefing tomorrow at 11am for some tech advocates and would love to include someone from your team that knows the ins-and-outs of the privacy policy.
Thoughts?

From: [Merritt, Jeff](#)
To: [Victoria Dower](#); [Colin O'Donnell](#)
Subject: Fwd: Monday's Room Set-Up
Date: Saturday, November 15, 2014 11:18:58 AM

See below

Begin forwarded message:

From: "Sbordone, Nicholas" <nsbordone@doitt.nyc.gov>
Date: November 15, 2014 at 11:10:38 AM EST
To: "'iparikh@cityhall.nyc.gov'" <iparikh@cityhall.nyc.gov>, "cdrum@cityhall.nyc.gov" <cdrum@cityhall.nyc.gov>, "tsutton@dcas.nyc.gov" <tsutton@dcas.nyc.gov>
Cc: "'jmerritt@cityhall.nyc.gov'" <jmerritt@cityhall.nyc.gov>, "Albano, Jacqueline" <jaalbano@doitt.nyc.gov>
Subject: Re: Monday's Room Set-Up

I think that's right, yes. The side table doesn't need to be quite as long as six feet but if that's the size we have it'll work fine. I'm copying Jeff here who can advise if we've missed anything but I think that's it.

Thank you Catherine and Troy! DCAS delivers again.

Nick Sbordone
NYC DoITT

From: Parikh, Ishanee [<mailto:iparikh@cityhall.nyc.gov>]
Sent: Saturday, November 15, 2014 11:05 AM
To: cdrum@cityhall.nyc.gov; tsutton@dcas.nyc.gov
Cc: Sbordone, Nicholas
Subject: Re: Monday's Room Set-Up

+ ns

Nick, please advise.

From: Drum, Catherine
Sent: Saturday, November 15, 2014 11:04 AM
To: Sutton, Troy; Parikh, Ishanee
Subject: Re: Monday's Room Set-Up

Ishanee- pls see Troys questions about table set up and advise. Thanks

From: Troy Sutton (DCAS) [<mailto:tsutton@dcas.nyc.gov>]
Sent: Saturday, November 15, 2014 10:55 AM
To: Drum, Catherine
Subject: Re: Monday's Room Set-Up

Can you help me with clarifying this?

Two six foot tables in front of the fire place along with one six foot table off to the side
? Give me a call when you can. I would like to set this up today. Thanks

From: Drum, Catherine [<mailto:cdrum@cityhall.nyc.gov>]
Sent: Saturday, November 15, 2014 10:44 AM
To: Troy Sutton (DCAS)
Subject: Fw: Monday's Room Set-Up

See below. We can help too

From: Parikh, Ishanee
Sent: Saturday, November 15, 2014 10:20 AM
To: MPRESTON@dcas.nyc.gov <MPRESTON@dcas.nyc.gov>
Cc: Drum, Catherine
Subject: FW: Monday's Room Set-Up

Hi Marty and Catherine,

I'm so sorry for late notice. There's going to be a Blue Room briefing at 10 AM on monday with DoITT commissioner Anne Roest, CTO Minerva Tantoco, and Maya Wiley.

Can we get the set up below? Again, sorry for late notice. I'll start sending around the blue room calendar like Angie would so we can figure out set ups ahead of time.

Thanks!

Ishanee

From: Sbordone, Nicholas [nsbordone@doitt.nyc.gov]
Sent: Friday, November 14, 2014 8:23 PM
To: Parikh, Ishanee
Cc: Merritt, Jeff; Albano, Jacqueline
Subject: Monday's Room Set-Up

Ishanee:

As regards room set up for Monday, we're thinking a relatively simple set up:

- A table across the front of the Blue Room with six chairs for the speakers and two/three microphones.
- Mult. box for reporters to plug into as needed.
- For the presentation itself, we'd simply wheel the flatscreen we have in the back of the room up to the front, and display the presentation through hookup to a PC. Jeff will have the presentation on a thumb drive.
- We have two still posterboard images that would need to be displayed on easels; we can have the partner (CityBridge) bring these if we don't have them

available.*

- A small side table to display the miniature models of the NYC “Links” themselves.

* We also can have the partner bring whatever is helpful from their end – laptop, projector, cords, etc.

Let us know how we can be helpful.

Thank you—

NS

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: www.link.nyc staging site
Date: Saturday, November 15, 2014 11:35:09 AM
Attachments: [link_nyc_11-15-14_draft.pdf](#)

ga.citybridge.com.s3-website-us-east-1.amazonaws.com

(fyi, the press kit is a blank pdf at the moment).

and a stitch together of the screen shots...

needs a final proofread from me over the weekend :-)

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com



Gigabit Wi-Fi.

And that’s just the beginning.

“For years, the question was, ‘What to do with payphones?’ and now we have an answer. By using a historic part of New York’s street fabric, we can significantly enhance public availability of increasingly vital broadband access, invite new and innovative digital services, and increase revenue to the city—all at absolutely no cost to taxpayers.”

— Mayor Bill de Blasio

Say goodbye to the Payphone

LinkNYC is a first-of-its-kind communications network that will bring the fastest available municipal Wi-Fi to millions of New Yorkers, small businesses, and visitors. The five-borough LinkNYC network, which will be funded through advertising revenues, will be built at no cost to taxpayers and will generate more than \$500 million in revenue for the City over the first 12 years.

By replacing the aging network of public pay telephones with state-of-the-art Links, the City aims to transform the physical streetscape—and New Yorkers’ access to information—while also creating new local jobs for the development, servicing and maintenance of the structures.

Say hello to Link

Links are iconically designed connection points that house state-of-the-art wireless technology, interactive systems and digital advertising displays. Each ADA compliant Link structure will provide:

- Free 24/7 public Wi-Fi
- Free phone calls anywhere in the U.S.
- A touchscreen tablet interface to access City services, directions and more
- Easy access to 911 and 311
- Free charging station for your mobile devices
- Digital displays for advertising and public service announcements

The CityBridge team

CityBridge, a New York City-based consortium of leading experts in technology, advertising, connectivity and user experience was formed to bring the fastest free municipal Wi-Fi to New York City. CityBridge members and extended team includes:

Titan
Control Group
Qualcomm
Comark
Transit Wireless
Antenna Design

Key Features

1. 24/7 free Internet access with up to gigabit speeds
2. Integrated lighting
3. Digital displays to provide insight-driven and intelligently programmed advertising & public service announcements in non-landmark, commercial districts
4. Android tablet with touch screen display, directional speaker & microphone
5. Tactile keypad & Braille lettering, dedicated 911 button, USB charger, headphone jack
6. Iconic and durable aluminum construction designed and built in NYC
7. Sleek design and decreased footprint to restore sidewalk space and improve visual continuity



Coming to a neighborhood near you

Construction of the LinkNYC network will begin in 2015 and the first structures will become operational by year-end. Up to 10,000 Links will be installed across all five boroughs.

Made in New York City

CityBridge has committed to establishing a facility for local production in New York City. The LinkNYC program is expected to create 100 to 150 new full-time jobs in manufacturing, technology and advertising, plus an estimated 650 support jobs.



hello@citybridge.com

From: [Jeff Maki](#)
To: [Scott Goldsmith](#)
Cc: [Colin O'Donnell](#); [Merritt, Jeff](#); [Victoria Dower](#)
Subject: Re: Briefing tomorrow
Date: Saturday, November 15, 2014 12:02:21 PM

Also can attend at 11--Jeff, any running list of who will be on the call?

On Sat, Nov 15, 2014 at 11:42 AM, Scott Goldsmith
<Scott.Goldsmith@titan360.com> wrote:

Let me see if Andy Roth can attend. I could be on at 11am as well. Andy is an attorney, but he is good at removing his atty hat and speaking like a privacy expert when necessary.

From: Colin O'Donnell <colin.odonnell@controlgroup.com>
Date: Saturday, November 15, 2014 at 11:31 AM
To: "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>
Cc: Victoria Dower <victoria.dower@controlgroup.com>, Jeff Maki
<jeff.maki@controlgroup.com>, Scott Goldsmith <scott.goldsmith@titan360.com>
Subject: Re: Briefing tomorrow

I could be on the call, I can speak to most points and can join the call, but for a true expertise on the policy and privacy in general we could see if one of our privacy attorneys from Dentons could be on the call. They will of course be a little more lawyerly.

Scott added re this Dentons, Jeff added as he is ramping up on the policy and will ultimately represent our team on privacy and may be able to attend.

-C

On Sat, Nov 15, 2014 at 9:56 AM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

I'm going to do a phone briefing tomorrow at 11am for some tech advocates and would love to include someone from your team that knows the ins-and-outs of the privacy policy.
Thoughts?

--

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Cc: [Colin O'Donnell](#)
Subject: Re: FW: www.link.nyc staging site
Date: Saturday, November 15, 2014 12:38:16 PM

THANK YOU! :-)

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](#) | [www.controlgroup.com](#)

On Sat, Nov 15, 2014 at 12:36 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

From: Parikh, Ishanee
Sent: Saturday, November 15, 2014 12:14 PM
To: Merritt, Jeff; Singleton, Jessica; Levin, Christina
Subject: Re: www.link.nyc staging site

Yes fact sheets are fine.

From: Merritt, Jeff
Sent: Saturday, November 15, 2014 12:14 PM
To: Singleton, Jessica; Parikh, Ishanee; Levin, Christina
Subject: FW: www.link.nyc staging site

Ishanee,

If you're in City Hall (or remote in), you can use the link below to access the Link.nyc site. The screenshot is also attached. One key question on this -- right now, it includes the Mayor's quote from the original press release. As part of our briefing with the Mayor yesterday, he didn't love that quote and wanted something that was more focused on the access and opportunity provided by this network. Should we swap in the new quote that's going in the press release? Has that quote been finalized and approved?

Also, in terms of your last email, the only thing that was going to be printed today was the fact sheets that you saw last night. Sounds like those are good to go, right?

Best,
Jeff

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Saturday, November 15, 2014 11:35 AM
To: Merritt, Jeff
Subject: www.link.nyc staging site

[ga.citybridge.com.s3-website-us-east-1.amazonaws.com](#)
(fyi, the press kit is a blank pdf at the moment).

and a stitch together of the screen shots...

needs a final proofread from me over the weekend :-)

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From: [Colin O'Donnell](#)
To: [Merritt, Jeff](#)
Cc: [Victoria Dower](#)
Subject: Re: Partners
Date: Saturday, November 15, 2014 3:07:53 PM

Hey Jeff,

How many people do we want on the call? I assume it will include back and forth, so not too many? we have a number of potential validators listed in the [Press Conf Invite List](#) rows 6-22. Let us know what you think and we can reach out.

-C

On Sat, Nov 15, 2014 at 2:57 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Hi Victoria & Colin,

Two things:

(1) I want Maya to be able to give a shout out to Per Scholas, OTI, Red Hook Initiative and any other community partners. Can you tell me who is confirmed to be there on Monday?

(2) Are there validators that you want to join the call I'm doing tomorrow at 11am? The goal here is to share details to trusted individuals who may get a call from press on Monday. I'll be using the standard deck that I've used to brief electeds.

Thanks,
Jeff

From: [Sbordone, Nicholas](#)
To: [Parikh, Ishanee](#); "stacey.levine@controlgroup.com"
Cc: "ddevoren@kcsa.com"; [Merritt, Jeff](#); [Albano, Jacqueline](#); [Levin, Christina](#); "Titan@kcsa.com"; [Singleton, Jessica](#)
Subject: Re: NYC & CityBridge
Date: Saturday, November 15, 2014 7:04:39 PM

Ishanee:

These were the first two attachments, the ones we discussed yesterday and for which we liked the copy. We tweaked the 311 and 911 language and changed the photo on one to feature the Empire State Building. Those were the two that need to go today -- identical copy on both; two different pics (one for residential zones and the other for commercial).

Thanks,
NS

From: Parikh, Ishanee [<mailto:iparikh@cityhall.nyc.gov>]
Sent: Saturday, November 15, 2014 12:06 PM
To: 'stacey.levine@controlgroup.com' <stacey.levine@controlgroup.com>; Sbordone, Nicholas
Cc: 'ddevoren@kcsa.com' <ddevoren@kcsa.com>; Merritt, Jeff <JMerritt@cityhall.nyc.gov>; Albano, Jacqueline; Levin, Christina <CLevin@cityhall.nyc.gov>; 'Titan@kcsa.com' <Titan@kcsa.com>; Singleton, Jessica <JSingleton@cityhall.nyc.gov>
Subject: Re: NYC & CityBridge

Which sheet needs to be printed today?

From: Stacey Levine [<mailto:stacey.levine@controlgroup.com>]
Sent: Saturday, November 15, 2014 12:05 PM
To: Sbordone, Nicholas <nsbordone@doitt.nyc.gov>
Cc: Parikh, Ishanee; ddevoren@kcsa.com <ddevoren@kcsa.com>; Merritt, Jeff; Albano, Jacqueline <jaalbano@doitt.nyc.gov>; Levin, Christina; Titan@kcsa.com <Titan@kcsa.com>; Singleton, Jessica
Subject: Re: NYC & CityBridge

Hello everyone!

We just got a note from Qualcomm requesting the following language when referenced in the documents (including press release):

Qualcomm Incorporated – As a world leader in 3G, 4G, Wi-Fi and next-generation wireless technologies, Qualcomm will serve as technology advisor, especially as to wireless connectivity technology, to help ensure the LinkNYC network stays abreast with the latest developments in applicable communications technology.

We will need to send the one-sheet to the printer today. For the other external documents, we plan to collate them into media kits tomorrow.

Thanks!

Stacey

On Fri, Nov 14, 2014 at 7:30 PM, Sbordone, Nicholas <nsbordone@doitt.nyc.gov> wrote:

Ishanee:

You are and remain wonderful. Thank you for the help today. I am sending you a rundown of where we are/what's still needed so we can check down this list as we go. Copying Jessie here too, FYI.

Copied on this note to facilitate communication are Danielle Devoren from KCSA and Stacy Levine at Control Group. They are and remain at our disposal to make any changes, edits, etc. tonight/over the weekend and answer questions as required. (If preferable for you to work from Google docs they and can also add you to the drive; just let them know.)

Public Materials:

- 1) Two facts sheets are attached, with new pic you liked on the second one and new language for 311 and 911 calls on both. (The first is what a residential zone installation looks like; the second a commercial zone one). Thanks for the quick feedback earlier on the copy; we are ready to lock these down on your word.
- 2) Third attachment is a website/microsite. Same copy as the one pagers above and will be available at link.nyc starting Monday afternoon. There won't be a ton on there beside this and FAQs (see next item) but it's a nice representation of the public-private partnership this is.
- 3) Fourth attachment is an FAQ doc for public consumption, hitting on some of high-level themes that have been raised and providing informative responses to some issues such as privacy, etc. This will feature on link.nyc as well.
- 4) The press release you are handling – and it couldn't be in better hands. I have attached latest version here.

Plan for Monday:

Press Kits will be districted embargoed, obviously, until such time Monday that we go out with the release/embargo lifts (~1, 1:30). Kits to include:

- Press release
- One pager (two versions as described above)
- FAQs (as described above)
- Photos (available at [this dropbox link](#) | passcode: "[REDACTED]" will be distributed on a thumb drive to attendees and accessible via link on Flickr to others for download and use in their stories.

Separate and apart from all this is the final attachment – an internal FAQ document, to help the City and CityBridge prep for questions that may arise during the briefing. It is internal and not intended for public dissemination. Doe need as much focus for now.

Thank you again and let's use this chain for questions as they arise. I am in town this weekend but will be out-of-pocket for stretches, so Jackie is copied here as well.

Nicholas T. Sbordone

NYC Dept. of Information Technology

& Telecommunications

o: [212.788.6602](tel:212.788.6602)

m: [917.769.1922](tel:917.769.1922)

@nicksbordone

nyc.gov/doitt

Stacey Levine | Director, Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x657](tel:212-343-2525) | www.controlgroup.com | @controlgroup | [LinkedIn](#)

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: Re: CB suggested talking points press conf - Invitation to edit
Date: Saturday, November 15, 2014 11:27:52 PM

Hey jeff - no worries, we'll confirm numbers tomorrow.

Thanks for the thoughts on level of detail for monday

Sent from my mobile device
Victoria Dower
Victoria.dower@controlgroup.com

On Nov 15, 2014, at 9:26 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Sorry for the delay here. I'm going to make some edits. Let's be careful about the numbers here. We've been saying there will be a minimum of 7500 links and the franchise allows up to 10000. Here you're talking about 4000 Gigabit links and 12000 ad displays. My understanding was that there was a commitment to have 6000 gigabit links. I can check the contract but setting that aside I think we just want to say up to gigabit speeds and not get into the fact that some links will be 100/100 Mbps.

On Nov 15, 2014, at 3:45 PM, Victoria Dower (via Google Docs) <victoria.dower@controlgroup.com> wrote:

[Victoria Dower](#) has invited you to **edit** the following document:



[CB suggested talking points press conf](#)



Hey Jeff!

We thinking our draft talking points are in a pretty good place, so wanted to share them and get your feedback. Still a work in progress, so please feel free to share your thoughts, leave comments, etc

Cheers,
V

Open in Docs

Google Docs: Create and edit documents online.



From: [Colin O'Donnell](#)
To: [Merritt, Jeff](#)
Subject: Re: Password Check
Date: Sunday, November 16, 2014 7:33:24 AM

I figured, but had to ask :)
-C

On Sun, Nov 16, 2014 at 7:30 AM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
The domain management is under the City Law Department control and is part of the same dashboard that includes all on our .nyc domains. A secure password is in place.

> On Nov 16, 2014, at 7:27 AM, Colin O'Donnell
> <colin.odonnell@controlgroup.com> wrote:
>
> Hi Jeff,
>
> I missed most of the link.nyc domain/DNS set up, and I'm sure this is the case, but I wanted to ask you, if you were managing the domain/DNS, to make sure we have a secure password in place (Single use, random, 14 character, etc).
>
> Let me know if this isn't under your control and I'll follow up with the right person.
>
> Thanks and talk to you at 11:00.
>
> -C
>

From: [Stacey Levine](#)
To: [Victoria Dower](#)
Cc: [Merritt, Jeff](#); [Colin O'Donnell](#); [Jeff Maki](#); [Scott Goldsmith](#)
Subject: Fwd: Briefing tomorrow
Date: Sunday, November 16, 2014 8:56:00 AM

I reached out in the early evening and have not heard back yet on RSVPs. I'll let you know ASAP if I hear back from either.

On Sunday, November 16, 2014, Victoria Dower
<victoria.dower@controlgroup.com> wrote:

Hey all,

Adding stacey in on CC. She reached out to CUSP and NYTech Meetup yesterday evening but i don't believe we've heard back on an RSVP.

Cheers,
V

Sent from my mobile device
Victoria Dower
Victoria.dower@controlgroup.com

On Nov 16, 2014, at 8:01 AM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

I checked with Josh. He's not joining to be on the call but it hoping to be there tomorrow for the briefing. I just need a final list of partners attending tomorrow so I can make sure we give shout-outs. In terms of the call at 11, it's just a couple folks now so it's not necessary that both you and Jeff Maki join but it's your call. Feel free to forward the invite to any last minute folks you want to join. I just want to make sure we are only briefing trusted allies. I am not going to be saying the name of the winning firms, just using the same deck I used for all the electeds.

From: Colin O'Donnell [colin.odonnell@controlgroup.com]
Sent: Sunday, November 16, 2014 7:41 AM
To: Merritt, Jeff
Cc: Victoria Dower; Jeff Maki; Scott Goldsmith
Subject: Re: Briefing tomorrow

Hey Jeff, sorry, I had missed this email. We will confirm about Josh and we'll do a last minute huddle about inviting anyone else - though it sounds like a great group as is. -c

On Sat, Nov 15, 2014 at 12:36 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Thanks Colin. So far Susan Crawford, Andrew Rasiej and Dana Spiegel are locked in for 11am. I'll reach out to a few others as well. Let me know anyone on your list

that you'd like me to invite. Is Josh Breitbart already up to speed? I don't think we need the lawyers for this but someone from CG would be great.

From: Colin O'Donnell [colin.odonnell@controlgroup.com]
Sent: Saturday, November 15, 2014 11:31 AM
To: Merritt, Jeff
Cc: Victoria Dower; Jeff Maki; Scott Goldsmith
Subject: Re: Briefing tomorrow

I could be on the call, I can speak to most points and can join the call, but for a true expertise on the policy and privacy in general we could see if one of our privacy attorneys from Dentons could be on the call. They will of course be a little more lawyerly.

Scott added re this Dentons, Jeff added as he is ramping up on the policy and will ultimately represent our team on privacy and may be able to attend.

-c

On Sat, Nov 15, 2014 at 9:56 AM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

I'm going to do a phone briefing tomorrow at 11am for some tech advocates and would love to include someone from you team that knows the ins-and-outs of the privacy policy.
Thoughts?

--

Stacey Levine | Director, Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x657](tel:212-343-2525) | www.controlgroup.com | @controlgroup | [LinkedIn](#)

From: [Merritt, Jeff](#)
To: [Victoria Dower](#)
Cc: ["nsbordone@doitt.nyc.gov"](mailto:nsbordone@doitt.nyc.gov)
Subject: RE: Join.me info for Monday?
Date: Sunday, November 16, 2014 10:37:59 AM

Here are the details. They will want to connect via their web browser and also dial-in. There's a link below for international dial-in numbers as well. At the end of the presentation, they will be able to submit questions via the chat feature.

Join the meeting: <https://join.me/forwardnyc>

Join the audio conference:


Access Code  #

> [Other international numbers available](#)

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Sunday, November 16, 2014 8:36 AM
To: Merritt, Jeff
Subject: Join.me info for Monday?

Hey jeff!

Just wanted to see if you had the join.me info for Monday.

Our contacts at the Guardian are asking for it :-)

Happy Sunday!

Cheers,
V

Sent from my mobile device
Victoria Dower
Victoria.dower@controlgroup.com

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Cc: [Colin O'Donnell](#)
Subject: Re: Run through this afternoon
Date: Sunday, November 16, 2014 11:13:31 AM

Sure thing - are you thinking nick & ishantee for the 5-6 part or the whole thing?

Sent from my mobile device
Victoria Dower
Victoria.dower@controlgroup.com

> On Nov 16, 2014, at 10:26 AM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
>
> Fine by me. Do you want to invite Nick and Ishanee? Probably makes sense. Can you send a calendar invite?
>
> _____
> From: Victoria Dower [victoria.dower@controlgroup.com]
> Sent: Sunday, November 16, 2014 10:20 AM
> To: Colin O'Donnell; Merritt, Jeff
> Subject: Run through this afternoon
>
> Hey guys,
>
> For this afternoon - I'm thinking blocking out from 3-5pm for nailing
> down talking points and visuals and then using 5-6 to run through how
> we're responding to questions from the media.
>
> Sound good?
>
> Cheers,
> V
>
> -----
> Sent from my mobile device
> Victoria Dower
> Victoria.dower@controlgroup.com

From: [Tantoco, Minerva](#)
To: colin.odonnell@controlgroup.com
Cc: [Merritt, Jeff](#)
Subject: Security and tech specs and briefing
Date: Sunday, November 16, 2014 12:08:44 PM

Hi, Colin

Perhaps we can schedule a call or you can send over some of the tech specs and security specs when you have a moment. I know it's hotspot 2.0 and have some high level knowledge of the encryption approaches, but would like a detailed view across these points

- security
- authentication
- jailbreak detection, virus, anti-hacking
- sw and hw hardening
- energy usage

I'd like to be prepared should I get some of these questions

Best regards,

Minerva L. Tantoco
Chief Technology Officer
Mayor's Office of Technology & Innovation
City of New York

Mobile [917-545-9762](tel:917-545-9762)
Email mtantoco@cityhall.nyc.gov

From: [Merritt, Jeff](#)
To: [Tantoco, Minerva](#)
Cc: [Colin O'Donnell](#)
Subject: RE: payphones heads-up
Date: Sunday, November 16, 2014 12:26:07 PM
Attachments: [LinkNYCInternal_TechTalkingPoints.docx](#)
[LinkNYCInternal_PrivacySecurityTalkingPoints.docx](#)

Here are the two talking point documents on tech and privacy that CityBridge assembled. Note that these are still in development and there's a question on the exact number of gigabit structures that we're sorting out now. These documents are also in the Google Drive. I'll cc'ed Colin from Control Group who was on the call and can answer additional questions.

From: Tantoco, Minerva
Sent: Sunday, November 16, 2014 11:38 AM
To: Merritt, Jeff
Subject: Re: payphones heads-up

Can I get the tech specs from city bridge? I need tech details at my fingertips eg Hotspot 2.0 encryption levels etc

Best regards,

Minerva L. Tantoco
Chief Technology Officer
Mayor's Office of Technology & Innovation
City of New York

Mobile [917-545-9762](tel:917-545-9762)
Email mtantoco@cityhall.nyc.gov

On Nov 16, 2014, at 10:57 AM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:

I agree. We have a strong response drafted but need to decide who answers that question. Do you want to take it or should Anne?

On Nov 16, 2014, at 10:54 AM, Tantoco, Minerva
<MTantoco@cityhall.nyc.gov> wrote:

Just spoke with William, he said to be over prepared on the monopoly question, he was very very supportive and happy to be clued in

Best regards,

Minerva L. Tantoco
Chief Technology Officer
Mayor's Office of Technology & Innovation

City of New York

Mobile [917-545-9762](tel:917-545-9762)

Email mtantoco@cityhall.nyc.gov

On Nov 16, 2014, at 8:09 AM, "Merritt, Jeff"
<JMerritt@cityhall.nyc.gov> wrote:

Working on talking points for tomorrow. Will have these for you to look at a bit later. Doing a run through with CityBridge at 3pm. I connected with Maya and she's good-to-go.

From: Tantoco, Minerva
Sent: Sunday, November 16, 2014 8:07 AM
To: Merritt, Jeff
Subject: Re: payphones heads-up

I heard back from Kevin but not William or Fred yet.
Thanks for the tip, good idea.

Best regards,

Minerva L. Tantoco
Chief Technology Officer
Mayor's Office of Technology & Innovation
City of New York

Mobile [917-545-9762](tel:917-545-9762)

Email mtantoco@cityhall.nyc.gov

On Nov 15, 2014, at 8:42 PM, "Merritt, Jeff"
<JMerritt@cityhall.nyc.gov> wrote:

I think they'll appreciate you reaching out.
Fred isn't great at responding but William
and Kevin are pretty good.

On Nov 15, 2014, at 5:23 PM, Tantoco,
Minerva <MTantoco@cityhall.nyc.gov>
wrote:

Ok my email will be something
like this

Subject: Announcement
preview

Hello

Apologies for bothering you over the weekend but NYC is making an exciting tech announcement on Monday morning and I'd like to give you a heads up in cae you are contacted for comment. May I give you a call sometime tomorrow (Sunday)?

Please let me know a good time and phone number to call.

Best regards,

Minerva L. Tantoco
Chief Technology Officer
Mayor's Office of Technology
& Innovation
City of New York

Mobile [917-545-9762](tel:917-545-9762)
Email
mtantoco@cityhall.nyc.gov

On Nov 15, 2014, at 5:20 PM,
"Merritt, Jeff"
<JMerritt@cityhall.nyc.gov>
wrote:

His email
is fred@usv.com.
Not sure if I have
a number for him.

On Nov 15, 2014,
at 5:09 PM,
Tantoco, Minerva
<MTantoco@cityhall.nyc.gov>
> wrote:

Can

you
send
me
Fred's
contact
info ?

I have
Kevin
and
William's

Best
regards,
Minerva

Minerva
L.
Tantoco
Chief
Technology
Officer
New
York
City

Mobile
[917-
545-
9762](tel:917-545-9762)
Email
mtantoco@cityhall.nyc.gov

On
Nov
15,
2014,
at 1:19
PM,
Merritt,
Jeff
<JMerritt@cityhall.nyc.gov>
>
wrote:

Do
you
want

to
give
Fred
Wilson,
Kevin
Ryan
and
William
Floyd
a
heads
up
about
the
payphones
announcement?

I
don't
think
they
need
a
briefing
but
would
probably
appreciate
the
courtesy
call
since
its
tech
related.

I
just
wouldn't
tell
William
about
the
gigabit
speeds
because
Google
won't
be
thrilled
about
that

:)

I'm
planning
a
detailed
briefing
tomorrow
at
11am
with
Andrew
Rasiej
and
a
few
broadband
advocates
who
are
going
to
want
to
ask
questions
and
may
get
calls
from
press
on
Monday.

TECHNOLOGY

What are the technology specifications for Links and LinkNYC?

Wi-Fi

LinkNYC will initially consist of at least 4,000 Gigabit (1000/1000Mbps) Links and 3500 Links with 100/50Mbps connections

The 4000 Gbps Links will each have a dedicated fiber connection delivering 1Gbps of bandwidth. We will deploy Wi-Fi using the latest Access Points (APs) available early next year running 802.11AC Wave 2. These new access points will have upper limits of 1.6Gbps and support for up to 512 simultaneous Devices, with a maximum range of 150 feet.

Each link will be routed to internet gateways capable of supporting multiple terabits of data transmission per second.

- Add more detailed stats for Gig internet - downloads rates, etc
- That's like streaming 200 Netflix videos at their 5Mbps "best video and audio experience" at the same time.
- Backup 2000 photos in less than 2 minutes
- Improved multi-user experience: With typical public wi-fi, users can experience slow speeds when there are multiple devices connected to a network. This is less of a concern with LinkNYC since speeds are 100 times faster than today's average broadband.

How will the network be encrypted?

LinkNYC will be one of the first free public Wi-Fi services in the country to offer an encrypted network connection, using HotSpot 2.0 (HS2).

HS2 will enable LinkNYC to **authenticate users once** and allow them to roam from one access point to the next, without re-authenticating, making the Wi-Fi roaming experience as secure and easy-to-use as cellular networks. **Devices not currently supporting HS2 will fall-back to a standard unencrypted network.**

Comment [1]: should we spell out how? is it through registration?

Comment [2]: how will users know?

LinkNYC will not filter web content served over Wi-Fi or limit the use of the system, unless it's identified as a threat to the network. Peer-to-peer communications will be blocked to prevent wireless-LAN security issues.

New York City and CityBridge have created a very progressive Privacy Policy that set's a high bar for other ISPs. We take personal data very seriously and will never sell any protected

personal information. We will also automatically delete all personal information after a year of inactivity.

What are the Links made of?

The structures are a marvel of engineering, sleekly designed by Antenna Design. They are made of precision cast aluminium and house (2) 55" daylight viewable advertising displays and an embedded Android tablet running off a Qualcomm Snapdragon 800 processor. They incorporate QuickCharge 2.0 USB charging ports that are capable of charging current generation compatible phones 75% faster - you can pick up a 10% charge in less than 5 minutes.

Digital Advertising

The network of 12,000 Digital advertising panels will be the largest urban network of its kind and will use aggregated, anonymous, real-time data to intelligently program advertising and public messages throughout the city, generating an estimated 3 billion impressions weekly.

Interface

The Customer interface is based on an Android OS and is similar to a tablet form factor so it will be familiar to users. It will also be easy to install and upgrade apps.

PRIVACY

What is CityBridge's approach to privacy?

New York City and CityBridge have created the most robust and forward-thinking privacy policy that is currently available for any municipal Wi-Fi project. It is a very progressive privacy policy that sets a high bar for other ISPs to follow. We take security very seriously and will never sell any protected personal information. We will also automatically delete all information that we have about you after a year of inactivity. Think about this way: your home Internet provider has much more personal information about you than LinkNYC ever will.

What is the Privacy Policy?

Highlights of our Privacy Policy:

1. We don't sell personally identifiable information, such as your name, address or E-mail
2. We don't share personally identifiable information with third parties for their own uses.
3. We don't require your real name, address or phone number to use the system.
4. We only collect enough information from you required to deliver the service.
5. We don't track your precise location.
6. We don't send unsolicited marketing emails.
7. We don't default to unencrypted WiFi.
8. We don't store personally identifiable information outside the United States.
9. We don't keep personally identifiable information indefinitely.

Please contact DoITT to obtain a copy.

Will Links have cameras?

- We anticipate having cameras available on the tablet for video calls.
- We are evaluating interesting use cases for cameras that could help make the city more efficient and responsive.

What kind of data will Links collect?

- Links will collect many different kinds of useful data. Anonymized, aggregate data will be used to make the system, and even the City, better and more efficient. We also use anonymous aggregate data to develop insights to improve your Link experience and provide more relevant advertising.
- We don't collect personally identifiable information except as required to run the system, and we encrypt sensitive information. We will never sell your personal information to a third party. In fact, LinkNYC is more private than most home internet services, as LinkNYC has far less personal data about you.

- We automatically delete personal data if you haven't logged into the system in the past year.
- Would be good to have a quote here so if someone asks we could say "future of privacy forum says that we have the best privacy policy of any ISP"
- For a complete overview of our data policy, we refer you back to the privacy policy that was developed by the City of New York and CityBridge.

SECURITY

Is our personal data secure?

- LinkNYC will be one of the first free municipal Wi-Fi services in the country to offer an encrypted network connection between you and the hotspot. We encourage you to continue to use end-to-end encryption such as HTTPS for any sensitive matters or data.
- The network will also prevent peer-to-peer security threats by eliminating the ability to communicate device to device.
- You should take the same precautions you would take when using the internet at home

How will the network be encrypted?

- LinkNYC will be one of the first free public Wi-Fi services in the country to offer an encrypted network connection, using HotSpot 2.0 (HS2).
- HS2 will enable LinkNYC to authenticate users once and allow them to roam from one access point to the next, without re-authenticating, making the Wi-Fi roaming experience as secure and easy. Devices not currently supporting HS2 will fall-back to a standard unencrypted network - like most public Wi-Fi systems
- We use strong algorithms to encrypt private data and monitor systems for malicious activity

How susceptible is LinkNYC to hacking?

- We use the same high levels of data encryption to protect your personal information as a bank
- We are offering one of the first encrypted public networks in the world, making it much more secure than a regular public Wi-Fi network.
- CityBridge members are experts in building and maintaining secure networks. They work with some of the largest, most demanding companies in the world. CityBridge will consistently make updates to security features and use the most advanced security protocols.

LinkNYC will not filter web content served over Wi-Fi or limit the use of the system, unless it's identified as a threat to the network. Peer-to-peer communications will be blocked to prevent wireless-LAN security issues.

Comment [1]: +colin.odonnell@controlgroup.com do we know what is and is not supported?

Comment [2]: Newer Apple and Samsung devices have HS2.

Also, what happens in the standard unencrypted network? We should have a description for that.

How will LinkNYC respond to lawful government requests for my data?

LinkNYC is obligated by US law to respond to any lawful requests for user data, to the extent that LinkNYC has collected and retained the data. Only information you provide us can be used to identify you and your records.

Comment [3]: +colin.odonnell@controlgroup.com + [REDACTED] can you clarify?

From: [Merritt, Jeff](#)
To: [Victoria Dower](#)
Subject: RE: Prep 3PM - 6PM
Date: Sunday, November 16, 2014 12:27:41 PM

Thanks!! Been on the phone but this sounds great. If Nick and Ishanee want to come from 3-5 they're welcome but I agree that 5-6 makes the most sense.

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Sunday, November 16, 2014 12:19 PM
To: Merritt, Jeff; Colin O'Donnell; Scott Goldsmith; Kiva Allgood; Stacey Levine; Lesley Merz; Danielle DeVoren
Cc: Woody Nitibhon; Dave Etherington
Subject: Prep 3PM - 6PM

Hi All!

This email is to confirm that we'll be prepping at the Control Group offices from 3-6 today.

3-5 will be to focus on the presentation and 5-6 is to do some prep on the potential reporter questions. I'll be asking Nick S and Ishanee (from City Hall press) to join from 5-6 as well.

See everyone soon!

Cheers,
V

PS - my mobile is [REDACTED] if you have any issues getting signed in, etc

Sent from my mobile device
Victoria Dower
Victoria.dower@controlgroup.com

From: [Jeff S. Merritt](#)
To: colin.odonnell@controlgroup.com
Cc: [Tantoco, Minerva](#)
Subject: Fwd: Available for a call tomorrow?
Date: Sunday, November 16, 2014 12:53:32 PM

See below. Colin-- can you or the team fill in details? Thanks!

----- Forwarded message -----

From: **Dana Spiegel** <dana@nycwireless.net>
Date: Sun, Nov 16, 2014 at 12:37 PM
Subject: Re: Available for a call tomorrow?
To: "Jeff S. Merritt" <[REDACTED]>
Cc: "scrawford@scrawford.net" <scrawford@scrawford.net>, Andrew Rasiej <andrew@dcn.com>

A few more questions I forgot to ask:

1. Will there be open access to the entire internet from the wifi network? Will any filters be in place? Is the franchise required to have an open access and net neutral operating policy?
2. Who owns the network after the contract is up?
3. Will people be able to connect to the secure network without signing in?
4. The secure network is a great addition, but it's trustable only to the extent that people trust the franchisee and network operator (since secure wifi is terminated at or within the network). Is there a provision for third party security audits on a regular basis (once or twice yearly) initiated and paid for by the city (vendor provided or paid for security audits aren't trustable by their very nature.)?

--

Dana Spiegel
Chief Code Therapist, FounderTherapy
dana@foundertherapy.co

www.foundertherapy.co

We help founders turn great ideas into delightful products that users love.

On Nov 15, 2014, at 3:00 PM, Jeff S. Merritt <[REDACTED]> wrote:

Sent a calendar invite. Details are below as well. Look forward to speaking tomorrow.

Join the meeting:

[REDACTED]

By phone:

[REDACTED]

Access Code [REDACTED]

On Sat, Nov 15, 2014 at 12:29 PM, Jeff S. Merritt

<[REDACTED]> wrote:

Great, I'll send along details. I'm going to see if a couple others like Andrew Rasiej can join. Let me know if there are any others in your network that should get an advance look at this before it's public.

Thanks,
Jeff

On Sat, Nov 15, 2014 at 11:57 AM, Dana Spiegel

<dana@nycwireless.net> wrote:

Sure. That works for me too.

--

Dana Spiegel
Chief Code Therapist, FounderTherapy
dana@foundertherapy.co

www.foundertherapy.co

We help founders turn great ideas into delightful products that users love.

On Nov 15, 2014, at 10:53 AM, Susan Crawford

<[REDACTED]> wrote:

Hi, great idea. I'm out in Phoenix, and 11am Sunday ET is fine for me. Conference call is fine for me. S

On Sat, Nov 15, 2014 at 8:09 AM, Jeff S. Merritt

<[REDACTED]> wrote:

Dana and Susan,
Hope all is well. We're going to be announcing the winner of the payphones RFP on Monday. If you're available tomorrow, I'd love to schedule a WebEx to give you a sneak peak, answer questions, etc before this is public. Let me know if you might be available around 11am.

Best,
Jeff

From: [Colin O'Donnell](#)
To: [Tantoco, Minerva](#)
Cc: [Merritt, Jeff](#)
Subject: Re: payphones heads-up
Date: Sunday, November 16, 2014 1:32:20 PM

Hi Minerva,

We share your paranoia and do view this as a hostile environment/high-value target for attacks. We plan on a comprehensive pen test including physical structure/network/captured device/etc. Additionally we'll have a strong Mobile Device Management platform in place as well as device/OS/App and system monitoring.

The tablet apps will be tightly controlled and certified. We plan to reserved space for non-commercial City/Community apps/Big Apps etc, but have space for some apps that will be commercial/sponsored.

For the tech briefing - absolutely! We look forward to an open and collaborative process. I would give us at least 2 weeks to get our feet under us and the press behind us. We will reach out to schedule a time with your team.

Looking forward to diving into the details and working together!

-Colin

On Sun, Nov 16, 2014 at 12:53 PM, Tantoco, Minerva <MTantoco@cityhall.nyc.gov> wrote:

Hi Colin

Thanks! Sure that makes sense. I am glad to hear that there is some flexibility in the technical design. There will be benefits to sharing the mobile deployment approaches from an enterprise and City perspective.

IoT can open up a new class of breaches. I have found it pays to assume a hostile environment and approach tablet apps with a containerized philosophy similar to the "isolated unit/no peer to peer " but on the software level as well. I would also like to know the security team's penetration testing plans. Forgive my paranoia, but thinking ahead on how these devices will be managed and monitored since they are vulnerable to attack. Can you also confirm that the apps on the tablet will be tightly controlled and go through certification? Is the tablet part of the plan to sell "space" for sponsored apps?

Perhaps we can arrange a tech briefing between the City and the franchisee tech teams in the coming weeks.

Best regards,
Minerva

Minerva L. Tantoco
Chief Technology Officer
New York City

Mobile [917-545-9762](tel:917-545-9762)

Email mtantoco@cityhall.nyc.gov

On Nov 16, 2014, at 12:37 PM, Colin O'Donnell
<colin.odonnell@controlgroup.com> wrote:

Hi Minerva,

As we are several months from deployment I would not like to put out the exact encryption/authentication specifications so we can maintain some flexibility. We plan to work off the talking points Jeff shared, but some highlights from our network team, which again are not intended to share with the public on Monday include:

- AES CCM end to end security from WiFi devices to packet core
- Open (unsecure) signon via RADIUS captive portal COA
- Secure sign on via RADIUS 802.1x authentication: EAP TLS, EAP-TTLS, or EAP SIM
- Hotspot 2.0 authentication (release 1 & 2)
- Access point and wireless system security updates and monitoring
- No wireless device peer to peer communication will be allowed
- Per session role based firewall policies

Let me know if you would like to discuss the details.

Best,

-Colin

On Sun, Nov 16, 2014 at 12:26 PM, Merritt, Jeff
<JMerritt@cityhall.nyc.gov> wrote:

Here are the two talking point documents on tech and privacy that CityBridge assembled. Note that these are still in development and there's a question on the exact number of gigabit structures that we're sorting out now. These documents are also in the Google Drive. I'll cc'ed Colin from Control Group who was on the call and can answer additional questions.

From: Tantoco, Minerva
Sent: Sunday, November 16, 2014 11:38 AM
To: Merritt, Jeff
Subject: Re: payphones heads-up

Can I get the tech specs from city bridge? I need tech details at my fingertips eg Hotspot 2.0 encryption levels etc

Best regards,

Minerva L. Tantoco
Chief Technology Officer
Mayor's Office of Technology & Innovation
City of New York

Mobile [917-545-9762](tel:917-545-9762)
Email mtantoco@cityhall.nyc.gov

On Nov 16, 2014, at 10:57 AM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:

I agree. We have a strong response drafted but need to decide who answers that question. Do you want to take it or should Anne?

On Nov 16, 2014, at 10:54 AM, Tantoco, Minerva <MTantoco@cityhall.nyc.gov> wrote:

Just spoke with William, he said to be over prepared on the monopoly question, he was very very supportive and happy to be clued in

Best regards,

Minerva L. Tantoco
Chief Technology Officer
Mayor's Office of Technology & Innovation
City of New York

Mobile [917-545-9762](tel:917-545-9762)
Email mtantoco@cityhall.nyc.gov

On Nov 16, 2014, at 8:09 AM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:

Working on talking points for tomorrow. Will have these for you to look at a bit later. Doing a run through with CityBridge at 3pm. I connected with Maya and she's good-to-go.

From: Tantoco, Minerva
Sent: Sunday, November 16, 2014 8:07 AM
To: Merritt, Jeff
Subject: Re: payphones heads-up

I heard back from Kevin but not William or Fred yet. Thanks for the tip, good idea.

Best regards,

Minerva L. Tantoco
Chief Technology Officer
Mayor's Office of Technology &
Innovation
City of New York

Mobile [917-545-9762](tel:917-545-9762)

Email mtantoco@cityhall.nyc.gov

On Nov 15, 2014, at 8:42 PM, "Merritt,
Jeff" <JMerritt@cityhall.nyc.gov>
wrote:

I think they'll appreciate
you reaching out. Fred
isn't great at responding but
William and Kevin are
pretty good.

On Nov 15, 2014, at 5:23
PM, Tantoco, Minerva
<MTantoco@cityhall.nyc.gov
> wrote:

Ok my email
will be
something like
this

Subject:
Announcement
preview

Hello

Apologies for
bothering you
over the
weekend but
NYC is
making an
exciting tech

announcement
on Monday
morning and
I'd like to give
you a heads up
in cae you are
contacted for
comment. May
I give you a
call sometime
tomorrow
(Sunday)?

Please let me
know a good
time and
phone number
to call.

Best regards,

Minerva L.
Tantoco
Chief
Technology
Officer
Mayor's Office
of Technology
& Innovation
City of New
York

Mobile [917-
545-9762](tel:917-545-9762)
Email
mtantoco@cityhall.nyc.gov

On Nov 15,
2014, at 5:20
PM, "Merritt,
Jeff"
<JMerritt@cityhall.nyc.gov
> wrote:

His
email
is fred@usv.com

.
Not

sure
if I
have
a
number
for
him.

On
Nov
15,
2014,
at
5:09
PM,
Tantoco,
Minerva
<MTantoco@cityhall.nyc.gov
>
wrote:

Can
you
send
me
Fred's
contact
info
?

I
have
Kevin
and
William's

Best
regards,
Minerva

Minerva
L.
Tantoco
Chief

Technology
Officer
New
York
City

Mobile

[917-](tel:917-545-9762)

[545-](tel:917-545-9762)

[9762](tel:917-545-9762)

Email

mtantoco@cityhall.nyc.gov

On

Nov

15,

2014,

at

1:19

PM,

Merritt,

Jeff

<JMerritt@cityhall.nyc.gov

>

wrote:

Do
you
want
to
give
Fred
Wilson,
Kevin
Ryan
and
William
Floyd
a
heads
up
about
the
payphones
announcement?

I
don't

think
they
need
a
briefing
but
would
probably
appreciate
the
courtesy
call
since
its
tech
related.
I
just
wouldn't
tell
William
about
the
gigabit
speeds
because
Google
won't
be
thrilled
about
that
:)
I'm
planning
a
detailed
briefing
tomorrow
at
11am
with
Andrew
Rasiej
and
a
few
broadband
advocates
who

are
going
to
want
to
ask
questions
and
may
get
calls
from
press
on
Monday.

From: [Scott Goldsmith](#)
To: [Victoria Dower](#)
Cc: [Merritt, Jeff](#); [Colin O'Donnell](#); [Kiva Allgood](#); [Stacey Levine](#); [Lesley Merz](#); [Danielle DeVoren](#); [Woody Nitibhon](#); [Dave Etherington](#)
Subject: Re: Prep 3PM - 6PM
Date: Sunday, November 16, 2014 1:34:08 PM

Victoria. It will be more like 330 - 400 for me at CG. Really sorry.

Scott E. Goldsmith, Esq.

EVP & Chief Commercial Officer

[100 Park Avenue](#)
[New York, NY 10017](#)

T [\(212\) 891-5688](#)

F [\(212\) 418-1082](#)

scott.goldsmith@titan360.com

TITAN

titan360.com

On Nov 16, 2014, at 12:19 PM, Victoria Dower <victoria.dower@controlgroup.com> wrote:

Hi All!

This email is to confirm that we'll be prepping at the Control Group offices from 3-6 today.

3-5 will be to focus on the presentation and 5-6 is to do some prep on the potential reporter questions. I'll be asking Nick S and Ishanee (from City Hall press) to join from 5-6 as well.

See everyone soon!

Cheers,
V

PS - my mobile is [REDACTED] if you have any issues getting signed in, etc

Sent from my mobile device
Victoria Dower
Victoria.dower@controlgroup.com

From: [Colin O'Donnell](#)
To: scrawford@scrawford.net
Cc: [Merritt, Jeff](#)
Subject: Re: thanks again
Date: Sunday, November 16, 2014 3:30:39 PM

Got it. I can put together some notes tonight, but I'm also looping Jeff in in case it would be better to get the info from the Franchise Commission.

-Coli

On Sun, Nov 16, 2014 at 3:06 PM, Susan Crawford <[REDACTED]> wrote:

Great, Colin. I think you understand what I'm looking for - I would love to have a basic understanding of the relationship between the city and the vendor for fiber, eg any interconnect/open access requirements, basic benchmarks, revenue share, build-out requirements, that kind of thing.

Really appreciate your help with this. If there's no document you can share, is there a summary you can provide me?

All best,

Susan

On Nov 16, 2014 11:18 AM, "Colin O'Donnell" <colin.odonnell@controlgroup.com> wrote:

Hi Susan,

I will see what I can get for the vendor/rollout plan - happy to field any questions you have; enjoyed the call this morning.

Best,

-Colin

On Sun, Nov 16, 2014 at 12:30 PM, Jeff S. Merritt <[REDACTED]> wrote:

Thanks Susan. I've cc'ed Minerva and Colin. Colin -- Can you or your colleagues pull together some details about the fiber build?

Best,
Jeff

On Sun, Nov 16, 2014 at 12:20 PM, Susan Crawford <[REDACTED]> wrote:

truly grateful for your time and the briefing.

Anything you could send me that provides more information about the fiber vendor plan/rollout part of this? I'd be very grateful and would not share.

Also, an email address for Minerva and Colin would be great. I won't abuse it.

This should be a wonderful day for your team. Congratulations on all the progress.

I will be extremely supportive - but you knew that.

S

From: [Stacey Levine](#)
To: [Victoria Dower](#); [Merritt, Jeff](#)
Subject: Fwd: NYC & CityBridge
Date: Sunday, November 16, 2014 3:42:41 PM
Attachments: [CityBridgeLinkNYCMediaDataSheet \(2\).docx](#)

Hi Jeff and Victoria!

As requested, this is my most recent message to Ishanne. I had sent one earlier this morning prioritizing the documents and deadlines but have not heard back yet today.

Best,
Stacey

----- Forwarded message -----

From: **Stacey Levine** <stacey.levine@controlgroup.com>
Date: Sun, Nov 16, 2014 at 3:07 PM
Subject: Re: NYC & CityBridge
To: "Sbordone, Nicholas" <nsbordone@doitt.nyc.gov>, "Parikh, Ishanee" <iparikh@cityhall.nyc.gov>

Nick + Ishanee,

Attached is the final version of the Media Data Sheet, which reflects Jeff Merritt's most recent edits. We will need to add this document to the media kit tonight so we will need to have final edits by our 5pm meeting/call today.

Thanks!
Stacey

From: **Stacey Levine** <stacey.levine@controlgroup.com>
Date: Sun, Nov 16, 2014 at 10:57 AM
Subject: Re: NYC & CityBridge
To: "Parikh, Ishanee" <iparikh@cityhall.nyc.gov>

Good morning Ishanee,

Just wanted to provide a status update. The one-sheet has gone to print! The following documents still need review/edits (in order of priority):

- 1) External Media Data Sheet - Will need early today to include in briefing media kit
- 2) Internal FAQ - This is a living document that will be helpful to CityBridge and the City for answering press and stakeholder questions. (This has been updated since Friday. See Attached.)
- 3) Microsite Copy

I know the Press Release won't be ready today, but is it possible to share at least some of the quotes from the release (or a draft) in the briefing media kit? The more info we can give the embargo reporters, the more we can control the narrative since

they'll be telling the story first.

Thanks for your help! Looking forward to tomorrow!

Stacey

On Fri, Nov 14, 2014 at 7:30 PM, Sbordone, Nicholas <nsbordone@doitt.nyc.gov> wrote:

Ishanee:

You are and remain wonderful. Thank you for the help today. I am sending you a rundown of where we are/what's still needed so we can check down this list as we go. Copying Jessie here too, FYI.

Copied on this note to facilitate communication are Danielle Devoren from KCSA and Stacy Levine at Control Group. They are and remain at our disposal to make any changes, edits, etc. tonight/over the weekend and answer questions as required. (If preferable for you to work from Google docs they and can also add you to the drive; just let them know.)

Public Materials:

- 1) Two facts sheets are attached, with new pic you liked on the second one and new language for 311 and 911 calls on both. (The first is what a residential zone installation looks like; the second a commercial zone one). Thanks for the quick feedback earlier on the copy; we are ready to lock these down on your word.
- 2) Third attachment is a website/microsite. Same copy as the one pagers above and will be available at link.nyc starting Monday afternoon. There won't be a ton on there beside this and FAQs (see next item) but it's a nice representation of the public-private partnership this is.
- 3) Fourth attachment is an FAQ doc for public consumption, hitting on some of high-level themes that have been raised and providing informative responses to some issues such as privacy, etc. This will feature on link.nyc as well.
- 4) The press release you are handling – and it couldn't be in better hands. I have attached latest version here.

Plan for Monday:

Press Kits will be districted embargoed, obviously, until such time Monday that we go out with the release/embargo lifts (~1, 1:30). Kits to include:

- Press release
- One pager (two versions as described above)
- FAQs (as described above)
- Photos (available at [this dropbox link](#) | passcode: "██████████" will be distributed on a thumb drive to attendees and accessible via link on Flickr to others for download and use in their stories.

Separate and apart from all this is the final attachment – an internal FAQ document, to help the City and CityBridge prep for questions that may arise during the briefing. It is internal and not intended for public dissemination. Doe need as much focus for now.

Thank you again and let's use this chain for questions as they arise. I am in town this weekend but will be out-of-pocket for stretches, so Jackie is copied here as well.

Nicholas T. Sbordone

**NYC Dept. of Information Technology
& Telecommunications**

o: [212.788.6602](tel:212.788.6602)

m: [917.769.1922](tel:917.769.1922)

@nicksbordone

nyc.gov/doitt

--

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--

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What is LinkNYC?

LinkNYC is a first-of-its-kind communications network that will bring the fastest available municipal Wi-Fi to millions of New Yorkers and visitors. The five-borough LinkNYC network, which will be funded through advertising revenues, will be built at no cost to taxpayers and will generate more than \$500 million in revenue for the City over the next 12 years.

What is CityBridge?

CityBridge is the implementation team behind LinkNYC. CityBridge is a New York City-based consortium of leading experts in technology, advertising, connectivity and user experience. It is delivering the fastest and largest free municipal Wi-Fi deployment in the world - up to gigabit speeds - which will be funded through advertising revenues. CityBridge's members include:

- [Titan](#) – The country's leading media company focused on providing innovative programs for municipalities, including New York City, where it is the largest and most experienced payphone franchisee. Titan will oversee LinkNYC's operations and manage the advertising program.
- [Control Group](#) – As an NYC-native technology, strategy and user experience design firm, Control Group is responsible to deliver, from concept to production, an exceptional technology and user experience for all New Yorkers.
- [Qualcomm Incorporated](#) – As a world leader in 3G, 4G, Wi-Fi and next-generation wireless technologies, Qualcomm will serve as technology advisor, especially as to wireless connectivity technology, to help ensure the LinkNYC network stays abreast with the latest developments in applicable communications technology.
- [Comark](#) – Specializing in the design and manufacturing of interactive hardware solutions that withstand rugged environments, Comark will design, engineer and manufacture the Links to create durable, robust and reliable structures.

CityBridge's extended team includes:

- [Transit Wireless](#) – Founded and based in New York City, Transit Wireless will be primarily responsible for LinkNYC's high-speed fiber infrastructure. Transit Wireless is now in the process of providing the wireless and Wi-Fi technology for 279 underground subway stations in NYC through a partnership with the Metropolitan Transportation Authority (MTA).
- [Antenna Design](#) – Award-winning, New York City-based industrial design team specializing in people-centered design, Antenna is responsible for the iconic physical design of the Link.

CityBridge will deliver the Wi-Fi standard that we will expect 10 years from now, today. With leaders in telecommunications and technology spearheading this initiative, continuous access to cutting-edge technology will provide value to residents, businesses and visitors over time.

What is a Link?

Links are iconically designed connection points that house state-of-the-art wireless technology, interactive systems and digital advertising displays, which will offer 24/7 free Internet access at up to gigabit speeds, which is over 100 times faster than average public Wi-Fi, as well as a range of other services including free phone calls to anywhere in the U.S., a touchscreen tablet interface to access City services, wayfinding, 911 and 311 calls, free charging stations and digital displays for advertising and public service announcements. Up to 10,000 Links will be installed across all five boroughs, and thousands of them will be equipped with free gigabit public Wi-Fi. Links will replace the aging payphone infrastructure across the city.

How fast is gigabit Wi-Fi?

Gigabit Wi-Fi is more than a 100 times faster than the average public Wi-Fi and more than 20 times faster than the average home Internet service in NYC. Downloading a two-hour HD movie can take as little as 30 seconds.

What do Links do?

Links provide:

Accessible communication

- Free phone calls to anywhere in the U.S.
- A touchscreen tablet interface to access City services, get directions and more
- Easy access to 911 and 311 calls
- Free charging station for your mobile devices

Free Public Wi-Fi

- 24/7 free Internet access with up to gigabit speeds
- Thousands of hotspots across the five boroughs
- Seamless roaming experience from Link to Link

Engaging Advertising

- Digital displays for advertising and public service announcements that will generate more than \$500 million in revenue for NYC over the first 12 years

What are the benefits of LinkNYC?

LinkNYC will set the global standard for connected cities and define the way that we interact for decades to come. Here are just a few ways that it will benefit NYC specifically:

Bridging the Digital Divide

LinkNYC will bring the world's fastest, free municipal Wi-Fi to millions of New Yorkers, small businesses and visitors in all five boroughs. It helps spans the divide between people of various physical, technical and financial abilities to connect all New Yorkers to the opportunities that Internet access affords.

Job Creation

The economic benefits of LinkNYC go beyond the direct revenue that it will generate for New York. To start, CityBridge has committed to establishing a facility for local production in New

York City, ensuring that the sleek, durable aluminum structures will be manufactured and assembled within the five boroughs.

The LinkNYC program is expected to create 100 to 150 new full-time jobs in manufacturing, technology and advertising, as well as an estimated 650 support jobs.

CityBridge has also committed to working with local communities in NYC to train residents to work on the LinkNYC network. We have partnered with Per Scholas and the Open Technology Institute to effectively and sustainably engage with our local communities.

Public Safety

City agencies will be able to communicate in real-time with the public with more specificity and relevance - feature that is particularly valuable in the event of an emergency. Links are provided with backup power to provide services even during a power outage.

Community Support

CityBridge will engage with NYC community groups - including nonprofits, academic institutions, Business Improvement Districts, think tanks, etc. - to ensure that LinkNYC is supporting the entire City. CityBridge is establishing an advisory committee with these organizations to help create the best possible LinkNYC experience for all New Yorkers.

Revenue for NYC

The LinkNYC advertising platform will provide a large revenue opportunity for NYC so that it can deliver more services to its citizens. The five-borough network, which will be funded through advertising revenues, will be built at no-cost to taxpayers and generate more than \$500 million in revenue for the City over the next 12 years.

What is CityBridge's approach to privacy?

New York City and CityBridge have created the most robust and forward-thinking privacy policy that is currently available for any municipal Wi-Fi project. It is a very progressive privacy policy that sets a high bar for other ISPs to follow. We take security very seriously and will never share or sell any protected personal information.

How will LinkNYC stay secure?

LinkNYC will be one of the first free municipal Wi-Fi services in the country to offer an encrypted network connection between you and the hotspot. We encourage you to continue to use end-to-end encryption, such as HTTPS, for any sensitive matters or data.

Devices can access the network without needing to log in and out each time, making the Wi-Fi roaming experience easy-to-use. The network will also prevent peer-to-peer security threats by eliminating the ability to communicate device to device.

From: [Scott Goldsmith](#)
To: [Rosenthal, Chad](#)
Cc: [Merritt, Jeff](#); [Shor, Stanley](#); [Sbordone, Nicholas](#); [Colin O'Donnell](#); [Craig Abolt](#)
Subject: Re: Gigabit Structures
Date: Sunday, November 16, 2014 4:20:30 PM

Please call in at 430pm:

Toll free: [REDACTED]
Participant Passcode: [REDACTED]

From: Scott Goldsmith <scott.goldsmith@titan360.com>
Date: Sunday, November 16, 2014 at 2:15 PM
To: "Rosenthal, Chad" <croenthal@doitt.nyc.gov>
Cc: "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>, Stanley Shor <sshor@doitt.nyc.gov>, "Sbordone, Nicholas" <nsbordone@doitt.nyc.gov>, Colin O'Donnell <colin.odonnell@controlgroup.com>
Subject: Re: Gigabit Structures

330 works. Dial in below.

Toll free: [REDACTED]
Participant Passcode: [REDACTED]

Scott E. Goldsmith, Esq.

EVP & Chief Commercial Officer

[100 Park Avenue](#)
[New York, NY 10017](#)

T [\(212\) 891-5688](tel:(212)891-5688)

F [\(212\) 418-1082](tel:(212)418-1082)

scott.goldsmith@titan360.com

TITAN

titan360.com

On Nov 16, 2014, at 1:58 PM, Rosenthal, Chad <croenthal@doitt.nyc.gov> wrote:

We're available at 3:30.

Chad Rosenthal
Deputy General Counsel for Contracts

City of New York
Department of Information Technology and
Telecommunications

On Nov 16, 2014, at 12:42 PM, Scott Goldsmith

<Scott.Goldsmith@titan360.com<<mailto:Scott.Goldsmith@titan360.com>>> wrote:

Thanks Jeff. Happy to jump on a call now - or at 3 o'clock -- but we have always discussed 4000 units at 1gb. The additional 2000 have always been at 100mb. I agree that the contract is not clear at this point, but that is because the contract does not distinguish between the first 4000 ad units and the additional 2000. That was very clear in our best and final offer and in negotiations over the last few weeks. Section 4.2.1. went through a number of changes over the past few weeks -- but we never changed our position on the speed of the additional 2000 ad units.

Scott E. Goldsmith, Esq.

EVP & Chief Commercial Officer

100 Park Avenue<x-apple-data-detectors://0>

New York<x-apple-data-detectors://0>, <x-apple-data-detectors://0> NY<x-apple-data-detectors://0> 10017<x-apple-data-detectors://0>

T (<tel:(212)%20891-5688>212) 891-5688<tel:(212)%20891-5688>

F (212) 418-1082<tel:(212)%20418-1082>

scott.goldsmith@titan360.com<blocked::mailto:scott.goldsmith@titan360.com>

TITAN

titan360.com<<http://titan360.com/>>

On Nov 16, 2014, at 10:33 AM, Merritt, Jeff

<JMerritt@cityhall.nyc.gov<<mailto:JMerritt@cityhall.nyc.gov>>> wrote:

Scott,

See email thread below. There appears to be some confusion here about the language in the contract. I want to make sure that the City and CityBridge are 100% on the same page on all details about speeds, locations, etc if asked by media tomorrow.

Thanks,

Jeff

From: Shor, Stanley [SShor@doitt.nyc.gov<<mailto:SShor@doitt.nyc.gov>>]

Sent: Sunday, November 16, 2014 10:25 AM
To: Merritt, Jeff
Cc: Sbordone, Nicholas; Rosenthal, Chad
Subject: Re: Gigabit Structures

That's not reflected in the contract. Section 4.2.1 of attachment SRV says that all advertising structures will be able to provide gigabit WiFi.

Stanley Shor
Assistant Commissioner
Franchise Administration
DoITT
718 403 8024

From: Merritt, Jeff [<mailto:JMerritt@cityhall.nyc.gov>]
Sent: Sunday, November 16, 2014 08:06 AM Eastern Standard Time
To: Shor, Stanley
Cc: Sbordone, Nicholas
Subject: Gigabit Structures

Just going back and forth with CityBridge and there appears to have been some confusion about the # of structures with Gigabit speed. Here's what I was told by Citybridge. I don't want to get into these details in tomorrow's briefing unless explicitly asked.

There are 4000 gigabit advertising structures + 2000 non-gigabit advertising structures, and 1500 non advertising structures, also non-gigabit.

From: [Victoria Dower](#)
To: [Sbordone, Nicholas](#)
Cc: [Merritt, Jeff](#); [Albano, Jacqueline](#)
Subject: Re: Afternoon Presentation Prep at Control Group today
Date: Sunday, November 16, 2014 4:57:09 PM

thanks Nick!

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](#) | [www.controlgroup.com](#)

On Sun, Nov 16, 2014 at 4:46 PM, Sbordone, Nicholas <nsbordone@doitt.nyc.gov> wrote:

I am out of pocket for the next few hours but if there are questions that come up that the City's end that are press related let us know and Jackie can jump on. Policy questions are Jeff's/Minerva's, and DoITT attorneys for contracting matters.

If you are doing mostly media training not sure we'll need to join for that, but we'll be doing the same for our folks early tomorrow AM.

Should be able to weigh in sporadically over the next few hours and again for good after 8 or so if needed.

Thank you!

From: Victoria Dower [mailto:victoria.dower@controlgroup.com]
Sent: Sunday, November 16, 2014 03:17 PM
To: Sbordone, Nicholas
Subject: Re: Afternoon Presentation Prep at Control Group today

okay! still getting all the folks together here at HQ and there's now a 3:30 - 4PM call that Scott & Colin need to be on.

If I can get everyone together and focused around 4, I can send you and note / text you. Does that work?

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On Sun, Nov 16, 2014 at 3:12 PM, Sbordone, Nicholas <nsbordone@doitt.nyc.gov> wrote:

Sorry, no, I can't do 5pm. I can do now to 4pm if need be.

From: Victoria Dower [mailto:victoria.dower@controlgroup.com]
Sent: Sunday, November 16, 2014 2:44 PM
To: Sbordone, Nicholas
Cc: iparikh@cityhall.nyc.gov; jmeritt@cityhall.nyc.gov; stacey.levine@controlgroup.com; ddevoren@kcsa.com; Albano, Jacqueline
Subject: Re: Afternoon Presentation Prep at Control Group today

will do!

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On Sun, Nov 16, 2014 at 1:32 PM, Sbordone, Nicholas
<nsbordone@doitt.nyc.gov> wrote:

If you send a dial in Jackie and I can perhaps try to tag team by phone.

Thanks,
NS

From: Victoria Dower [mailto:victoria.dower@controlgroup.com]
Sent: Sunday, November 16, 2014 12:54 PM
To: iparikh@cityhall.nyc.gov <iparikh@cityhall.nyc.gov>; Sbordone, Nicholas; Jeff Merritt <JMerritt@cityhall.nyc.gov>; Stacey Levine <stacey.levine@controlgroup.com>; Danielle DeVoren <ddevoren@kcsa.com>
Subject: Afternoon Presentation Prep at Control Group today

Hi Nick and Ishanee!

I hope you're both doing well.

I wanted to let you both know that our CityBridge presenters (Colin, Scott and Kiva) and Jeff will be prepping at the Control Group offices from 3-6PM today and that we'd love to have you join if you're available.

3-5PM will be to focus on the talking points and 5-6 is to do some prep on the potential reporter questions.

I'll send through a calendar invite in a moment as well.

Thank you both for the amazing efforts to get prepped for tomorrow :-)

Cheers,
V

PS - my mobile is [REDACTED] if you have any issues getting signed in, etc

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From: [Victoria Dower](#)
To: [Colin O'Donnell](#); [Merritt, Jeff](#); [Scott Goldsmith](#); [Kiva Allgood](#); [Stacey Levine](#); [Woody Nitibhon](#); [Lesley Merz](#)
Cc: [Danielle DeVoren](#); [titan](#); [Dave Etherington](#)
Subject: LinkNYC - Final Presentation Draft
Date: Sunday, November 16, 2014 8:55:07 PM
Attachments: [CB_PresentationDeck_2014-11-17_v5.pdf](#)

Hey all!

Thanks so much for all the time spent prepping over the past few days. I know you will all be fantastically brilliant tomorrow :-)

Please find the final draft of the presentation attached. **Any final edits or issues, please let me know before 10:00 PM if possible.**

We'll have time for a few very quick edits in the AM, but not much.

Will also share through Google Drive.

<https://drive.google.com/a/controlgroup.com/file/d/0B7yjMZaCYH8fN2NPSHV4Ty1vRFk/view?usp=sharing>

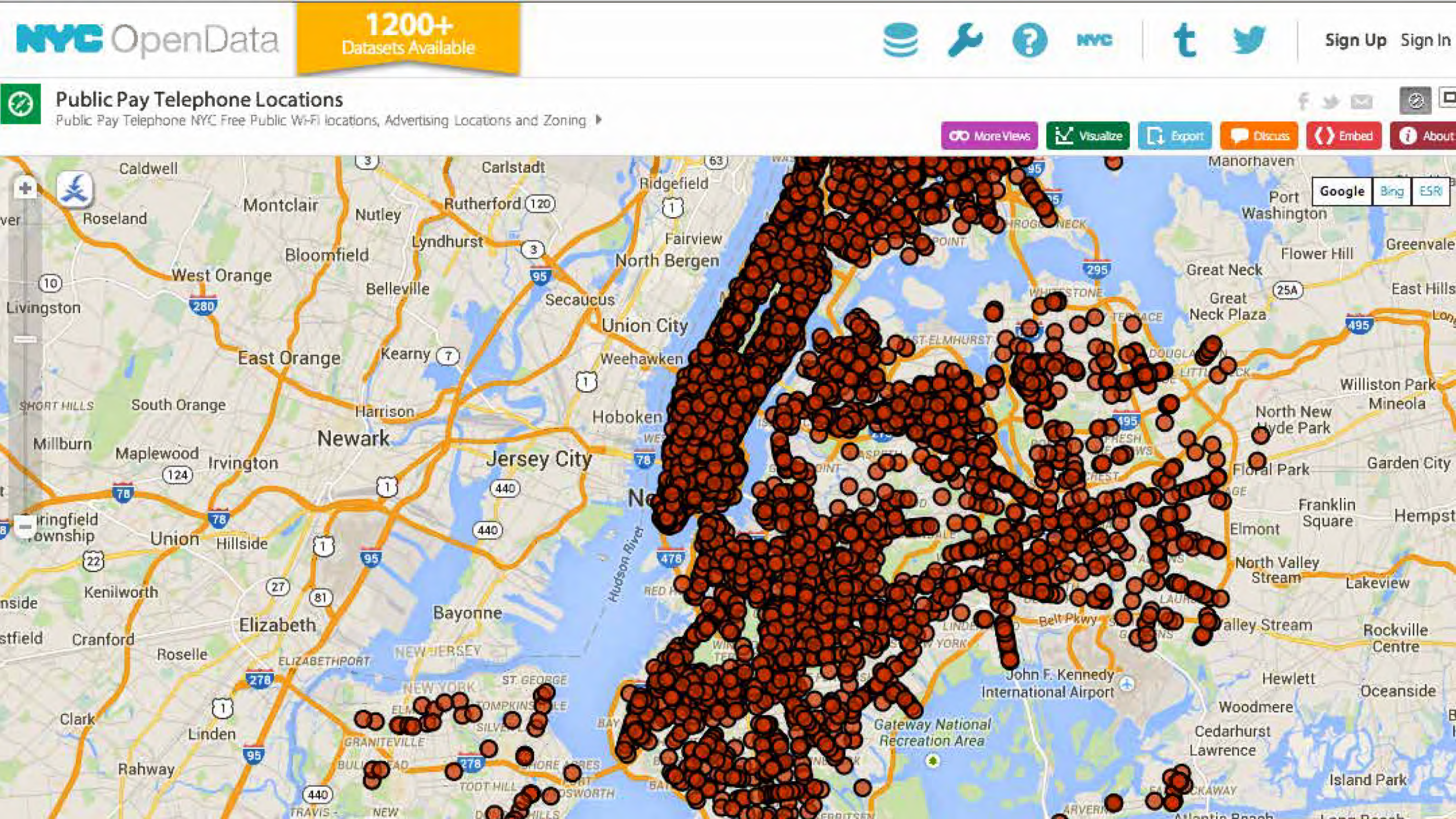
Cheers,
V

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LinkNYC



Presented by

City
Bridge + NYC



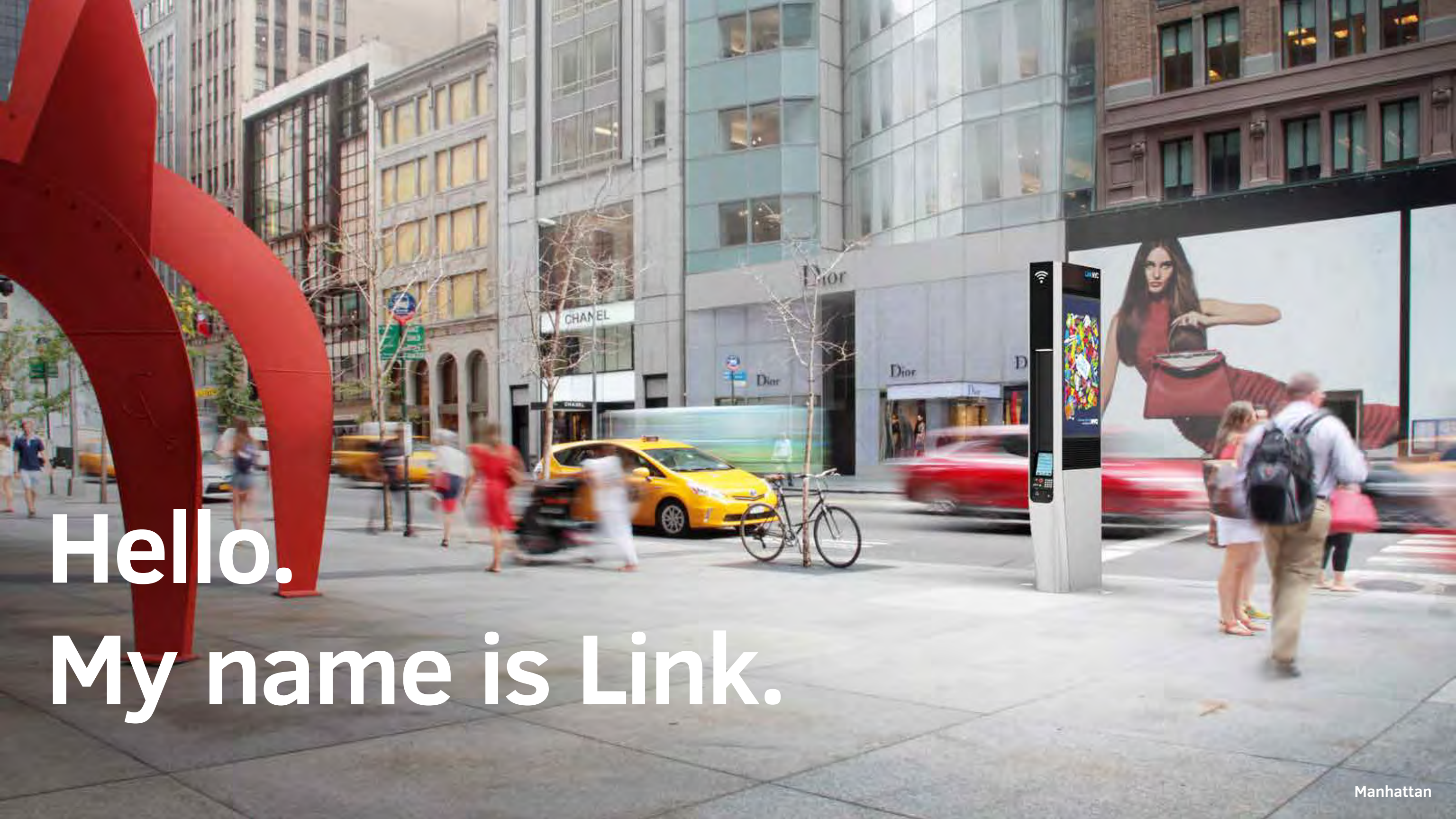
The Best Team. Period.

CityBridge Members			
			
Titan	Control Group	Qualcomm	Comark
Advertising & Operations	Technology & Strategy	Intelligent Connectivity	Engineering & Manufacturing

Extended Team	
	
Antenna Design	Transit Wireless
Industrial Design	ISP & Fiber

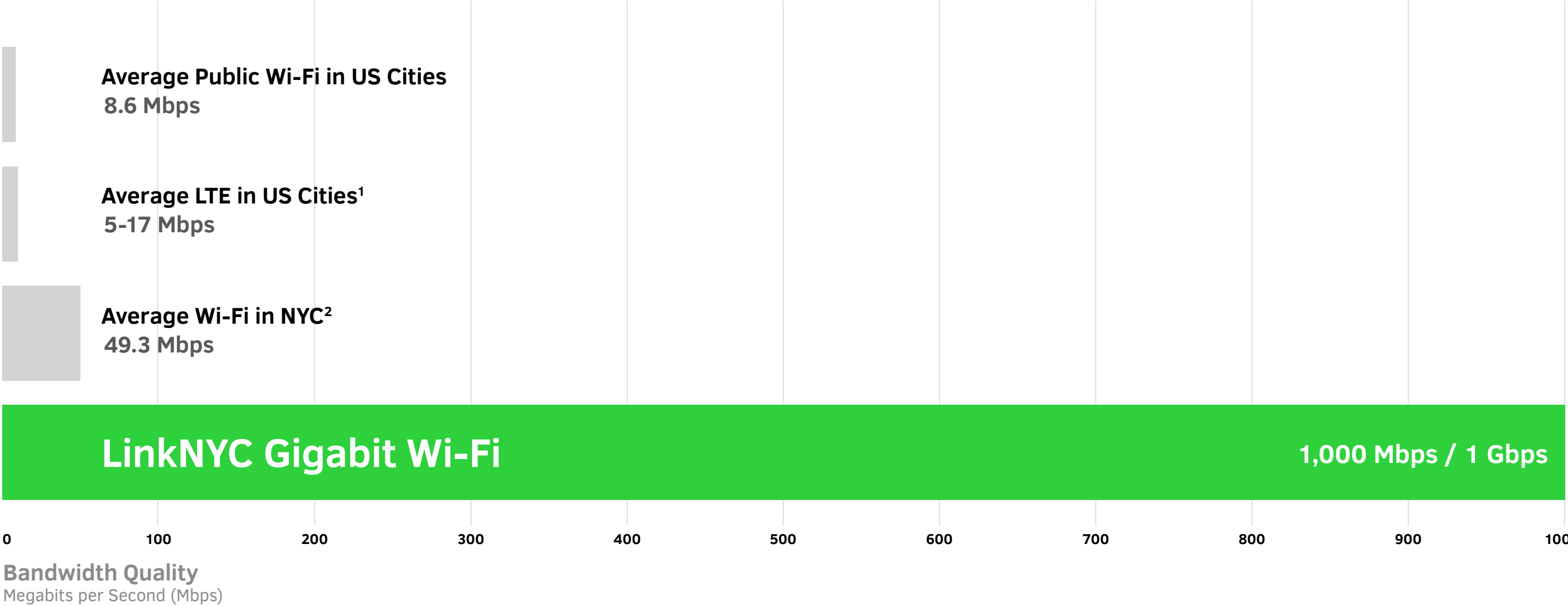
The Largest & Fastest Municipal Wi-Fi Network Anywhere





Hello.
My name is Link.

Free Municipal Gigabit Wi-Fi



Data sources (data shown is theoretical peak rate)

¹ Springer, Michael. "57 Cities Now Have Free Wi-Fi, But They're Not Thinking Big Enough." Policy, 9 October 2013. Web. 26 June 2014.

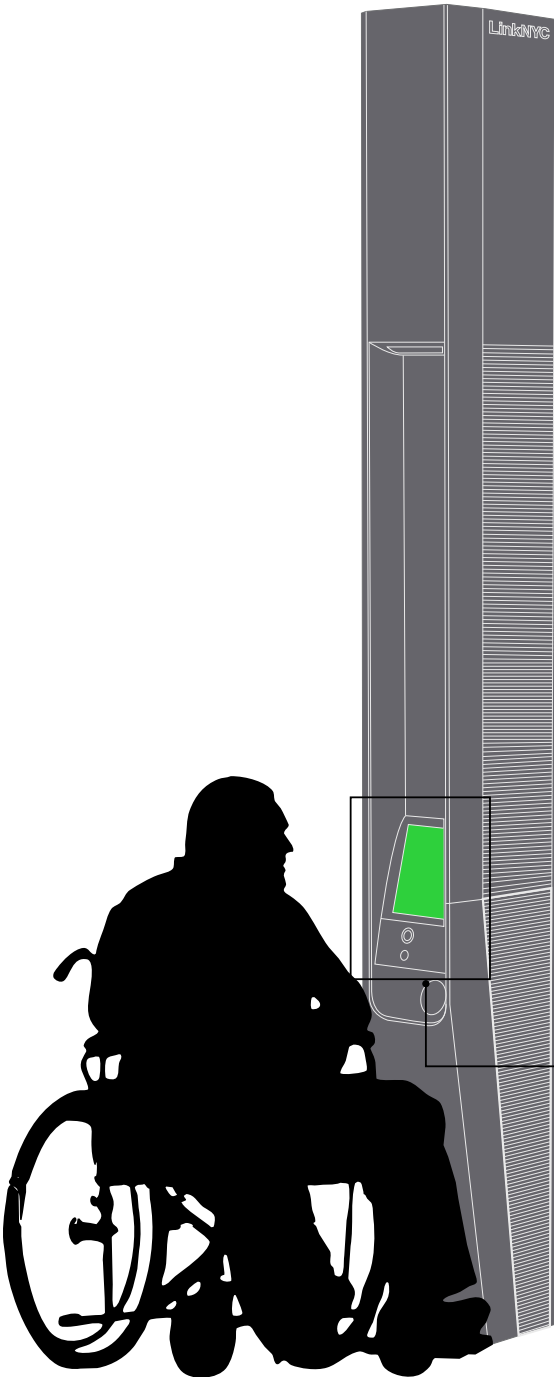
² Speedtest by Ookla, www.speedtest.net

Link Features

1. Free 24/7 public Wi-Fi
2. Integrated lighting
3. Digital advertising displays
4. A touchscreen tablet interface
5. Free phone calls
6. Free USB charging station
7. Easy access to 911 and 311
8. Iconic and durable aluminum construction
9. Sleek 11" wide design



Civic Engagement



Spring St & Mercer St, Soho

Friday, July 4 11:00 AM

Order these issues from the **most important** to **least important** to you.

MOST IMPORTANT

Schools

Sanitation

Police

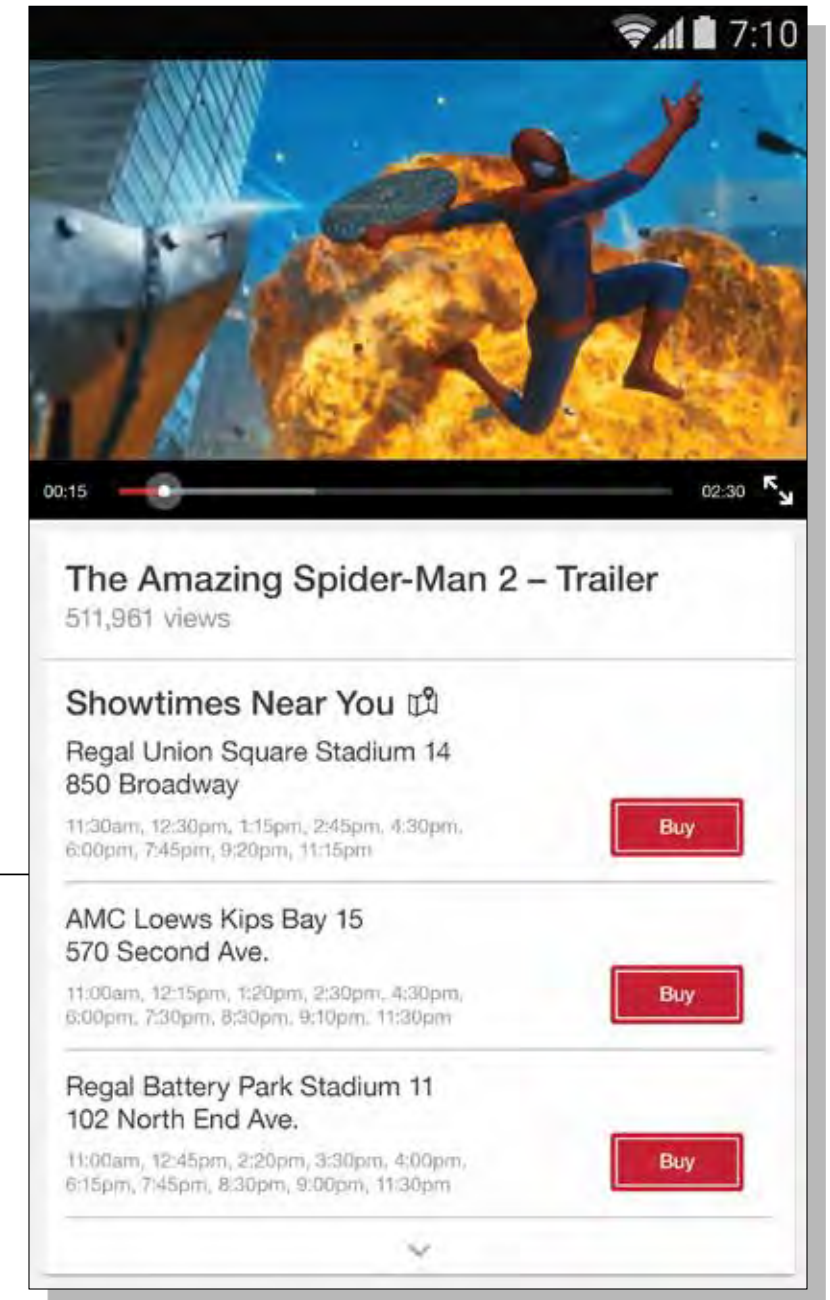
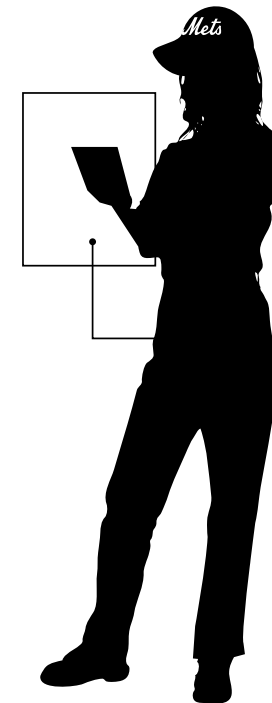
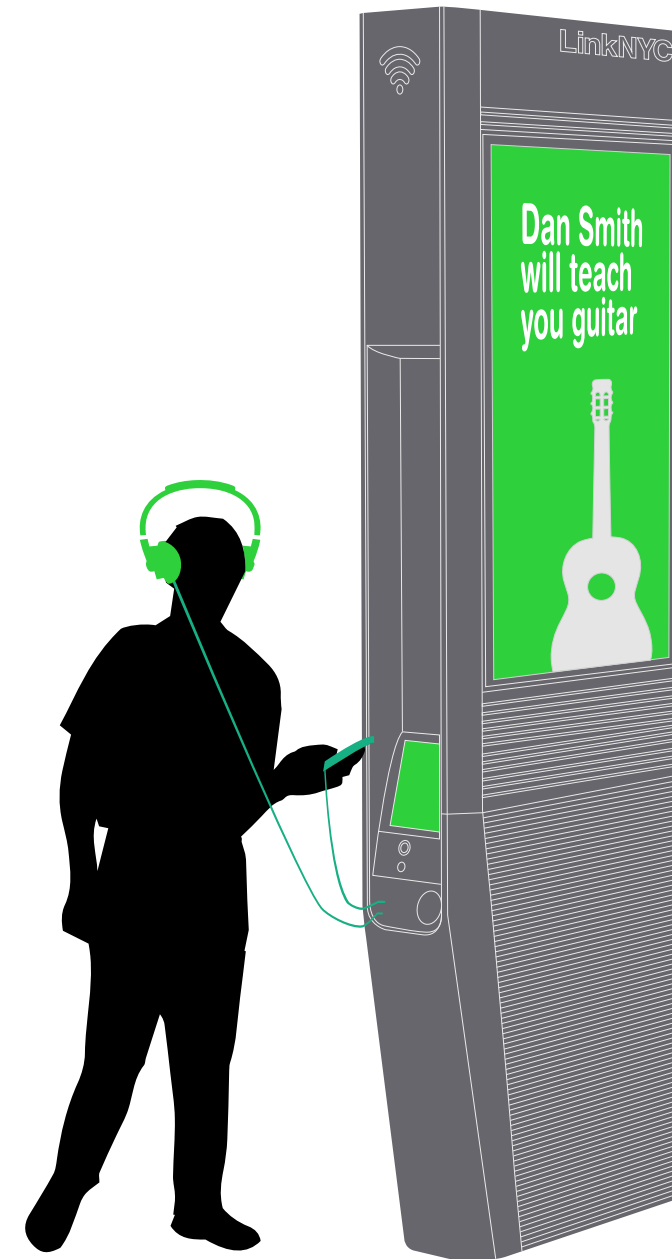
Cost of Living

Bicycling

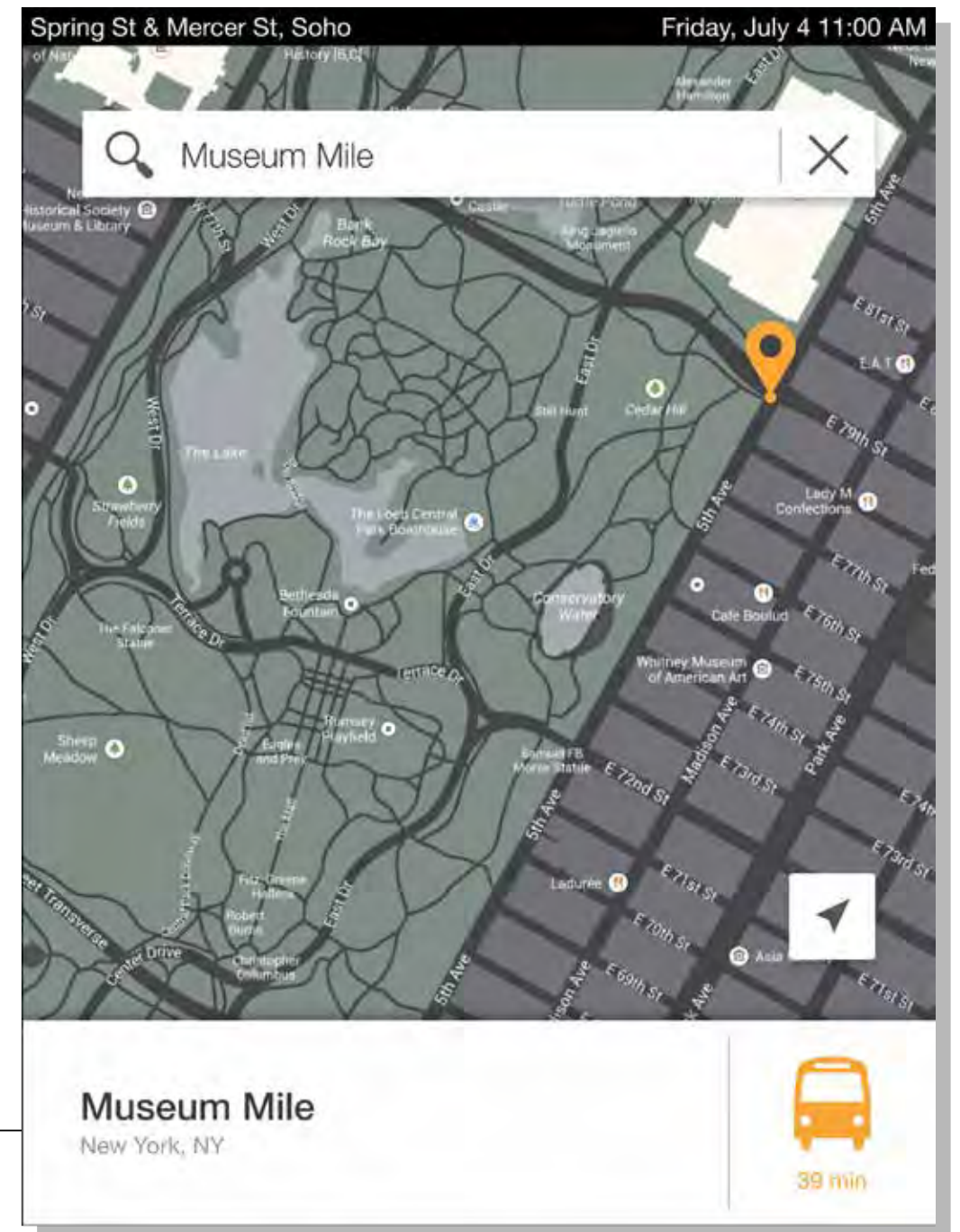
LEAST IMPORTANT

Cast Your Vote

Accessible Communication



Wayfinding





A man and a woman are standing in a modern office or lounge area, looking at a smartphone together. The man is wearing a brown blazer and glasses, and the woman is wearing a pink jacket. They are both smiling. In the background, there are large windows and a bar area with glasses and a fruit basket.

Qualcomm

**25 Years
Technology Innovation**

Smart City Infrastructure

Smart building management

LinkNYC

Smart street lights

Smart parking meters and garages

Wireless vehicle charging

Road sensors





Made in New York



Commercial



Residential



LinkNYC

Presented by

City
Bridge + NYC



LinkNYC

www.link.nyc



From: [Victoria Dower \(via Google Drive\)](#)
To: [Merritt, Jeff](#)
Cc: [colin.odonnell@controlgroup.com](#); [scott.goldsmith@titan360.com](#); [kallgood@qti.qualcomm.com](#);
[stacey.levine@controlgroup.com](#); [Woody.Nitibhon@titan360.com](#); [lesley.merz@controlgroup.com](#);
[REDACTED]; [REDACTED]; [Dave.Etherington@titan360.com](#);
[REDACTED]; [titan@kcsa.com](#); [ddevoren@kcsa.com](#); [REDACTED]
Subject: CB_PresentationDeck_2014-11-17_v5.pdf
Date: Sunday, November 16, 2014 8:56:28 PM

Victoria Dower has shared the following PDF:



[CB_PresentationDeck_2014-11-17_v5.pdf](#)

Open

Google Drive: Have all your files within reach from any device.



From: [Merritt, Jeff](#)
To: [Victoria Dower](#)
Subject: Re: LinkNYC - Final Presentation Draft
Date: Sunday, November 16, 2014 9:27:02 PM

Looks great. Thanks so much!

On Nov 16, 2014, at 8:55 PM, Victoria Dower <victoria.dower@controlgroup.com> wrote:

Hey all!

Thanks so much for all the time spent prepping over the past few days. I know you will all be fantastically brilliant tomorrow :-)

Please find the final draft of the presentation attached. **Any final edits or issues, please let me know before 10:00 PM if possible.**

We'll have time for a few very quick edits in the AM, but not much.

Will also share through Google Drive.

<https://drive.google.com/a/controlgroup.com/file/d/0B7yjMZaCYH8fN2NPSHV4Ty1vRFk/view?usp=sharing>

Cheers,
V

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<CB_PresentationDeck_2014-11-17_v5.pdf>

From: [Merritt, Jeff](#)
To: [Stacey Levine](#)
Subject: Re: Additional name for security list
Date: Monday, November 17, 2014 8:09:21 AM

Sure, no problem

On Nov 17, 2014, at 7:59 AM, Stacey Levine <stacey.levine@controlgroup.com> wrote:

Good morning Jeff,

I realized I left Woody Nitibhon off of the guest list. Is it possible to get his name added to the security list?

Thanks!
Stacey

--

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From: [Merritt, Jeff](#)
To: [Stacey Levine](#)
Subject: Re: Johann <--> CityBridge team
Date: Monday, November 17, 2014 8:11:02 AM

Text me before you head over. I have to print security list then I'll head over .

On Nov 17, 2014, at 7:53 AM, Stacey Levine <stacey.levine@controlgroup.com> wrote:

Hi Johann,

What time will you be at City Hall? I plan to come over around 8:15am.

Best,
Stacey
m: [REDACTED]

On Sun, Nov 16, 2014 at 10:33 PM, <johann@sterlingandblack.us> wrote:

Hello,

Pleasure to meet everyone.

Looking forward to meeting you all in person tomorrow...

Cheers,
Johann

PS: I can be reached at [646-346-3773](tel:646-346-3773).

Johann Elysee

Sterling and Black Associates

Tel: [646-346-3773](tel:646-346-3773)

Email: johann@sterlingandblack.us

www.sterlingandblack.us

Add me in Linked in: <http://www.linkedin.com/in/johannelysee>

----- Original Message -----

Subject: Johann <--> CityBridge team

From: "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>

Date: Sun, November 16, 2014 10:08 pm

To: "johann@sterlingandblack.us" <johann@sterlingandblack.us>,
"woody.nitibhon@titan360.com" <woody.nitibhon@titan360.com> ,

Stacey

Levine <stacey.levine@controlgroup.com>, Danielle DeVoren
<ddevoren@kcsa.com>, Victoria Dower
<victoria.dower@controlgroup.com>

Johann,

Wanted to connect you to some members of the CityBridge team (cc'ed) who will be working on media and set up for the briefing in the morning. They may need a hand bring some things to City Hall. I told them you'd be running point on managing the [join.me](#) screenshare.

Jeff

--

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From: [Victoria Dower \(via Google Drive\)](#)
To: [Merritt, Jeff](#)
Cc: stacey.levine@controlgroup.com; lesley.merz@controlgroup.com; ddevoren@kcsa.com
Subject: CB_PresentationDeck_2014-11-17_v6.pdf
Date: Monday, November 17, 2014 8:31:55 AM

Victoria Dower has shared the following PDF:



[CB_PresentationDeck_2014-11-17_v6.pdf](#)



final pres (small graphics adjustment only and higher res export)

I'll also have on my machine and a flash drive

Open

Google Drive: Have all your files within reach from any device.



From: [Merritt, Jeff](#)
To: nsbordone@doitt.nyc.gov
Cc: [Victoria Dower](#)
Subject: mayors quote
Date: Monday, November 17, 2014 12:18:55 PM

Nick,

As soon as the Mayor's quote is finalized for the release, can you make sure Victoria gets a copy so she can insert it into the link.nyc website?

Thanks,
Jeff

From: [Merritt, Jeff](#)
To: nsbordone@doitt.nyc.gov; [Danielle DeVoren](#); [Victoria Dower](#); [Stacey Levine](#); [Jacqueline Albano](#)
Subject: Fwd: Recording of press event
Date: Monday, November 17, 2014 1:19:21 PM

Here's the full audio recording from this morning's briefing.

Begin forwarded message:

From: "Powell, Paul" <PPowell@cityhall.nyc.gov>
Date: November 17, 2014 at 1:04:04 PM EST
To: "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>
Subject: RE: Recording of press event

Hi Jeff,

Glad I could be of assistance. To follow, is a link to the audio. It will be available for download for about a week.

https://www.dropbox.com/s/zi26xmao6xvjpit/11-17-14-NYC_Links.mp3?dl=0

Let me know if you have any questions.

Thanks,

Paul Hariu-Powell
Audio Engineering &
Production - DCAS
1 Centre St, Room 2357
(212) 788-3186 - office
(212) 313-3124 - fax
(917) 337-6287 - cell

-----Original Message-----

From: Merritt, Jeff
Sent: Monday, November 17, 2014 11:39 AM
To: Powell, Paul
Subject: Recording of press event

Paul,
Thanks for all your help. You can send the audio recording from this morning to me here.

Thanks,
Jeff

From: [Colin O'Donnell](#)
To: [Gerardo Aristizábal](#)
Cc: [Merritt, Jeff](#); [Victoria Dower](#)
Subject: Re: DNS Wildcard
Date: Monday, November 17, 2014 1:35:39 PM

Thanks Gerardo!

On Mon, Nov 17, 2014 at 1:29 PM, Gerardo Aristizábal <admin@ccireg.com> wrote:
301 redirect I mean.

;)

Gerardo

2014-11-17 13:29 GMT-05:00 Gerardo Aristizábal <admin@ccireg.com>:

HI Colin,

We will setup a 201 redirect from link.nyc to www.link.nyc.

Should be ready in a couple of hours.

Let us know if we can help with anything else.

Gerardo

2014-11-17 13:28 GMT-05:00 Merritt, Jeff <JMerritt@cityhall.nyc.gov>:

Looping Gerardo who may be able to help.

From: Colin O'Donnell [colin.odonnell@controlgroup.com]
Sent: Monday, November 17, 2014 1:21 PM
To: Victoria Dower; Merritt, Jeff
Subject: DNS Wildcard

Looks like we are missing a dns wildcard/catch all. going to link.nyc does not resolve where www.link.nyc does. would be nice to get an *.link.nyc to resolve to the site. Let me know if we can help make this happen, but I assume it is in the City's court.

BTW Great Job making this happen Jeff!!!!

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: Re: FW: draft payphones release for approval
Date: Monday, November 17, 2014 1:51:44 PM

no other changes, looks great!

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On Mon, Nov 17, 2014 at 1:48 PM, Victoria Dower
<victoria.dower@controlgroup.com> wrote:
small quick thing for Qualcomm:

Change -

Qualcomm Incorporated – As a world leader in Wi-Fi, 4G

to

Qualcomm Incorporated – As a world leader in Wi-Fi, **3G**, 4G

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On Mon, Nov 17, 2014 at 1:42 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
See any issues here?

From: Parikh, Ishanee
Sent: Monday, November 17, 2014 1:06 PM
To: Sbordone, Nicholas (nsbordone@doitt.nyc.gov); Ragone, Peter; DeLoach, Michael; Walzak, Phil
Cc: Hagelgans, Andrea; Champion, Vanessa; Schnake-Mahl, Gabriel; Merritt, Jeff
Subject: draft payphones release for approval

Latest, waiting for more quotes. Would like to hit send around 2 PM.

MDL/GSM – please advise on quote order, I have

Tier 1: MBDB, Comptroller, BPS, DoITT, CTO

Tier 2: Info on Vendors, quotes from vendors

Tier 3: Quotes from everyone else...(Kallos, Vacca, etc)



THE CITY OF NEW YORK
OFFICE OF THE MAYOR
NEW YORK, NY 10007

FOR IMMEDIATE RELEASE

CONTACT: pressoffice@cityhall.nyc.gov, (212) 788-2958

**DE BLASIO ADMINISTRATION ANNOUNCES LINKNYC, WORLD'S
LARGEST, FASTEST FREE MUNICIPAL WI-FI NETWORK**

*Consortium of technology, advertising and design firms wins competition to replace
payphones with five-borough Wi-Fi network*

*Modern, ADA-Compliant Installation to Provide Free Nationwide Calling, Touch
Screens, Charging Stations and More in Smaller Footprint than Current Payphones*

NEW YORK—Mayor Bill de Blasio, Chief Technology Officer Minerva Tantoco and Department of Information Technology and Telecommunications Commissioner Anne Roest today announced the selection of CityBridge to develop and operate a first-of-its-kind communications network, LinkNYC, to bring the world's fastest municipal Wi-Fi to millions of New Yorkers, small businesses and visitors. The five-borough network, which will be funded through advertising revenues, will be built at no-cost to taxpayers and generate more than \$500 million in revenue for the City over the next 12 years.

By replacing the aging network of public pay telephones with state-of-the-art connection points called "Links," the City aims to transform the physical streetscape—and New Yorkers' access to information—while also creating new local jobs for the development, servicing and maintenance of the structures. Links will offer 24/7 free Internet access up to gigabit speeds, which is over 100 times faster than average public Wi-Fi, as well as a range of other services including free phone calls to anywhere in the U.S., a touchscreen tablet interface to access City services, wayfinding, easy access to 911 and 311 calls, free cell phone charging and digital displays for advertising and public service

announcements.

The Franchise and Concession Review Committee (FCRC) has the responsibility for reviewing and approving proposed franchises. The FCRC has scheduled a public hearing on the proposed franchise for Public Communications Structures. The hearing will be at 125 Worth Street, at 2:30 p.m., on Monday, December 8. Interested members of the public can testify at the hearing. The FCRC is expected to vote on the proposed franchise at a public meeting at 22 Reade Street on December 10, at 2:30pm. Information about the FCRC can be found at http://www.nyc.gov/html/mocs/html/programs/franchise_concession_review.shtml.

“This administration has been committed to expanding affordable access to broadband for all New Yorkers from the outset. It’s essential for everything we need to do to be a fair and just city, because we can’t continue to have a digital divide that holds back so many of our citizens,” said **Mayor Bill de Blasio**. “Today, we’re announcing the fastest and largest municipal Wi-Fi network in the world – accessible to and free for all New Yorkers and visitors alike – broadening connectivity and access to information and City services. It’s a critical step toward a more equal, open and connected city – for every New Yorker, in every borough.”

COMPTROLLER QUOTE?

“It is fantastic that New York City is moving our communications infrastructure into the 21st century. With lightning-fast free Wi-Fi, mobile phone charging ports, free local calling and more, public payphones are transforming into a neighborhood asset. With real community input to select site locations, this new technology will reach New Yorkers where they need and want it. After years of working with DoITT and the Mayor’s Office on our public payphone infrastructure, this is a big win for businesses, residents, and tourists alike,” said **Manhattan Borough President Gale A. Brewer**.

“These ‘Links’ make perfect sense in the most tech-savvy city in the world to replace the pay phone, which for a long time served an important public function, but no longer do. The public in the 21st Century is clamoring for more public Wi-Fi and faster speeds, and this project will fill that need. Just as exciting is the fact that the costs to build this system will not be borne by city taxpayers. A critical part of ensuring the success of such an ambitious endeavor is proper site selection. I am pleased that the Administration has recognized the uniqueness of Staten Island, much of which remains and wishes to stay a bedroom community, and will be working closely with us to guarantee these kiosks are placed at appropriate locations,” said **Staten Island Borough President James Oddo**.

OTHER BPS (ALPHA)

“The culmination of years of work gathering public feedback and ideas, NYC Link is the latest, biggest example of the transformational power of technology done well,” said **Department of Information Technology and Telecommunications (DoITT) Commissioner Anne Roest**. “And it represents an elegant, modern, and adaptable solution to one of the pressing needs of our time: the expansion of broadband access. I thank the many people – our wonderful franchise administration staff especially – who worked long and hard to make this day a reality.”

“Today’s announcement showcases the power of government – and the power of public-private partnerships – to improve everyday life, to empower New Yorkers and equalize through technology,” said **Minerva Tantoco, Chief Technology Officer for the City of New York**. “LinkNYC is an initiative that could only be made in New York – it harnesses the latest technologies and it is a true partnership of the world’s leaders in technology, telecommunications, advertising and design.”

The Link structures were designed by award-winning Antenna Design team Masamichi Udagawa and Sigi Moeslinger to complement and enhance the New York landscape. CityBridge has committed to establishing a facility for local production and repair in New York City, ensuring that the sleek, durable aluminum structures will be manufactured and assembled within the five boroughs. The LinkNYC program is expected to create 100 to 150 new full-time jobs in manufacturing, technology and advertising, as well as an estimated 650 support jobs.

CityBridge, a New York City-based consortium of leading experts in technology, advertising, connectivity and user experience, was selected through a competitive request for proposals (RFP) process. Proposals were evaluated on the basis of technical features, functional efficiency, aesthetics, security, durability, accommodation of people with disabilities, articulated public benefits and the strength of the implementation team, among other features.

CityBridge members include:

- Titan – The country’s leading media company focused on providing innovative programs for municipalities, including New York City, where it is the largest and most experienced payphone franchisee. Titan will oversee LinkNYC’s operations and manage the advertising program.

- Control Group – As an NYC-native technology, strategy and user experience design firm, Control Group is responsible to deliver, from concept to production, an exceptional technology and user experience for all New Yorkers.
- Qualcomm Incorporated – As a world leader in Wi-Fi, 4G and next-generation wireless technologies, Qualcomm will serve as technology advisor, especially as to wireless connectivity technology, to help ensure the LinkNYC network stays abreast with the latest developments in applicable communications technology.
- Comark – Specializing in the design and manufacturing of interactive hardware solutions that withstand rugged environments, Comark will design, engineer and manufacture the Links to create durable, robust and reliable structures.

CityBridge's extended team includes:

- Transit Wireless – Founded and based in New York City, Transit Wireless will be primarily responsible for LinkNYC's high-speed fiber infrastructure. Transit Wireless is now in the process of providing the wireless and Wi-Fi technology for 279 underground subway stations in NYC through a partnership with the Metropolitan Transportation Authority (MTA).
- Antenna Design – Award-winning, New York City-based industrial design team specializing in people-centered design, Antenna is responsible for the iconic physical design of the Link.

Construction of the LinkNYC network will begin in early 2015, with the first structures to begin replacing existing public pay telephones by the end of the year. Under a non-exclusive franchise agreement with DoITT, CityBridge will be authorized to build up to 10,000 Links across the five boroughs. Identification of new locations for these structures will take place through an open and transparent public process in partnership with Borough Presidents, City Council Members, Community Boards and Business Improvement Districts.

“With LinkNYC, we have the opportunity to set the new standard in how municipalities deliver Wi-Fi to residents while reinventing the digital advertising sector, enabling the

city to generate millions in new revenue. We are proud to serve as the managing member of CityBridge and honored to work with New York City to make LinkNYC a reality,” said **Dave Etherington, CityBridge member and Chief Strategy Officer, Titan.**

“Control Group is excited to be leading the user experience strategy and technology development for LinkNYC – a program that will fundamentally transform New York City and set the standard for Responsive Cities for years to come with super-connectivity, accessible City services, open data and insight-driven advertising,” said **Colin O’Donnell, City Bridge member and Founding Partner at Control Group.**

“As a leader in wireless technologies for more than 25 years, Qualcomm continues to support initiatives that improve connectivity to enhance the experiences of communities around the world,” said **Derek Aberle, CityBridge member and President, Qualcomm Incorporated.** “With the CityBridge collaboration, we will contribute this expertise to provide residents and visitors of New York City with the fastest public Internet speeds available – something that will benefit the community on a daily basis.”

“Comark’s expertise in building rugged user-friendly structures will help to ensure that New Yorkers will have a seamless communications experience when using the Links across the City. We specifically engineered our terminals to work in the varied weather and physical environs around NYC, and we are deeply committed to not only creating jobs but also creating Links that will stand the test of time,” **Steve Schott, CityBridge member and president & CEO, Comark.**

“Antenna Design has joined the team to create a useful and elegant design for the Link structure. Being longtime residents of the City and having worked on many NYC subway designs, we deeply care about our public spaces. We are excited to have a part in shaping the experience of this new City icon. We have strived to create a design that is very welcoming and timeless from both an aesthetic and practical point of view,” said **Masamichi Udagawa and Sigi Moeslinger, Antenna Design, CityBridge extended team member.**

“The Mission of Per Scholas is to help bridge the digital divide in the inner city by providing job training and access to technology services. The CityBridge-NYC partnership will be a game changer for this community,” said **Angie Kamath, Executive Director of Per Scholas,** a nonprofit workforce development organization based in the South Bronx. “Our ability to recruit, train and place local NYC residents in every borough as the corps of field workers who will maintain the thousands of LinkNYC installations is a game changer in terms of job creation, community engagement and technology connections.”

“Leave it to Mayor de Blasio to take the 'pay' out of 'payphone' by providing free nationwide phone calls and free wifi to every New Yorker,” said **Council Member Ben Kallos, Chair of the Government Operations Committee.** “Free wifi, free calls, free phone charging, along with free and open source software tablet, all with guaranteed upgrades, represents another big step from Mayor de Blasio bringing us from payphones that hadn't changed much since 1898. This program will bring us one step closer to universal broadband in public areas and every New Yorker will be able to look forward to a much lower data usage bill from their mobile phone company.”

“We are leading the nation for future smart cities with this innovative technology that will provide an unprecedented network of free public Wi-Fi service,” said **James Vacca, Chair of the Committee on Technology**. “This joint public- private venture with partners under the umbrella of CityBridge, LLC will boost small businesses and reenergize the way our neighborhoods look and function. I look forward to partnering with Mayor de Blasio to bring this to groundbreaking technology to all five boroughs.”

“LinkNYC is an amazing opportunity to think about the innovative use of infrastructure paired with community engagement to address issues of public access to information,” said **Alan Davidson, Director of the Open Technology Institute (OTI) at the New America Foundation**. “We look forward to supporting CityBridge and the City of New York to maximize the impact and public benefit that is achieved through this initiative.”

To learn more about LinkNYC, visit <http://www.Link.nyc>.

###

From: [Merritt, Jeff](#)
To: [Victoria Dower](#)
Subject: Re: draft payphones release for approval
Date: Monday, November 17, 2014 2:07:04 PM

Thanks - made Qualcomm fix

On Nov 17, 2014, at 1:51 PM, Victoria Dower <victoria.dower@controlgroup.com> wrote:

no other changes, looks great!

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Mon, Nov 17, 2014 at 1:48 PM, Victoria Dower <victoria.dower@controlgroup.com> wrote:

small quick thing for Qualcomm:

Change -

Qualcomm Incorporated – As a world leader in Wi-Fi, 4G

to

Qualcomm Incorporated – As a world leader in Wi-Fi, **3G**, 4G

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Mon, Nov 17, 2014 at 1:42 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

See any issues here?

From: Parikh, Ishanee
Sent: Monday, November 17, 2014 1:06 PM
To: Sbordone, Nicholas (nsbordone@doitt.nyc.gov); Ragone, Peter; DeLoach, Michael; Walzak, Phil
Cc: Hagelgans, Andrea; Champion, Vanessa; Schnake-Mahl, Gabriel; Merritt, Jeff
Subject: draft payphones release for approval

Latest, waiting for more quotes. Would like to hit send around 2 PM.

MDL/GSM – please advise on quote order, I have

Tier 1: MBDB, Comptroller, BPS, DoITT, CTO

Tier 2: Info on Vendors, quotes from vendors

Tier 3: Quotes from everyone else...(Kallos, Vacca, etc)

<image001.gif>

THE CITY OF NEW YORK

OFFICE OF THE MAYOR

NEW YORK, NY 10007

FOR IMMEDIATE RELEASE

CONTACT: pressoffice@cityhall.nyc.gov, (212) 788-2958

**DE BLASIO ADMINISTRATION ANNOUNCES LINKNYC,
WORLD'S LARGEST, FASTEST FREE MUNICIPAL WI-FI
NETWORK**

*Consortium of technology, advertising and design firms wins competition
to replace payphones with five-borough Wi-Fi network*

*Modern, ADA-Compliant Installation to Provide Free Nationwide Calling,
Touch Screens, Charging Stations and More in Smaller Footprint than
Current Payphones*

NEW YORK—Mayor Bill de Blasio, Chief Technology Officer Minerva Tantoco and Department of Information Technology and Telecommunications Commissioner Anne Roest today announced the selection of CityBridge to develop and operate a first-of-its-kind communications network, LinkNYC, to bring the world's fastest municipal Wi-Fi to millions of New Yorkers, small businesses and visitors. The five-borough network, which will be funded through advertising revenues, will be built at no-cost to taxpayers and generate more than \$500 million in revenue for the City over the next 12 years.

By replacing the aging network of public pay telephones with state-of-the-

art connection points called “Links,” the City aims to transform the physical streetscape—and New Yorkers’ access to information—while also creating new local jobs for the development, servicing and maintenance of the structures. Links will offer 24/7 free Internet access up to gigabit speeds, which is over 100 times faster than average public Wi-Fi, as well as a range of other services including free phone calls to anywhere in the U.S., a touchscreen tablet interface to access City services, wayfinding, easy access to 911 and 311 calls, free cell phone charging and digital displays for advertising and public service announcements.

The Franchise and Concession Review Committee (FCRC) has the responsibility for reviewing and approving proposed franchises. The FCRC has scheduled a public hearing on the proposed franchise for Public Communications Structures. The hearing will be at 125 Worth Street, at 2:30 p.m., on Monday, December 8. Interested members of the public can testify at the hearing. The FCRC is expected to vote on the proposed franchise at a public meeting at 22 Reade Street on December 10, at 2:30pm. Information about the FCRC can be found at http://www.nyc.gov/html/mocs/html/programs/franchise_concession_review.shtml

“This administration has been committed to expanding affordable access to broadband for all New Yorkers from the outset. It’s essential for everything we need to do to be a fair and just city, because we can’t continue to have a digital divide that holds back so many of our citizens,” said **Mayor Bill de Blasio**. “Today, we’re announcing the fastest and largest municipal Wi-Fi network in the world – accessible to and free for all New Yorkers and visitors alike – broadening connectivity and access to information and City services. It’s a critical step toward a more equal, open and connected city – for every New Yorker, in every borough.”

COMPTROLLER QUOTE?

“It is fantastic that New York City is moving our communications infrastructure into the 21st century. With lightning-fast free Wi-Fi, mobile phone charging ports, free local calling and more, public payphones are transforming into a neighborhood asset. With real community input to select site locations, this new technology will reach New Yorkers where they need and want it. After years of working with DoITT and the Mayor’s Office on our public payphone infrastructure, this is a big win for businesses, residents, and tourists alike,” said **Manhattan Borough President Gale A. Brewer**.

“These ‘Links’ make perfect sense in the most tech-savvy city in the world to replace the pay phone, which for a long time served an important public function, but no longer do. The public in the 21st Century is clamoring for more public Wi-Fi and faster speeds, and this project will fill that need. Just as exciting is the fact that the costs to build this system will not be borne by city taxpayers. A critical part of ensuring the success of such an ambitious endeavor is proper site selection. I am pleased that the Administration has recognized the uniqueness of Staten Island, much of which remains and wishes to stay a bedroom community, and will be working closely with us to guarantee these kiosks are placed at appropriate locations,” said **Staten Island Borough President James Oddo**.

OTHER BPS (ALPHA)

“The culmination of years of work gathering public feedback and ideas, NYC Link is the latest, biggest example of the transformational power of technology done well,” said **Department of Information Technology and Telecommunications (DoITT) Commissioner Anne Roest**. “And it represents an elegant, modern, and adaptable solution to one of the pressing needs of our time: the expansion of broadband access. I thank the many people – our wonderful franchise administration staff especially – who worked long and hard to make this day a reality.”

“Today’s announcement showcases the power of government – and the power of public-private partnerships – to improve everyday life, to empower New Yorkers and equalize through technology,” said **Minerva Tantoco, Chief Technology Officer for the City of New York**. “LinkNYC is an initiative that could only be made in New York – it harnesses the latest technologies and it is a true partnership of the world’s leaders in technology, telecommunications, advertising and design.”

The Link structures were designed by award-winning Antenna Design team Masamichi Udagawa and Sigi Moeslinger to complement and enhance the New York landscape. CityBridge has committed to establishing a facility for local production and repair in New York City, ensuring that the sleek, durable aluminum structures will be manufactured and assembled within the five boroughs. The LinkNYC program is expected to create 100 to 150 new full-time jobs in manufacturing, technology and advertising, as well as an estimated 650 support jobs.

CityBridge, a New York City-based consortium of leading experts in

technology, advertising, connectivity and user experience, was selected through a competitive request for proposals (RFP) process. Proposals were evaluated on the basis of technical features, functional efficiency, aesthetics, security, durability, accommodation of people with disabilities, articulated public benefits and the strength of the implementation team, among other features.

CityBridge members include:

- Titan – The country's leading media company focused on providing innovative programs for municipalities, including New York City, where it is the largest and most experienced payphone franchisee. Titan will oversee LinkNYC's operations and manage the advertising program.
- Control Group – As an NYC-native technology, strategy and user experience design firm, Control Group is responsible to deliver, from concept to production, an exceptional technology and user experience for all New Yorkers.
- Qualcomm Incorporated – As a world leader in Wi-Fi, 4G and next-generation wireless technologies, Qualcomm will serve as technology advisor, especially as to wireless connectivity technology, to help ensure the LinkNYC network stays abreast with the latest developments in applicable communications technology.
- Comark – Specializing in the design and manufacturing of interactive hardware solutions that withstand rugged environments, Comark will design, engineer and manufacture the Links to create durable, robust and reliable structures.

CityBridge's extended team includes:

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- **Antenna Design** – Award-winning, New York City-based industrial design team specializing in people-centered design, Antenna is responsible for the iconic physical design of the Link.

Construction of the LinkNYC network will begin in early 2015, with the first structures to begin replacing existing public pay telephones by the end of the year. Under a non-exclusive franchise agreement with DoITT, CityBridge will be authorized to build up to 10,000 Links across the five boroughs. Identification of new locations for these structures will take place through an open and transparent public process in partnership with Borough Presidents, City Council Members, Community Boards and Business Improvement Districts.

“With LinkNYC, we have the opportunity to set the new standard in how municipalities deliver Wi-Fi to residents while reinventing the digital advertising sector, enabling the city to generate millions in new revenue. We are proud to serve as the managing member of CityBridge and honored to work with New York City to make LinkNYC a reality,” said **Dave Etherington, CityBridge member and Chief Strategy Officer, Titan.**

“Control Group is excited to be leading the user experience strategy and technology development for LinkNYC – a program that will fundamentally transform New York City and set the standard for Responsive Cities for years to come with super-connectivity, accessible City services, open data and insight-driven advertising,” said **Colin O’Donnell, City Bridge member and Founding Partner at Control Group.**

“As a leader in wireless technologies for more than 25 years, Qualcomm continues to support initiatives that improve connectivity to enhance the experiences of communities around the world,” said **Derek Aberle, CityBridge member and President, Qualcomm Incorporated.** “With the CityBridge collaboration, we will contribute this expertise to provide residents and visitors of New York City with the fastest public Internet speeds available – something that will benefit the community on a daily basis.”

“Comark’s expertise in building rugged user-friendly structures will help to ensure that New Yorkers will have a seamless communications experience when using the Links across the City. We specifically engineered our terminals to work in the varied weather and physical environs around NYC, and we are deeply committed to not only creating jobs but also creating Links that will stand the test of time,” **Steve Schott, CityBridge member and president & CEO, Comark.**

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for the Link structure. Being longtime residents of the City and having worked on many NYC subway designs, we deeply care about our public spaces. We are excited to have a part in shaping the experience of this new City icon. We have strived to create a design that is very welcoming and timeless from both an aesthetic and practical point of view,” said **Masamichi Udagawa and Sigi Moeslinger, Antenna Design, CityBridge extended team member.**

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“Leave it to Mayor de Blasio to take the 'pay' out of 'payphone' by providing free nationwide phone calls and free wifi to every New Yorker,” said **Council Member Ben Kallos, Chair of the Government Operations Committee.** “Free wifi, free calls, free phone charging, along with free and open source software tablet, all with guaranteed upgrades, represents another big step from Mayor de Blasio bringing us from payphones that hadn't changed much since 1898. This program will bring us one step closer to universal broadband in public areas and every New Yorker will be able to look forward to a much lower data usage bill from their mobile phone company.”

“We are leading the nation for future smart cities with this innovative technology that will provide an unprecedented network of free public Wi-Fi service,” said **James Vacca, Chair of the Committee on Technology.**

“This joint public- private venture with partners under the umbrella of CityBridge, LLC will boost small businesses and reenergize the way our neighborhoods look and function. I look forward to partnering with Mayor de Blasio to bring this to groundbreaking technology to all five boroughs.”

“LinkNYC is an amazing opportunity to think about the innovative use of infrastructure paired with community engagement to address issues of public access to information,” said **Alan Davidson, Director of the Open Technology Institute (OTI) at the New America Foundation.** “We look forward to supporting CityBridge and the City of New York to maximize the impact and public benefit that is achieved through this initiative.”

To learn more about LinkNYC, visit <http://www.Link.nyc>.

||

###

From: [Merritt, Jeff](#)
To: [Scott Goldsmith](#); [Colin O'Donnell](#); [Victoria Dower](#); [Dave Etherington](#); [Stacey Levine](#); [Danielle DeVoren](#)
Subject: Fwd: DE BLASIO ADMINISTRATION ANNOUNCES WINNER OF COMPETITION TO REPLACE PAYPHONES WITH FIVE-BOROUGH WI-FI NETWORK
Date: Monday, November 17, 2014 3:44:18 PM
Attachments: [image001.png](#)

Begin forwarded message:

From: Mayor's Press Office <pressoffice@cityhall.nyc.gov>
Date: November 17, 2014 at 3:42:22 PM EST
To: Mayor's Press Office <pressoffice@cityhall.nyc.gov>
Subject: DE BLASIO ADMINISTRATION ANNOUNCES WINNER OF COMPETITION TO REPLACE PAYPHONES WITH FIVE-BOROUGH WI-FI NETWORK



THE CITY OF NEW YORK
OFFICE OF THE MAYOR
NEW YORK, NY 10007

FOR IMMEDIATE RELEASE: November 17, 2014
CONTACT: pressoffice@cityhall.nyc.gov, (212) 788-2958

**DE BLASIO ADMINISTRATION ANNOUNCES WINNER OF
COMPETITION TO REPLACE PAYPHONES WITH FIVE-BOROUGH
WI-FI NETWORK**

*Consortium of technology, advertising and design firms wins competition to
replace payphones with LinkNYC, world's largest, fastest free municipal wi-fi
network*

*Proposal includes modern, ADA-compliant installation to provide free
nationwide calling, touch screens, charging stations and more in smaller
footprint than current payphones*

NEW YORK—Mayor Bill de Blasio, Chief Technology Officer Minerva Tantoco and Department of Information Technology and Telecommunications Commissioner Anne Roest today announced the selection of CityBridge to develop and operate a first-of-its-kind communications network, LinkNYC, to bring the world's fastest municipal Wi-Fi to millions of New Yorkers, small businesses and visitors. The five-borough network, if approved by the City's Franchise and Concession Review Committee (FCRC), would be funded through

advertising revenues, built at no-cost to taxpayers and generate more than \$500 million in revenue for the City over the next 12 years.

By replacing the aging network of public pay telephones with state-of-the-art connection points called “Links,” the City aims to transform the physical streetscape—and New Yorkers’ access to information—while also creating new local jobs for the development, servicing and maintenance of the structures. Links would offer 24/7 free Internet access up to gigabit speeds, which is over 100 times faster than average public Wi-Fi, as well as a range of other services including free phone calls to anywhere in the U.S., a touchscreen tablet interface to access City services, wayfinding, easy access to 911 and 311 calls, free cell phone charging and digital displays for advertising and public service announcements.

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“This administration has been committed to expanding affordable access to broadband for all New Yorkers from the outset. It's essential for everything we need to do to be a fair and just city, because we can't continue to have a digital divide that holds back so many of our citizens,” said **Mayor Bill de Blasio**. “With this proposal for the fastest and largest municipal Wi-Fi network in the world – accessible to and free for all New Yorkers and visitors alike – we’re taking a critical step toward a more equal, open and connected city – for every New Yorker, in every borough.”

“My administration is enthusiastic about the expansion of free municipal Wi-Fi to every corner of Brooklyn. Every community must be connected to the information superhighway, so we can make sure no New Yorker is left behind as we travel towards progress. I thank Mayor de Blasio and DOITT Commissioner Roest for their commitment to transforming our aging public payphones into state-of-the-art connection points, and I look forward to working closely with the Administration to discuss the siting of these services,” said **Brooklyn Borough President Eric Adams**.

“It is fantastic that New York City is moving our communications infrastructure into the 21st century. With lightning-fast free Wi-Fi, mobile phone charging ports, free local calling and more, public payphones are transforming into a neighborhood asset. With real community input to select site locations, this new technology will reach New Yorkers where they need and want it. After years of working with DoITT and the Mayor’s Office on our public payphone infrastructure, this is a big win for businesses, residents, and tourists alike,” said **Manhattan Borough President Gale A. Brewer**.

“These ‘Links’ make perfect sense in the most tech-savvy city in the world to replace the pay phone, which for a long time served an important public function, but no longer do. The public in the 21st Century is clamoring for more

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“The culmination of years of work gathering public feedback and ideas, NYC Link is the latest, biggest example of the transformational power of technology done well,” said **Department of Information Technology and Telecommunications (DOITT) Commissioner Anne Roest**. “And it represents an elegant, modern, and adaptable solution to one of the pressing needs of our time: the expansion of broadband access. I thank the many people – our wonderful franchise administration staff especially – who worked long and hard to make this day a reality.”

“Today’s announcement showcases the power of government – and the power of public-private partnerships – to improve everyday life, to empower New Yorkers and equalize through technology,” said **Minerva Tantoco, Chief Technology Officer for the City of New York**. “LinkNYC is an initiative that could only be made in New York – it harnesses the latest technologies and it is a true partnership of the world’s leaders in technology, telecommunications, advertising and design.”

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“DOITT is moving New York City into the future with this groundbreaking plan to transform existing payphone infrastructure to blazing fast wifi hubs, enabling millions of residents and visitors to easily connect to the internet. I look forward CityBidge’s implementation of this critical project that will establish New York as a leader in free wi-fi and telecommunication,” said **Councilman David G. Greenfield**.

“Leave it to Mayor de Blasio to take the 'pay' out of 'payphone' by providing free nationwide phone calls and free wifi to every New Yorker,” said **Council Member Ben Kallos**. “Free wifi, free calls, free phone charging, along with free and open source software tablet, all with guaranteed upgrades, represents another big step from Mayor de Blasio bringing us from payphones that hadn't changed much since 1898. This program will bring us one step closer to universal broadband in public areas and every New Yorker will be able to look forward to a much lower data usage bill from their mobile phone company.”

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To learn more about LinkNYC, visit <http://www.Link.nyc>.

###

From: [Victoria Dower](#)
To: [Parikh, Ishanee](#)
Cc: [Merritt, Jeff](#); nsbordone@doitt.nyc.gov
Subject: Re: Hopping on flight now
Date: Monday, November 17, 2014 5:30:49 PM

Thanks for the heads up Jeff! Safe travels :-)

Ishanee and Nick - I was thinking of scheduling a quick touchbase conf call for us along with Danielle and Stacey for tomorrow AM.

Does that sound good and would 10AM work?

Best,
V

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Mon, Nov 17, 2014 at 5:22 PM, Parikh, Ishanee <iparikh@cityhall.nyc.gov> wrote:

AHHHHHHHH.

Kidding. We should be fine. Thanks for heads up.

-----Original Message-----

From: Merritt, Jeff
Sent: Monday, November 17, 2014 5:22 PM
To: Parikh, Ishanee; nsbordone@doitt.nyc.gov
Cc: Victoria Dower
Subject: Hopping on flight now

Just FYI, I'll be out of contact for the next 6 hours or so (unless they have Wi-Fi on the flight)

From: [Tantoco, Minerva](#)
To: [Colin O'Donnell](#)
Subject: Re: What are you using for backhaul?
Date: Monday, November 17, 2014 5:41:51 PM

Thanks. Back at ya!

Best regards,
Minerva

Minerva L. Tantoco
Chief Technology Officer
New York City

Mobile [917-545-9762](tel:917-545-9762)
Email mtantoco@cityhall.nyc.gov

On Nov 17, 2014, at 5:21 PM, Colin O'Donnell <colin.odonnell@controlgroup.com> wrote:

Thanks Minerva, I thought you were great and really enjoyed our conversation. Were using Transit Wireless' fiber plant for backhaul to their data center(s) and then out to the internet.

On Nov 17, 2014 5:12 PM, "Tantoco, Minerva" <MTantoco@cityhall.nyc.gov> wrote:
Great work today. Let's catch up when I get back

Congratulations to you and CityBridge

Best regards,
Minerva

Minerva L. Tantoco
Chief Technology Officer
New York City

Mobile [917-545-9762](tel:917-545-9762)
Email mtantoco@cityhall.nyc.gov

From: [Victoria Dower](#)
To: [Parikh, Ishanee](#)
Cc: [DeLoach, Michael](#); [Merritt, Jeff](#); [Sbordone, Nicholas \(nsbordone@doitt.nyc.gov\)](#)
Subject: Re: Website for Payphones
Date: Monday, November 17, 2014 6:07:26 PM

Hi all,

Updates are now live :-)

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Mon, Nov 17, 2014 at 5:54 PM, Victoria Dower

<victoria.dower@controlgroup.com> wrote:

Great - thanks! Should be live in approx 15-20 min. I'll email as soon as it's updated.

Ishanee - if you can send me your IP address, I'll get you hooked up with viewing access.

Longer term, now that the site is live, we'll look to set up an easier way for your team to view drafts / staging.

Cheers,
V

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Mon, Nov 17, 2014 at 5:51 PM, Parikh, Ishanee <iparikh@cityhall.nyc.gov> wrote:

It says forbidden.

Fine with "what next.."

From: Victoria Dower [mailto:victoria.dower@controlgroup.com]
Sent: Monday, November 17, 2014 5:51 PM

To: DeLoach, Michael
Cc: Parikh, Ishanee; Merritt, Jeff; Sbordone, Nicholas (nsbordone@doitt.nyc.gov)
Subject: Re: Website for Payphones

Hey all!

Here's the current build, we which can push to go live in about 10 min. I'm *fairly* sure you should be able to view it if you're working in the City Hall offices.

<http://qa.citybridge.com.s3-website-us-east-1.amazonaws.com/>

One quick suggestion is to move the last paragraph from "Say Goodbye to the Payphone" to be in what is now the "What Next..."

If approved, construction of the LinkNYC network would begin in 2015 and the first structures would become operational by year-end. Up to 10,000 Links would be installed across all five boroughs.

Just let me know your thoughts either way, and then we'll go live with the update!

Cheers,

Victoria

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On Mon, Nov 17, 2014 at 5:39 PM, DeLoach, Michael
<mdeloach@cityhall.nyc.gov> wrote:

ty

From: Victoria Dower [mailto:victoria.dower@controlgroup.com]
Sent: Monday, November 17, 2014 5:39 PM
To: Parikh, Ishanee
Cc: DeLoach, Michael; Merritt, Jeff; Sbordone, Nicholas (nsbordone@doitt.nyc.gov)

Subject: Re: Website for Payphones

Hey all!

We're working on making the edits right now :-) Will email when we've pushed the new update!

Cheers

Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Mon, Nov 17, 2014 at 5:20 PM, Parikh, Ishanee <iparikh@cityhall.nyc.gov> wrote:

Thank you!!

From: Victoria Dower [mailto:victoria.dower@controlgroup.com]
Sent: Monday, November 17, 2014 5:21 PM
To: DeLoach, Michael
Cc: Parikh, Ishanee; Merritt, Jeff; Sbordone, Nicholas (nsbordone@doitt.nyc.gov)

Subject: Re: Website for Payphones

Hi all,

Changes below noted. I'll confirm the timing of the update with my developer, Lesley, ASAP.

Cheers,

V

Sent from my mobile device

Victoria Dower

Victoria.dower@controlgroup.com

On Nov 17, 2014, at 5:17 PM, DeLoach, Michael <mdeloach@cityhall.nyc.gov> wrote:

Asap pls

From: Parikh, Ishanee

Sent: Monday, November 17, 2014 5:17 PM

To: Merritt, Jeff; DeLoach, Michael

Cc: Sbordone, Nicholas (nsbordone@doitt.nyc.gov); Victoria Dower

Subject: RE: Website for Payphones

Let's remove the "coming soon to a neighborhood" and add that graf with suggested changes to the say goodbye to the payphone.

EDITS TO WEBSITE –

Say goodbye to the Payphone

LinkNYC is a **proposal for a** first-of-its-kind communications network that will bring the fastest available municipal Wi-Fi

to millions of New Yorkers, small businesses, and visitors. The five-borough LinkNYC network, which will be funded through advertising revenues, will be built at no cost to taxpayers and will generate more than \$500 million in revenue for the City over the first 12 years.

By replacing the aging network of public pay telephones with state-of-the-art Links, the City aims to transform the physical streetscape—and New Yorkers' access to information—while also creating new local jobs for the development, servicing and maintenance of the structures.

If approved, construction of the LinkNYC network would begin in 2015 and the first structures would become operational by year-end. Up to 10,000 Links would be installed across all five boroughs.

What's in a Link?

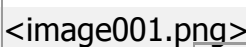
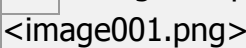
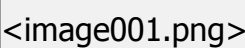

Links are iconically designed connection points that house state-of-the-art wireless technology, interactive systems and digital advertising displays. Each ADA compliant Link structure would provide:


- Free 24/7 public Wi-Fi
- Free phone calls anywhere in the U.S.
- A touchscreen tablet interface to access City services, directions and more
- Easy access to 911 and 311
- Free charging station for your mobile devices

- Digital displays for advertising and public service announcements

The CityBridge team

- CityBridge, a New York City-based consortium of leading experts in technology, advertising, connectivity and user experience was formed to **propose** the fastest free municipal Wi-Fi to New York City. **The FCRC will host a public hearing on the proposal before taking a vote on it.** CityBridge members and extended team includes:

- [Titan](#)  [Control Group](#)  [Qualcomm](#)  [Comark](#) 

- [Transit Wireless](#)  [Antenna Design](#)

Made in New York City

CityBridge has committed to establishing a facility for local production in New York City. The LinkNYC program is expected to create 100 to 150 new full-time jobs in manufacturing, technology and advertising, plus an estimated 650 support jobs.

From: Merritt, Jeff
Sent: Monday, November 17, 2014 5:14 PM
To: DeLoach, Michael
Cc: Parikh, Ishanee; Sbordone, Nicholas (nsbordone@doitt.nyc.gov); Victoria Dower
Subject: Re: Website for Payphones

Looping Victoria who can update this site. Want to use same language below from press release?

Change first paragraph to read: "LinkNYC is a first-of-its-kind communications network that will, if approved by the Franchise and Concession Review Committee (FCRC), bring..."

Plus, add new paragraph:

The Franchise and Concession Review Committee (FCRC) has the responsibility for reviewing and approving proposed franchises and will hold a public hearing before taking a vote. Information about the FCRC can be found

at http://www.nyc.gov/html/mocs/html/programs/franchise_concession_review.shtml

On Nov 17, 2014, at 5:08 PM, DeLoach, Michael
<mdeloach@cityhall.nyc.gov> wrote:

Yes!

From: Parikh, Ishanee
Sent: Monday, November 17, 2014 5:08 PM
To: Sbordone, Nicholas (nsbordone@doitt.nyc.gov); Merritt, Jeff
Cc: DeLoach, Michael
Subject: Website for Payphones

MDL – do we need to change language on website or add a graf explaining that this isn't final?

<http://www.link.nyc/>

From: [Colin O'Donnell](#)
To: [Merritt, Jeff](#)
Subject: Re: Fwd: DE BLASIO ADMINISTRATION ANNOUNCES WINNER OF COMPETITION TO REPLACE PAYPHONES WITH FIVE-BOROUGH WI-FI NETWORK
Date: Tuesday, November 18, 2014 6:48:09 AM

Great work Jeff! Have fun in Barcelona!

On Nov 17, 2014 3:44 PM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:

Begin forwarded message:

From: Mayor's Press Office <pressoffice@cityhall.nyc.gov>
Date: November 17, 2014 at 3:42:22 PM EST
To: Mayor's Press Office <pressoffice@cityhall.nyc.gov>
Subject: DE BLASIO ADMINISTRATION ANNOUNCES WINNER OF COMPETITION TO REPLACE PAYPHONES WITH FIVE-BOROUGH WI-FI NETWORK



THE CITY OF NEW YORK
OFFICE OF THE MAYOR
NEW YORK, NY 10007

FOR IMMEDIATE RELEASE: November 17, 2014

CONTACT: pressoffice@cityhall.nyc.gov, (212) 788-2958

**DE BLASIO ADMINISTRATION ANNOUNCES WINNER OF
COMPETITION TO REPLACE PAYPHONES WITH FIVE-BOROUGH
WI-FI NETWORK**

*Consortium of technology, advertising and design firms wins competition to
replace payphones with LinkNYC, world's largest, fastest free municipal wi-
fi network*

Proposal includes modern, ADA-compliant installation to provide free nationwide calling, touch screens, charging stations and more in smaller footprint than current payphones

NEW YORK—Mayor Bill de Blasio, Chief Technology Officer Minerva Tantoco and Department of Information Technology and Telecommunications Commissioner Anne Roest today announced the selection of CityBridge to develop and operate a first-of-its-kind communications network, LinkNYC, to bring the world’s fastest municipal Wi-Fi to millions of New Yorkers, small businesses and visitors. The five-borough network, if approved by the City’s Franchise and Concession Review Committee (FCRC), would be funded through advertising revenues, built at no-cost to taxpayers and generate more than \$500 million in revenue for the City over the next 12 years.

By replacing the aging network of public pay telephones with state-of-the-art connection points called “Links,” the City aims to transform the physical streetscape—and New Yorkers’ access to information—while also creating new local jobs for the development, servicing and maintenance of the structures. Links would offer 24/7 free Internet access up to gigabit speeds, which is over 100 times faster than average public Wi-Fi, as well as a range of other services including free phone calls to anywhere in the U.S., a touchscreen tablet interface to access City services, wayfinding, easy access to 911 and 311 calls, free cell phone charging and digital displays for advertising and public service announcements.

The Franchise and Concession Review Committee (FCRC) has the responsibility for reviewing and approving proposed franchises and will hold a public hearing before taking a vote. Information about the FCRC can be found at http://www.nyc.gov/html/mocs/html/programs/franchise_concession_review.shtml

“This administration has been committed to expanding affordable access to broadband for all New Yorkers from the outset. It's essential for everything we need to do to be a fair and just city, because we can't continue to have a digital divide that holds back so many of our citizens,” said **Mayor Bill de Blasio**. “With this proposal for the fastest and largest municipal Wi-Fi network in the world – accessible to and free for all New Yorkers and visitors alike – we’re taking a critical step toward a more equal, open and connected city – for every New Yorker, in every borough.”

“My administration is enthusiastic about the expansion of free municipal Wi-Fi to every corner of Brooklyn. Every community must be connected to the information superhighway, so we can make sure no New Yorker is left behind as we travel towards progress. I thank Mayor de Blasio and DOITT Commissioner Roest for their commitment to transforming our aging public payphones into state-of-the-art connection points, and I look forward to working closely with the Administration to discuss the siting of these services,” said **Brooklyn Borough President Eric Adams**.

“It is fantastic that New York City is moving our communications infrastructure into the 21st century. With lightning-fast free Wi-Fi, mobile phone charging ports, free local calling and more, public payphones are transforming into a neighborhood asset. With real community input to select site locations, this new technology will reach New Yorkers where they need and want it. After years of working with DoITT and the Mayor’s Office on our public payphone infrastructure, this is a big win for businesses, residents, and tourists alike,” said **Manhattan Borough President Gale A. Brewer**.

“These ‘Links’ make perfect sense in the most tech-savvy city in the world to replace the pay phone, which for a long time served an important public function, but no longer do. The public in the 21st Century is clamoring for more public Wi-Fi and faster speeds, and this project will fill that need. Just as exciting is the fact that the costs to build this system will not be borne by city taxpayers. A critical part of ensuring the success of such an ambitious endeavor is proper site selection. I am pleased that the Administration has recognized the uniqueness of Staten Island, much of which remains and wishes to stay a bedroom community, and will be working closely with us to guarantee these kiosks are placed at appropriate locations,” said **Staten Island Borough President James Oddo**.

“The culmination of years of work gathering public feedback and ideas, NYC Link is the latest, biggest example of the transformational power of technology done well,” said **Department of Information Technology and Telecommunications (DoITT) Commissioner Anne Roest**. “And it represents an elegant, modern, and adaptable solution to one of the pressing needs of our time: the expansion of broadband access. I thank the many people – our wonderful franchise administration staff especially – who worked long and hard to make this day a reality.”

“Today’s announcement showcases the power of government – and the power of public-private partnerships – to improve everyday life, to empower New Yorkers and equalize through technology,” said **Minerva Tantoco, Chief Technology Officer for the City of New York**. “LinkNYC is an initiative

that could only be made in New York – it harnesses the latest technologies and it is a true partnership of the world’s leaders in technology, telecommunications, advertising and design.”

“We are leading the nation for future smart cities with this innovative technology that will provide an unprecedented network of free public Wi-Fi service,” said **James Vacca, Chair of the Committee on Technology**. “This joint public- private venture with partners under the umbrella of CityBridge, LLC will boost small businesses and reenergize the way our neighborhoods look and function. I look forward to partnering with Mayor de Blasio to bring this to groundbreaking technology to all five boroughs.”

“DOITT is moving New York City into the future with this groundbreaking plan to transform existing payphone infrastructure to blazing fast wifi hubs, enabling millions of residents and visitors to easily connect to the internet. I look forward CityBidge’s implementation of this critical project that will establish New York as a leader in free wi-fi and telecommunication,” said **Councilman David G. Greenfield**.

“Leave it to Mayor de Blasio to take the 'pay' out of 'payphone' by providing free nationwide phone calls and free wifi to every New Yorker,” said **Council Member Ben Kallos**. “Free wifi, free calls, free phone charging, along with free and open source software tablet, all with guaranteed upgrades, represents another big step from Mayor de Blasio bringing us from payphones that hadn't changed much since 1898. This program will bring us one step closer to universal broadband in public areas and every New Yorker will be able to look forward to a much lower data usage bill from their mobile phone company.”

The proposed Link structures were designed by award-winning Antenna Design team Masamichi Udagawa and Sigi Moeslinger to complement and enhance the New York landscape. CityBridge has committed to establishing a facility for local production and repair in New York City, ensuring that the sleek, durable aluminum structures will be manufactured and assembled within the five boroughs. The LinkNYC program is expected to create 100 to 150 new full-time jobs in manufacturing, technology and advertising, as well as an estimated 650 support jobs.

CityBridge, a New York City-based consortium of leading experts in technology, advertising, connectivity and user experience, was selected through a competitive request for proposals (RFP) process. Proposals were evaluated on the basis of technical features, functional efficiency, aesthetics, security, durability, accommodation of people with disabilities, articulated

public benefits and the strength of the implementation team, among other features.

CityBridge members include:

- Titan – The country’s leading media company focused on providing innovative programs for municipalities, including New York City, where it is the largest and most experienced payphone franchisee. Titan would oversee LinkNYC’s operations and manage the advertising program.
- Control Group – As an NYC-native technology, strategy and user experience design firm, Control Group would be responsible to deliver, from concept to production, an exceptional technology and user experience for all New Yorkers.
- Qualcomm Incorporated – As a world leader in Wi-Fi, 3G, 4G and next-generation wireless technologies, Qualcomm would serve as technology advisor, especially as to wireless connectivity technology, to help ensure the LinkNYC network stays abreast with the latest developments in applicable communications technology.
- Comark – Specializing in the design and manufacturing of interactive hardware solutions that withstand rugged environments, Comark would design, engineer and manufacture the Links to create durable, robust and reliable structures.

CityBridge’s extended team includes:

- Transit Wireless – Founded and based in New York City, Transit Wireless would be primarily responsible for LinkNYC’s high-speed fiber infrastructure. Transit Wireless is now in the process of providing the wireless and Wi-Fi technology for 279 underground subway stations in NYC through a partnership with the Metropolitan Transportation Authority (MTA).
- Antenna Design – Award-winning, New York City-based industrial design team specializing in people-centered design, Antenna would be responsible for the iconic physical design of the Link.

Construction of the LinkNYC network would begin in early 2015, with the first structures to begin replacing existing public pay telephones by the end of the year. Under a non-exclusive franchise agreement with DoITT, CityBridge would be authorized to build up to 10,000 Links across the five boroughs. Identification of new locations for these structures would take place through an open and transparent public process in partnership with Borough Presidents, City Council Members, Community Boards and Business Improvement Districts.

“With LinkNYC, we have the opportunity to set the new standard in how municipalities deliver Wi-Fi to residents while reinventing the digital advertising sector, enabling the city to generate millions in new revenue. We are proud to serve as the managing member of CityBridge and honored to work with New York City to make LinkNYC a reality,” said **Dave Etherington, CityBridge member and Chief Strategy Officer, Titan.**

“Control Group is excited to be leading the user experience strategy and technology development for LinkNYC – a program that will fundamentally transform New York City and set the standard for Responsive Cities for years to come with super-connectivity, accessible City services, open data and insight-driven advertising,” said **Colin O’Donnell, City Bridge member and Founding Partner at Control Group.**

“As a leader in wireless technologies for more than 25 years, Qualcomm continues to support initiatives that improve connectivity to enhance the experiences of communities around the world,” said **Derek Aberle, CityBridge member and President, Qualcomm Incorporated.** “With the CityBridge collaboration, we will contribute this expertise to provide residents and visitors of New York City with the fastest public Internet speeds available – something that will benefit the community on a daily basis.”

“Comark’s expertise in building rugged user-friendly structures will help to ensure that New Yorkers will have a seamless communications experience when using the Links across the City. We specifically engineered our terminals to work in the varied weather and physical environs around NYC, and we are deeply committed to not only creating jobs but also creating Links that will stand the test of time,” **Steve Schott, CityBridge member and president & CEO, Comark.**

“Antenna Design has joined the team to create a useful and elegant design for the Link structure. Being longtime residents of the City and having worked on many NYC subway designs, we deeply care about our public spaces. We are excited to have a part in shaping the experience of this new City icon. We have strived to create a design that is very welcoming and timeless from both an aesthetic and practical point of view,” said **Masamichi Udagawa and Sigi Moeslinger, Antenna Design, CityBridge extended team member.**

“The Mission of Per Scholas is to help bridge the digital divide in the inner city by providing job training and access to technology services. The CityBridge-

NYC partnership will be a game changer for this community,” said **Angie Kamath, Executive Director of Per Scholas**, a nonprofit workforce development organization based in the South Bronx. “Our ability to recruit, train and place local NYC residents in every borough as the corps of field workers who will maintain the thousands of LinkNYC installations is a game changer in terms of job creation, community engagement and technology connections.”

“LinkNYC is an amazing opportunity to think about the innovative use of infrastructure paired with community engagement to address issues of public access to information,” said **Alan Davidson, Director of the Open Technology Institute (OTI) at the New America Foundation**. “We look forward to supporting CityBridge and the City of New York to maximize the impact and public benefit that is achieved through this initiative.”

To learn more about LinkNYC, visit <http://www.Link.nyc>.

###

From: [Susan Crawford](#)
To: [Tantoco, Minerva](#); [Merritt, Jeff](#); [Colin O'Donnell](#)
Subject: Pieces today
Date: Tuesday, November 18, 2014 10:40:17 AM

Hi there - thanks again for the detailed briefing on Sunday.

I should have a piece about LinkNYC coming out today with great graphics - on Medium.com.

Meanwhile, here's a piece by me in the Boston Globe about use of data in cities.

<http://www.bostonglobe.com/opinion/2014/11/18/good-data-make-better-cities/K2XvjUnA1lQqPg4bu9Nf8N/story.html?event=event25>

All best,

Susan

From: [Peggy Lalor](#)
To: [Tantoco, Minerva](#)
Subject: Meeting with Colin from Control Group
Date: Tuesday, November 18, 2014 11:32:43 AM

Hi Minerva,

I'm Colin's EA and am reaching out to arrange a meeting in the near future. He mentioned you were traveling out of the country -- can you provide availability for when you're back?

Best,

Peggy

--

Peggy Lalor | Office Manager | **CONTROL GROUP** | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525](tel:212-343-2525) x685 | www.controlgroup.com

From: [Colin O'Donnell](#)
To: [Merritt, Jeff](#)
Cc: scrawford@scrawford.net
Subject: Re: Pictures needed
Date: Tuesday, November 18, 2014 6:02:22 PM

I can see if I can get the TW MTA franchise agreement that might be easier. -c

On Tue, Nov 18, 2014 at 5:54 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
Just for clarity, the MTA franchise or City franchise? Colin-- can you connect Susan to someone at Transit Wireless?

From: Susan Crawford [REDACTED]
Sent: Tuesday, November 18, 2014 1:05 PM
To: Merritt, Jeff
Cc: Colin O'Donnell
Subject: Re: Pictures needed

Okay, thanks. Could someone send me a copy of the franchise agreement with TW? I'm trying to figure out how this intersects with the city's power over ECS, as you might imagine.

Adulatory article coming.

S

On Mon, Nov 17, 2014 at 4:20 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
Given that this effort utilizes the simultaneous MTA build out, neither Transit Wireless nor CityBridge have obligations to provide fiber interconnection access to other fiber providers. We'd have to get more details from Transit Wireless on their long term plans but as you'd expect they're going to be busy with this build out for a while.

On Nov 17, 2014, at 3:39 PM, Susan Crawford <[REDACTED]> wrote:

Thanks so much, Jeff.

will TW have any obligations to provide nondiscriminatory interconnection points for other last-mile fiber providers to use? (this is for longterm planning)

On Mon, Nov 17, 2014 at 3:36 PM, Merritt, Jeff
<JMerritt@cityhall.nyc.gov> wrote:
Here you go. Let me know if you have other questions.

--The Transit Authority entered into an agreement with Transit Wireless (TW), under which TW agreed to build a wireless infrastructure system to serve all the TA's underground subway stations in the City. TW is in the process of building out that infrastructure (completed in 47 stations so far).

--TW's business plan for that TA project is: TW leases access to the wireless infrastructure it is building to the various wireless carriers, such as Verizon, AT&T, Sprint and T-Mobile, who can then provide their subscribers access to wireless service in the subway stations where TW has installed equipment. TW also offers free wi-fi connections to subway station users via the installed wireless infrastructure.

--In order to provide the "backhaul" for the subway station project (that is, the connection that brings all the wireless signals back to the Internet and the public phone network), Transit Wireless is building a fiber optic network in the City's streets. TW received a franchise from the City to install that fiber network in 2012.

--TW will be selling some of the spare capacity on that fiber network to CityBridge for CityBridge's use as the wired support and backhaul for the new payphone and wi-fi services to be provided from the new proposed CityBridge public communications link structures.

On Nov 17, 2014, at 2:40 PM, Susan Crawford

<[REDACTED]> wrote:

Thanks - anything further on the fiber background?

On Mon, Nov 17, 2014 at 2:16 PM, Colin O'Donnell

<colin.odonnell@controlgroup.com> wrote:

Hi Susan,

Raw images are also available via drop box:

<https://www.dropbox.com/sh/l6tes3l7d67k643/AAA5xYp--OPijxBy-GtMYpRaa?dl=0>

PW: CityBridge2014!

-Colin

On Mon, Nov 17, 2014 at 1:44 PM, Susan Crawford

<[REDACTED]> wrote:

Colin, can you or Jeff send me any art that is now public about the Links?

On Sun, Nov 16, 2014 at 3:30 PM, Colin O'Donnell

<colin.odonnell@controlgroup.com> wrote:

Got it. I can put together some notes tonight, but I'm also looping Jeff in in case it would be better to get the info from the Franchise Commission.

-Coli

On Sun, Nov 16, 2014 at 3:06 PM, Susan Crawford

<[REDACTED]> wrote:

Great, Colin. I think you understand what I'm looking for - I would love to have a basic understanding of the relationship between the city and the vendor for fiber, eg any interconnect/open access requirements, basic benchmarks, revenue share, build-out requirements, that kind of thing.

Really appreciate your help with this. If there's no document you can share, is there a summary you can provide me?

All best,

Susan

On Nov 16, 2014 11:18 AM, "Colin O'Donnell" <colin.odonnell@controlgroup.com> wrote:

Hi Susan,

I will see what I can get for the vendor/rollout plan - happy to field any questions you have; enjoyed the call this morning.

Best,

-Colin

On Sun, Nov 16, 2014 at 12:30 PM, Jeff S. Merritt <[REDACTED]> wrote:

Thanks Susan. I've cc'ed Minerva and Colin. Colin -- Can you or your colleagues pull together some details about the fiber build?

Best,
Jeff

On Sun, Nov 16, 2014 at 12:20 PM, Susan Crawford <[REDACTED]> wrote:
truly grateful for your time and the briefing.

Anything you could send me that provides more information about the fiber vendor plan/rollout part of this? I'd be very grateful and would not share.

Also, an email address for Minerva and Colin would be great. I won't abuse it.

This should be a wonderful day for your team. Congratulations on all the progress.

I will be extremely supportive - but you knew that.

S

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: Re: Recap Today's Call
Date: Wednesday, November 19, 2014 10:14:44 AM

Hey Jeff,

Holding on an event with the Mayor until post-FCRC makes sense to me.

Speaking of FCRC, we should start figuring out who we want to be part of the Dec 8th public hearing. Do you want to have a call or meeting on Friday when you're back to talk through priorities for the next two weeks?

FYI - I'll be out of the office on vacation next week for the holiday, but will be in town and available by phone as needed.

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Tue, Nov 18, 2014 at 5:47 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Thanks Victoria. I'll put some thought into a possible Mayoral event. Perhaps we just wait and assuming we don't face issues with the FCRC, we could do something with the signing of the contract.

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Tuesday, November 18, 2014 5:30 PM
To: Merritt, Jeff
Subject: Fwd: Recap Today's Call

Hey Jeff,

Just wanted to keep you in the loop on activity as you're traveling. Nick's been great at helping sift through all the various inquiries we've had today and is taking the lead on the editorial board meetings set up (and I believe the Daily News is happening as we speak).

Something that I wanted your thoughts on - I know we talked about potentially having an event with the Mayor next week or the week of the 1st, but we're struggling a bit with how to make this good use of his time in regards to the overall strategy right now.

Coverage has been fantastic - Danielle is anticipating having the coverage report together tomorrow.

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

----- Forwarded message -----

From: **Danielle DeVoren** <ddevoren@kcsa.com>

Date: Tue, Nov 18, 2014 at 1:13 PM

Subject: Recap Today's Call

To: "nsbordone@doitt.nyc.gov" <nsbordone@doitt.nyc.gov>, "Stacey Levine (stacey.levine@controlgroup.com)" <stacey.levine@controlgroup.com>, Victoria Dower <victoria.dower@controlgroup.com>, "Dave Etherington (Dave.Etherington@titan360.com)" <Dave.Etherington@titan360.com>, titan <Titan@kcsa.com>

Hi Team –

Just wanted to recap today's call.

- No more press interviews unless approved on a case-by-case basis
 - o Nick evaluating **BBC** and **Podcast** for the visually impaired
- Mayor's schedule tentatively allows for some time on Nov 25
 - o Nick to confirm exact timing
 - o CB/DoITT to brainstorm what we would do with this time
- Privacy
 - o CB to connect with validators
 - o CB to research potential reporters/outlets to pitch
- Editorial board
 - o KCSA to provide contact info
 - o Nick to set up meetings w/ Jeff, Minerva, DoITT representative and CityBridge representative

Danielle DeVoren
Managing Director

KCSA Strategic Communications

880 Third Ave, 6th Floor
New York, NY 10022

ddevoren@kcsa.com

DID: [212.896.1272](tel:212.896.1272)

Tel: 212.682.6300
Fax: [212.697.0910](tel:212.697.0910)
Mobile: [215.206.3111](tel:215.206.3111)

KCSA Strategic Communications - www.KCSA.com
theIRapp website - www.theIRapp.com

From: [Merritt, Jeff](#)
To: [Victoria Dower](#)
Subject: Re: LinkNYC - Out of the Office Next Week
Date: Sunday, November 23, 2014 7:56:44 AM

Thanks Victoria. Appreciate all your great work to make last week's announcement a success. I didn't get back into NYC until late Friday but am happy to chat anytime if there are any open questions about next steps. Have a great holiday.

Best,
Jeff

On Nov 21, 2014, at 5:03 PM, Victoria Dower <victoria.dower@controlgroup.com> wrote:

Hi All,

I wanted to let you know that I'll be out of the office on PTO next Monday, Tuesday and Wednesday. Stacey Levine and Lesley Merz will both be in the office.

If you need to get touch about any pressing LinkNY-related issues, please don't hesitate to text or call me at [REDACTED]

Happy Turkey Day!

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

From: [Merritt, Jeff](#)
To: [Scott Goldsmith](#)
Cc: [Colin O'Donnell](#)
Subject: RE: Response to Daily News Article
Date: Monday, November 24, 2014 1:04:37 PM
Attachments: [Fact Sheet on Distribution of LinkNYC Structures.docx](#)

Scott and Colin,
Please see attached fact sheet. I need feedback and additions to this ASAP.

Thanks,
Jeff

From: Scott Goldsmith [Scott.Goldsmith@titan360.com]
Sent: Monday, November 24, 2014 11:25 AM
To: Merritt, Jeff; Stanley Shor; Sbordone, Nicholas
Cc: Colin O'Donnell
Subject: Response to Daily News Article

Jeff: We are going to be sending you information this morning that refutes the Daily News article. Here a few generic bullet points — more to come:

- LinkNYC is for all New Yorkers, not just Manhattanites. Links and gigabit Wi-Fi will be widely available across Manhattan, the Bronx, Brooklyn, Queens and Staten Island
- CityBridge has committed to a minimum of 3,600 Links in the outer boroughs. In addition to current payphone locations, every borough will benefit from at least 100 new structures. Staten Island will see a 500 percent increase
- Identification of new Link locations will take place through an open and transparent public process in partnership with borough presidents, city council members, community boards and Business Improvement Districts.
- CityBridge has committed to an equitable build-out with new Links being constructed in all five boroughs beginning in year one.
- 100 MB is AT LEAST 20X faster than typical municipal WiFi and 2X faster than what New Yorkers pay over \$60/month for in their homes.
- Advertising must pay for the cost of Wi-Fi on all units across the City. Since non-ad units will be primarily in lower density residential areas and may not have access to fiber (and do not allow advertising), more units could be offered and more service provided if they did not have to be at Gigabit speed.

We are working on some more bullet points that address this issue, including the fact that lower density areas can be adequately served by 100MB. Thanks. Scott.

Scott E. Goldsmith, Esq.
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100 Park Avenue
New York, NY 10017
T (212) 891-5688
F (212) 418-1082
scott.goldsmith@titan360.com

TITAN

Fact Sheet on Distribution of LinkNYC Structures Under Proposed Franchise Agreement

The Department of Information Technology and Telecommunications (DOITT) conducted a competitive RFP process to replace the City's public payphones with a citywide network of public Wi-Fi network. A proposal from a New York City-based consortium called CityBridge scored highest in this competition. The proposal outlines plans for creation of a five-borough Wi-Fi network with up to gigabit speeds. No other proposal offered speeds at this level.

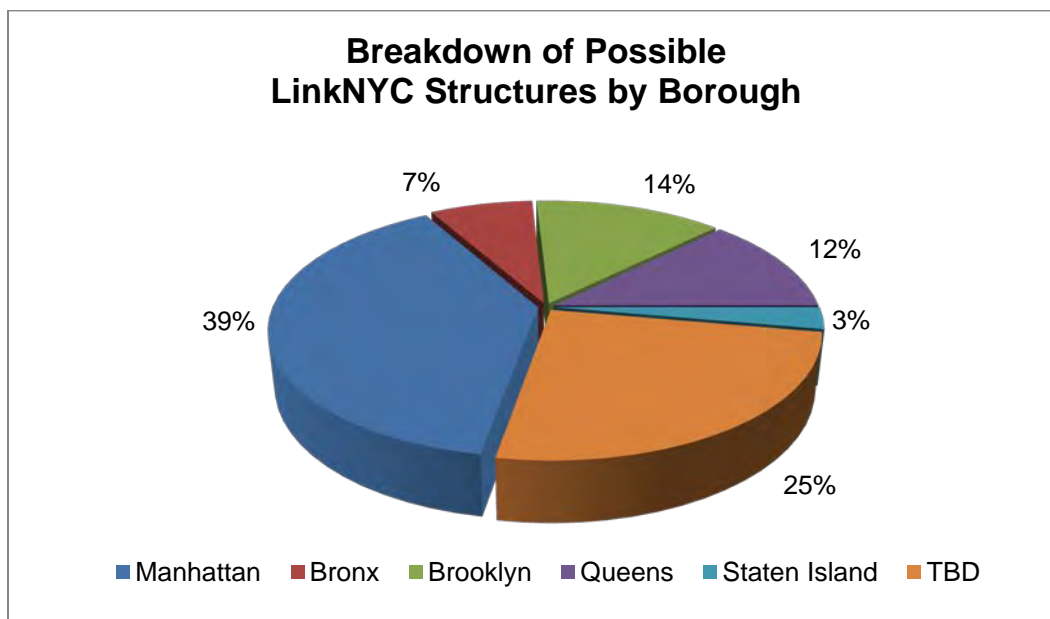
Current Distribution of Public Payphone Structures

The proposed LinkNYC network would be replace the current public payphones. The current distribution of these structures is as follows:

Borough	Current Payphone Structures
Manhattan	3,501
Bronx	636
Brooklyn	1,186
Queens	1,083
Staten Island	51
Total	6,457

Proposed Distribution

Under the proposed plan, the franchisee would be required to add new structures – in addition to those indicated above – to each of the boroughs. The agreement requires a minimum of 7,500 structures to be built with the ability to expand to 10,000 structures. The location for the final 2,500 structures has not yet been determined.



The outer boroughs will benefit the most from the increase in new structures.

Borough	Minimum Guaranteed Structures	Percent Difference
Manhattan	3,900	+ 11%
Bronx	736	+ 16%
Brooklyn	1,346	+ 13%
Queens	1,239	+ 14%
Staten Island	279	+ 447%
Total	7,500	+ 16%

Speeds

All LinkNYC structures provide minimum speeds of 100 Mbps –at least 20 times faster than typical municipal WiFi and twice as fast than what New Yorkers pay over \$60/month for in their homes.

Under optimal conditions, some LinkNYC structures will provide speeds up to 1Gbps. This is the total bandwidth provided to each structure. That bandwidth will be divided across the number of users. At full capacity, it is anticipated that gigabit structures can serve roughly 250 users. Structures with less users will allow for each user to utilize a larger share of this bandwidth.

The proposed CityBridge contract includes two mandatory technology refreshes so we expect that the franchisee will be able to increase speeds beyond what is mandated in the contract.

Advertising vs. Non-advertising Structures

The CityBridge proposal requires that advertising structures – which are concentrated in densely-populated areas with heavy foot traffic and are prohibited in residential neighborhoods –have 1 Gigabit speeds. It is expected that these areas will also have more users due to population density and foot traffic so the speeds will be distributed across more users.

There are currently 1,400 payphone advertising installations in the outer boroughs; under the proposed plan that number would increase to 2,100 – which is a 50% increase.

The initial build of the network will follow the places where, for the most part, the advertising structures exist because that's tied to density in commercial areas and where fiber is being built out for subways.

Advertising placement is not tied to income (i.e., Community Board 6 in Brooklyn –which includes Park Slope/“brownstone” Brooklyn – currently has 18 advertising payphone installations; CB 5, which includes East New York, currently has 22). Advertising installations are not allowed in residential districts. For strictly residential areas there is a smaller, narrow installation.

For the build-out beyond the initial 7,500 structure build-out, the City has significant discretion on the placement of the structures, and will be working closely with borough presidents, council members, community boards, BIDs, etc. on where to place them to ensure we get as much coverage as we can.

Beyond the 7,500 Links built over eight (8) years, the contract contemplates additional expansion of up to 10,000 (7,500, plus another 2,500) at the City's and franchisee's discretion. The breakout between advertising and non-advertising of this 2,500 is completely negotiable per the contract and placement will be in consultation with borough presidents, council members, community boards and BIDs to ensure we get as much coverage as we can.

From: [Merritt, Jeff](#)
To: [Scott Goldsmith](#)
Cc: [Colin O'Donnell](#)
Subject: RE: Response to Daily News Article
Date: Monday, November 24, 2014 1:26:28 PM
Attachments: [Fact Sheet on Distribution of LinkNYC Structures.docx](#)

Updated version attached. Please note the added language in the introduction which is designed to directly refute the Daily News article.

From: Merritt, Jeff
Sent: Monday, November 24, 2014 1:04 PM
To: Scott Goldsmith
Cc: Colin O'Donnell
Subject: RE: Response to Daily News Article

Scott and Colin,
Please see attached fact sheet. I need feedback and additions to this ASAP.

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- LinkNYC is for all New Yorkers, not just Manhattanites. Links and gigabit Wi-Fi will be widely available across Manhattan, the Bronx, Brooklyn, Queens and Staten Island
- CityBridge has committed to a minimum of 3,600 Links in the outer boroughs. In addition to current payphone locations, every borough will benefit from at least 100 new structures. Staten Island will see a 500 percent increase
- Identification of new Link locations will take place through an open and transparent public process in partnership with borough presidents, city council members, community boards and Business Improvement Districts.
- CityBridge has committed to an equitable build-out with new Links being constructed in all five boroughs beginning in year one.
- 100 MB is AT LEAST 20X faster than typical municipal WiFi and 2X faster than what New Yorkers pay over \$60/month for in their homes.
- Advertising must pay for the cost of Wi-Fi on all units across the City. Since non-ad units will be primarily in lower density residential areas and may not have access to fiber (and do not allow advertising), more units could be offered and more service provided if they did not have to be at Gigabit speed.

We are working on some more bullet points that address this issue, including the fact that lower density areas can be adequately served by 100MB. Thanks. Scott.

Scott E. Goldsmith, Esq.

EVP & Chief Commercial Officer

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Fact Sheet on Distribution of LinkNYC Structures Under Proposed Franchise Agreement

The Department of Information Technology and Telecommunications (DOITT) conducted a competitive RFP process to replace the City's public payphones with a citywide network of free public Wi-Fi hotspots. A proposal from a New York City-based consortium called CityBridge scored highest in this competition. The proposal outlines plans for creation of a five-borough Wi-Fi network with up to gigabit speeds. No other proposal offered speeds at this level.

Under the proposed agreement, minimum speeds are established based on advertising versus non-advertising structures. The location of advertising structures is based on current payphone sites. These locations are not based on income-level but rather reflect population density and foot traffic. In fact, there is no correlation between the location of advertising structures and median household income. Commercial areas with more people are expected to have more users connected to the structures and therefore require higher bandwidth. There is no difference in speeds within these commercial areas in different neighborhoods.

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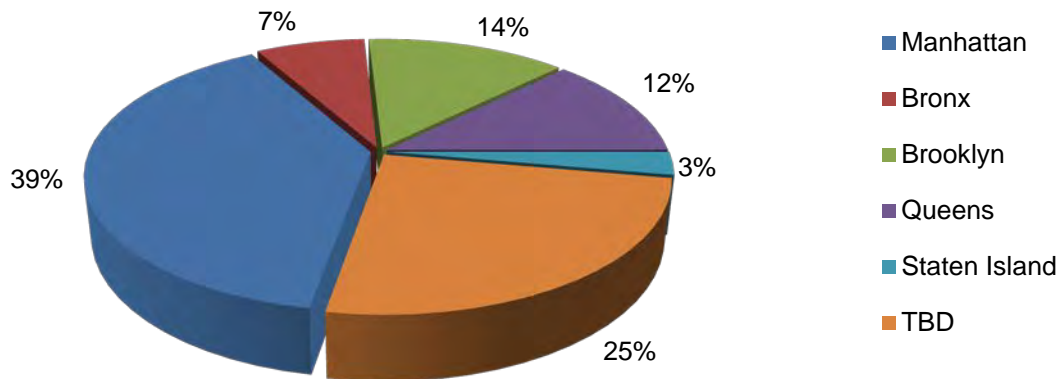
Proposed Distribution

Under the proposed plan, the franchisee would be required to add new structures – building on the locations indicated above – to each of the boroughs. The agreement requires a minimum of 7,500 structures to be built with the ability to expand to 10,000 structures. The location for the final 2,500 structures has not yet been determined.

The outer boroughs will benefit the most from the increase in new structures.

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Total	7,500	+ 16%

Breakdown of Possible LinkNYC Structures by Borough



Speeds

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From: [Scott Goldsmith](#)
To: [Merritt, Jeff](#)
Cc: [Colin O'Donnell](#)
Subject: Re: Response to Daily News Article
Date: Monday, November 24, 2014 7:24:06 PM

I am driving. Colin can fill me in. I am available in 30 mins.

Scott E. Goldsmith, Esq.

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[New York, NY 10017](#)

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F [\(212\) 418-1082](#)
scott.goldsmith@titan360.com

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titan360.com

On Nov 24, 2014, at 7:21 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Missing a digit in your cell phone #. Want to just call me at [REDACTED]
[REDACTED] Thanks!

On Nov 24, 2014, at 7:13 PM, Colin O'Donnell
<colin.odonnell@controlgroup.com> wrote:

I'm available anytime. -c
[REDACTED]

On Nov 24, 2014 7:11 PM, "Merritt, Jeff"
<JMerritt@cityhall.nyc.gov> wrote:
Scott/Colin,
Let me know if you have a second to chat tonight.

Thanks,
Jeff

On Nov 24, 2014, at 1:28 PM, Scott Goldsmith
<Scott.Goldsmith@titan360.com> wrote:

Thanks. We are working on this now. Looks good. Will have any comments to you before 2pm.

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New York, NY 10017

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scott.goldsmith@titan360.com

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titan360.com

From: <Merritt>, "Merritt, Jeff"
<JMerritt@cityhall.nyc.gov>
Date: Monday, November 24, 2014 at 1:26 PM
To: Scott Goldsmith <Scott.Goldsmith@titan360.com>
Cc: Colin O'Donnell <colin.odonnell@controlgroup.com>
Subject: RE: Response to Daily News Article

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Thanks,

Jeff

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[Scott.Goldsmith@titan360.com]
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To: Merritt, Jeff; Stanley Shor; Sbordone, Nicholas
Cc: Colin O'Donnell
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Scott.

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scott.goldsmith@titan360.com

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From: [Merritt, Jeff](#)
To: [Colin O'Donnell](#)
Subject: Question
Date: Tuesday, November 25, 2014 2:15:39 PM

This sounds odd. We wouldn't be storing PII from online shopping anyway, right? When would we hypothetically be capturing PII?

If users choose to provide personally identifiable information (PII) – if they were doing online shopping, for instance – LinkNYC would not store PII outside the United States and would not keep PII indefinitely.

From: [Colin O'Donnell \(via Google Sheets\)](#)
To: [Merritt, Jeff](#)
Cc: Kschwab@manatt.com
Subject: Community Outreach 11/25 (re: Daily News) - Invitation to edit
Date: Tuesday, November 25, 2014 2:51:12 PM

[Colin O'Donnell](#) has invited you to **edit** the following spreadsheet:



[Community Outreach 11/25 \(re: Daily News\)](#)

[Open in Sheets](#)

Google Sheets: Create and edit spreadsheets online.



From: [Merritt, Jeff](#)
To: [Colin O'Donnell](#)
Cc: [Stacey Levine](#); [Danielle DeVoren](#); [Scott Goldsmith](#)
Subject: RE: Security notes
Date: Tuesday, November 25, 2014 2:57:15 PM

Thanks!

From: Colin O'Donnell [colin.odonnell@controlgroup.com]
Sent: Tuesday, November 25, 2014 2:40 PM
To: Merritt, Jeff
Cc: Stacey Levine; Danielle DeVoren; Scott Goldsmith
Subject: Security notes

Jeff, I still think it's critical to speak to the WSJ on this issue, but here is a quuick recap of what I said on the call. -c

There are a few main attack vectors for a Public Wi-Fi network and we have spent the past several months working with the best technology companies in the world to develop a network with higher security standards than you would find in your home or office.

A few main attacks and the ways we mitigate them are listed below:

Wireless traffic sniffing, the act of listening to unencrypted wireless traffic off the network, is eliminated because we are offering one of the first public, encrypted networks. We will use Hot Spot 2.0 for new devices and the system will also be compatible with older mobile devices and laptops.

Once a device is on the network, We block peer-to-peer communication. This prevents one device from being able to see any other device on the network. A wireless device will only be able to access the internet, which will prevent the spread of viruses from one computer to another, and will stop a hacker from being able to attack another computer or device on the network.

Lastly, The core systems and databases are encrypted, protected and monitored 24/7 by a team of security experts, and unlike a paid service like your home internet, or a shopping website, CityBridge does not require or store sensitive personal information like credit cards, home addresses, social security numbers, etc, so the core system is a smaller target to hackers and more simple to protect.

From: [Schwab, Katie](#)
To: [Colin O'Donnell](#); [Stacey Levine](#)
Cc: [Merritt, Jeff](#); [Scott Goldsmith](#); [Jeff Maki](#)
Subject: RE: Advocate - Collaborative Doc
Date: Tuesday, November 25, 2014 3:14:17 PM

I think it just depends on schedule. Are there materials we could send them when we ask for their support? It may be that a meeting isn't necessary.

I added a few organizations and put myself as the "owner" but I'm happy to share.

Katie Schwab
Senior Advisor

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KSchwab@manatt.com
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From: Colin O'Donnell [<mailto:colin.odonnell@controlgroup.com>]
Sent: Tuesday, November 25, 2014 3:13 PM
To: Stacey Levine
Cc: Schwab, Katie; Jeff Merritt; Scott Goldsmith; Jeff Maki
Subject: Re: Advocate - Collaborative Doc

I was thinking 1:1 outreach given the personal nature of a lot of these contacts - I think we can call on them and ask them to show up and speak on our behalf. we should clearly support them with talking points for the FCRC and BP's.

If it helps to have a briefing, we're happy to host here and participate.
-c

On Tue, Nov 25, 2014 at 3:08 PM, Stacey Levine <stacey.levine@controlgroup.com> wrote:
KCSA and I discussed setting up a briefing event for select advocates next week so we can provide more detail into the proposal, the benefits, and respond directly to the questions/concerns raised in recent press.

Is this something we should do? Or are you looking for personal 1:1 outreach?

On Tue, Nov 25, 2014 at 2:58 PM, Colin O'Donnell <colin.odonnell@controlgroup.com> wrote:
Hi All,

Let's use this doc to organize who we are reaching out to for support and what kind of support we are looking for.

Additionally let's list out the BP's and the Comptroller and their hot button issues/motivators so we know what we need to address for each.

<https://docs.google.com/a/controlgroup.com/spreadsheets/d/1s7qG3RqwokATPKjePseM5v0PcDXqQma6DSnpeFI5paQ/edit?usp=sharing>

-C

--
Stacey Levine | Director, Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x657](tel:212-343-2525) | www.controlgroup.com | [LinkedIn](#)

From: [Schwab, Katie](#)
To: [Sbordone, Nicholas](#); [Shor, Stanley](#); [Merritt, Jeff](#)
Cc: ["Scott Goldsmith" \(Scott.Goldsmith@titan360.com\)](#); [Wagner, Claudia](#); [Colin O'Donnell \(colin.odonnell@controlgroup.com\)](#)
Subject: RE: Franchise outreach
Date: Tuesday, November 25, 2014 3:29:21 PM

Hi Nick,

Checking in to see if you've gotten any dates from the BPs' or Comptroller's offices. Please advise.
Thanks!

Katie

From: Schwab, Katie [<mailto:KSchwab@manatt.com>]
Sent: Monday, November 24, 2014 10:09 AM
To: jmerritt@cityhall.nyc; Shor, Stanley
Cc: 'Scott Goldsmith' (Scott.Goldsmith@titan360.com); Sbordone, Nicholas; Wagner, Claudia; Colin O'Donnell (colin.odonnell@controlgroup.com)
Subject: RE: Franchise outreach
Importance: High

Hi Jeff,

I'm following up on this email. In light of the article this morning, we'd like to move forward with scheduling meetings with DoITT, CityBridge and the FCRC members.

Please advise – happy to arrange a conference call to discuss.

Thanks,

Katie

Katie Schwab
Senior Advisor

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7 Times Square
New York, NY 10036
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KSchwab@manatt.com
manatt.com

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From: Schwab, Katie
Sent: Thursday, November 20, 2014 12:20 PM
To: 'jmerritt@cityhall.nyc'; Shor, Stanley (SShor@doitt.nyc.gov)
Cc: 'Scott Goldsmith' (Scott.Goldsmith@titan360.com); 'Sbordone, Nicholas'; Wagner, Claudia; Colin O'Donnell (colin.odonnell@controlgroup.com)
Subject: Franchise outreach

Dear Jeff and Stanley,

I'm writing to request a call or meeting asap to coordinate our outreach in advance of the FCRC. We have two concerns: facilitating the education and support of the BPs and Comptroller prior to December 8, and lining up supporters to appear at the hearing that day. We have ideas about both, and would like to agree on a coordinated strategy to ensure we present a unified front and focus our efforts on key stakeholders.

We could host a call at 9:30 tomorrow – would that work? Please advise.

Thanks.

Katie

Katie Schwab
Senior Advisor

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New York, NY 10036
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From: [Danielle DeVoren](#)
To: [Merritt, Jeff](#); [Sbordone, Nicholas](#)
Cc: [Colin O'Donnell](#); [Stacey Levine \(stacey.levine@controlgroup.com\)](#)
Subject: RE: do I have the green light
Date: Tuesday, November 25, 2014 3:53:09 PM

Just spoke to Nick. We are going to do 4:05 and we'll use your bridge. I will be silent. Nick will be doing the PR intros

From: Merritt, Jeff [<mailto:JMerritt@cityhall.nyc.gov>]
Sent: Tuesday, November 25, 2014 3:46 PM
To: Danielle DeVoren; Sbordone, Nicholas
Cc: Colin O'Donnell
Subject: RE: do I have the green light

Given that the reporter's deadline is 4, we should probably just get everyone on a conference call bridge ASAP. If you want to use my freeby # it's below:

Dial-in: [REDACTED] Access Code: [REDACTED]

From: Danielle DeVoren [ddevoren@kcsa.com]
Sent: Tuesday, November 25, 2014 3:43 PM
To: Sbordone, Nicholas
Cc: Merritt, Jeff
Subject: RE: do I have the green light

Ok!! On it!

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Tuesday, November 25, 2014 3:43 PM
To: Danielle DeVoren
Cc: Jeff S. Merritt - City of New York (jmerritt@cityhall.nyc.gov)
Subject: RE: do I have the green light

Have a go. Please get the team together and let me know when available for a call. Thanks.

From: Danielle DeVoren [<mailto:ddevoren@kcsa.com>]
Sent: Tuesday, November 25, 2014 11:53 AM
To: Sbordone, Nicholas
Subject: do I have the green light

Danielle DeVoren
Managing Director

KCSA Strategic Communications
880 Third Ave, 6th Floor
New York, NY 10022

ddevoren@kcsa.com
DID: 212.896.1272
Tel: [212.682.6300](tel:212.682.6300)

Fax: [212.697.0910](tel:212.697.0910)
Mobile: [215.206.3111](tel:215.206.3111)

KCSA Strategic Communications - www.KCSA.com
theIRapp website - www.theIRapp.com

From: [Merritt, Jeff](#)
To: [Colin O'Donnell](#)
Cc: [Tantoco, Minerva](#)
Subject: Re: Gigabit speeds
Date: Tuesday, November 25, 2014 6:52:05 PM

Thanks. Here's what I need a direct response to:

The article linked below asserts that "no wireless devices capable of handling anything close to gigabit speeds exist right now."

<http://www.theverge.com/2014/11/24/7275567/nyc-public-wifi-is-rich>

On Nov 25, 2014, at 6:23 PM, Colin O'Donnell <colin.odonnell@controlgroup.com> wrote:

Hi Jeff, these is our prepared response, I can work on something more personal tomorrow - if there is a specific concern I can craft a more specific response:

Gigabit Wi-Fi... for real? COLIN / CONTROL GROUP

Concern: Is it really gigabit Wi-Fi or just fast Wi-Fi?

Response:

- This is going to be the fastest Wi-Fi you've ever experienced.
 - We bring full gigabit fiber to each Link, we plug that fiber into the fastest wireless access point on the market and then we get out of the way.
 - Multiple users attached to the same Link will all share that gig connection, but still, it's going to be super fast.
- While the majority of the Links will provide gigabit speeds, not all Links will provide gigabit Wi-Fi. Some Links where there is no connection to the fiber backbone will still provide high-speed, free-Wi-Fi, but the speeds will not be gigabit. It will still probably be faster than your home internet connection--they provide speeds of at least 100 Mbps down and 50Mbps up.
- LinkNYC will leverage Transit Wireless' extensive fiber network to provide connectivity to the Gigabit Link structures throughout New York City.
- The truth is, we are so far ahead of the curve with gigabit Wi-Fi, that it will be some time before the average device can take full advantage of the speed.

Concern: You said "up to gigabit speed" - does that mean some Links will have slower speeds?

Response:

- In some residential areas of the City it will be difficult to run fiber with 1 gigabit capacity. In these areas, speeds may be lower. CityBridge has committed to minimum speeds of 100 Mbps in these locations -- that's still more than 2x faster than the average home Internet speeds in New York City

- The majority of Links will provide Gigabit speeds.

On Tue, Nov 25, 2014 at 6:11 PM, Merritt, Jeff
<JMerritt@cityhall.nyc.gov> wrote:

Hi Colin,

Can you draft a response to critiques that devices can't use gigabit speed Wi-Fi even if its available?

Thanks,

Jeff

From: [Colin O'Donnell](#)
To: [Merritt, Jeff](#); [Danielle DeVoren](#); [Stacey Levine](#); [Dave Etherington](#)
Subject: Fwd: Re: [IP] Re NYC to blanket the city in free public Wi-Fi with 10,000 stations
Date: Wednesday, November 26, 2014 8:02:40 AM

What do you all think? Are there any potential landmines in my email? Would be good to start getting the tech community interested and engaged.

----- Forwarded message -----

From: "Dana Spiegel" <dana@nycwireless.net>
Date: Nov 25, 2014 11:53 PM
Subject: Re: [IP] Re NYC to blanket the city in free public Wi-Fi with 10,000 stations
To: "Colin O'Donnell" <colin.odonnell@controlgroup.com>
Cc:

Colin,

Thanks for sharing your answer. Can I forward it to a couple of email lists that I'm on?

--

Dana Spiegel
Chief Code Therapist, FounderTherapy
dana@foundertherapy.co

www.foundertherapy.co

We help founders turn great ideas into delightful products that users love.

On Nov 19, 2014, at 7:46 AM, Colin O'Donnell
<colin.odonnell@controlgroup.com> wrote:

Hi Jeff, your statement is true. I think a follow up question might be: how will we make it easy for cars and coffee pots and connected devices and things without screens join and stay connected, ideally on the encrypted network? How will we deal with a 'thing' accepting terms of service and creating an account? We believe this is a very important part of this program and included IoT support in our thinking as part of our proposal. There are authentication details to work through especially as public, encrypted, Wi-Fi standards (like HS2) are just taking shape and joining a device to any Wi-Fi network takes some effort (see Chromecast). We intend to support devices, computers, and 'things'. This is a great point of discussion and something we'd be happy to engage the community on.

I guess a shorter answer is: we won't restrict computers from using the network, and we look forward to supporting new standards to make devices easier to join, as they emerge.

This would be a great discussion topic, BTW, HS2 is really just coming

out and it would be great to get people talking about this.

Hope that helps.

-C

I'm adding Colin from Control Group to verify the accuracy of my response but assuming I stated this correctly then you can feel free to share that information. Thanks.

On Wednesday, November 19, 2014, Dana Spiegel
<dana@nycwireless.net> wrote:

Thanks Jeff.

I understand if the answer is no, but could I forward your note on to one or two lists (with or without attribution, your choice).

--

Dana Spiegel
Chief Code Therapist, FounderTherapy
dana@foundertherapy.co

www.foundertherapy.co

We help founders turn great ideas into delightful products that users love.

On Nov 18, 2014, at 5:32 PM, Jeff S. Merritt
<[REDACTED]> wrote:

I'm not on this list, thanks for forwarding. We're providing straight up connectivity, there won't be any ads or manual steps in order to use the network. The only exception is that this is encrypted by default which means the first time you access the network with a device it will ask you to create a random username and password. Once you do that you won't have to enter it again if its saved on your device. You could also opt out of the secure connection.

On Tue, Nov 18, 2014 at 11:57 AM, Dana Spiegel
<dana@nycwireless.net> wrote:
Jeff,

Not sure if you are on Dave Farber's IP email list, but you should be. This is a very good perspective on how to think about the LinkNYC network.

--

Dana Spiegel

Begin forwarded message:

From: "Dave Farber via ip"
<ip@listbox.com>
Date: November 17, 2014 at 9:21:19 PM
EST
To: "ip" <ip@listbox.com>
Subject: [IP] Re NYC to blanket the city
in free public Wi-Fi with 10,000
stations
Reply-To: [REDACTED]

Me too

----- Forwarded message -----
From: "Bob Frankston" [REDACTED]
[REDACTED]
Date: Nov 17, 2014 9:09 PM
Subject: RE: [IP] NYC to blanket the city in
free public Wi-Fi with 10,000 stations
To: <[REDACTED]>
Cc: <[REDACTED]>

I hope they provide Internet connectivity rather than just web access. The difference is that Internet connectivity allows machines to connect whereas the web access requires a human in the path to click "agree" or look at an add or some other manual step.

If the latter then it is just another telephone network that misses the transformational idea of the Internet and puts the kibosh on this whole idea of "Connected Things". What will it take to for policymakers to understand that the Internet is about computers connecting to each other with the web being just one of many possible applications?

From: Dave Farber via ip [mailto:ip@listbox.com]
Sent: Monday, November 17, 2014 20:33
To: ip
Subject: [IP] NYC to blanket the city in free public Wi-Fi with 10,000 stations

----- Forwarded message -----

From: "Dewayne Hendricks"

<dewayne@warpspeed.com>

Date: Nov 17, 2014 3:11 PM

Subject: [Dewayne-Net] NYC to blanket the city in free public Wi-Fi with 10,000 stations

To: "Multiple recipients of Dewayne-Net"

<

[REDACTED]

Cc:

NYC to blanket the city in free public Wi-Fi with 10,000 stations

The kiosks have charging stations, claim they can reach "up to Gigabit speeds."

By Casey Johnston

Nov 17 2014

<<http://arstechnica.com/business/2014/11/nyc-to-install-10000-free-public-wi-fi-hotspots-in-its-streets/>>

A new "communications network" called LinkNYC [announced plans](#) Monday to turn all of the payphones in New York City into public Wi-Fi stations. The kiosks, which are taller and narrower than the average phone booth but preserve the advertising space, will have "up to gigabit speeds" and charging stations for devices, according to a press release Monday.

New York has been trying to figure out what to do with its decrepit payphones for years. In 2012, the city did a [very small-scale rollout](#) of Wi-Fi hotspots at 10 phone booths, and in

2013, the Department of Information Technology and Communications [solicited and displayed proposals](#) for redesigning and repurposing the booths into something more sightly and useful.

The network, LinkNYC, is a "public-private" partnership between the Mayor's Office of Technology and Innovation, DoITT, and CityBridge, a collective of New York companies that includes Qualcomm, Antenna, Comark, and Transit Wireless (the company that has installed Wi-Fi in 47 stations of the city's subway system). In addition to being Wi-Fi hotspots, LinkNYC kiosks will also have touch screens for accessing information about the city and will allow free domestic phone calls.

LinkNYC does not elaborate about its gigabit capabilities, and it does not mention that it's taken any steps to secure a contract with any ISPs in the area for gigabit connections.

However, it does claim that it will be "the fastest and largest free municipal Wi-Fi deployment in the world" and that it will be "more than 20 times fast than the average home Internet

service in NYC" with a "seamless roaming experience from Link to Link."

LinkNYC also states that the phone booth overhaul will be done "at no cost to taxpayers" and funded entirely through advertising revenue, raking in \$500 million over the next 12 years. The rollout is set to begin in 2015, with up to 10,000 Links set to be installed across the five boroughs of the city.

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| [Unsubscribe Now](#)

From: [Merritt, Jeff](#)
To: [Colin O'Donnell](#); [Stacey Levine](#); [Danielle DeVoren](#); [Dave Etherington](#)
Subject: FW: LinkNYC follow-up
Date: Wednesday, November 26, 2014 12:44:00 PM

From: Walzak, Phil
Sent: Wednesday, November 26, 2014 12:40 PM
To: 'Sbordone, Nicholas'; Levin, Christina; Tantoco, Minerva
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan (DOITT)
Subject: RE: LinkNYC follow-up

great
lets flood the zone

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Wednesday, November 26, 2014 12:38 PM
To: Walzak, Phil; Levin, Christina; Tantoco, Minerva
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan (DOITT)
Subject: RE: LinkNYC follow-up

Have those too. Susan Crawford, for example, has already said she would do a piece. She already did a [very good one](#) last week.

Ends with a flourish:

For now, though, I'm willing to be delighted by the plan. New York City is a remarkable, thriving, energetic and exuberant place. Now it is taking steps to add an electronic layer to its beguiling sidewalks. Just duck into (next to!) the nearest phone booth—and your smartphone will take on super powers.

Can get some additional people as well.

From: Walzak, Phil [<mailto:PWalzak@cityhall.nyc.gov>]
Sent: Wednesday, November 26, 2014 12:32 PM
To: Sbordone, Nicholas; Levin, Christina; Tantoco, Minerva
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan
Subject: RE: LinkNYC follow-up

need specialty reporters, industry ppl, etc

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Wednesday, November 26, 2014 12:31 PM

To: Levin, Christina; Tantoco, Minerva; Walzak, Phil
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan (DOITT)
Subject: RE: LinkNYC follow-up

We have a list of edit boards and others that we can pitch.

Happy to chat any time.

From: Levin, Christina [<mailto:CLEvin@cityhall.nyc.gov>]
Sent: Wednesday, November 26, 2014 12:29 PM
To: Tantoco, Minerva; Sbordone, Nicholas; Walzak, Phil
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan
Subject: RE: LinkNYC follow-up

Thank you for your feedback and thoughts, Minerva—would you, Nick and Jeff be able to help me today in identifying beat reporters in the tech press who would be able to better cover this, in addition to industry leaders who could serve as validators for us on this in the coming week or so? Let's connect separately on this today.

Many thanks,

Christina

From: Tantoco, Minerva
Sent: Wednesday, November 26, 2014 9:44 AM
To: 'Sbordone, Nicholas'; Walzak, Phil; Levin, Christina
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan (DOITT)
Subject: RE: LinkNYC follow-up

Thanks, Nick,

Good job all!

This is not bad, considering. We should be correcting technical inaccuracies and take the opportunity to educate the public and the reporters on cyber safety. The reporter missed that we discussed that the design is modular so we can keep up with the latest tech in security on these devices, but I am glad he noted that most people are less secure in their home wi-fi. Business reporters famously don't know enough tech to write about it. The tech press would be a better place to have these discussions. It's a clever re-use of old infrastructure, and a step in the right direction to be a more innovative city. (We need to anticipate and be proactive now-- since we will also be moving to cloud and open source, generally considered by techies and civic group to be positive, but threaten some)

The important technical points are being lost, when this was essentially a tech announcement, I suggest we think of ways to reframe this, perhaps through the tech press, who would be supportive.

Some points –

- The wifi hotspots are ad-supported, as many internet services are eg Facebook and Google, which millions use happily every day, this is the economics of the internet
- Hackers are a huge problem, we have taken steps to protect the usage of the hotspots but people must also be careful in their usage. We lock our doors, we close our purses, but a lot of people don't know about internet safety
- More competition in hotspots is good, though some groups might not like that, and are stirring the pot. Expensive home wifi-is no safer.
- This is an evolving technology and we took steps to make it upgradeable
- Many devices today might not be able to use the top speeds but we know they will someday, and we built the hotspots to last longer than today's limitations
- Top published speeds are used for comparison, as we know from experience, the advertised speed is dependent on time of day and number of users
- People concerned about the hotspots should not use them

Let's at least make sure the technical inaccuracies are corrected. Innovation is scary for a lot of people, and resistance is an expected reaction. We can use this as an opportunity to tout the great technical advances it represents, it was a tech announcement.

Thanks,
Minerva

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Tuesday, November 25, 2014 10:25 PM
To: Walzak, Phil; Tantoco, Minerva; Levin, Christina
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan (DOITT)
Subject: Re: LinkNYC follow-up

re: WSJ. We fought this one hard and I think it was the right decision to engage. The entirely speculative "what if" claims below would have gone unanswered had we not done the call this PM.

I think we battled it to a draw at least.

Mayor Bill de Blasio's Wi-Fi Plan Draws Critics

Analysts Say There Is Risk of Hackers Accessing Users' Personal Data

<http://online.wsj.com/articles/mayor-bill-de-blasios-wi-fi-plan-draws-critics-1416967934?tesla=y&mg=reno64-wsj&url=http://online.wsj.com/article/SB10634695869867284248804580299290267832032.html>

By: Mike Vilensky

Nov. 25, 2014 9:12 p.m. ET
0 COMMENTS

Mayor Bill de Blasio's plan to bring public Internet access to the five boroughs is raising concerns among cybersecurity experts and elected officials.

Announced last week, Mr. de Blasio's initiative would build one of the world's largest municipal Wi-Fi networks—an experiment that could backfire, analysts said, if hackers access massive troves of personal data.

"If [city officials] are not extraordinarily careful, they're opening up Pandora's box," said Timothy P. Ryan, managing director of cyber-investigations at Kroll, a Manhattan-based risk-management firm. The initiative will replace the city's pay phones with some 10,000 so-called Link machines, Wi-Fi hubs with phone capabilities, streaming advertisements and cellular-phone chargers.

The project will cost about \$200 million, officials said, with a consortium of companies involved in the project sharing the ad revenue with the city. No taxpayer money will be used for construction, officials said.

The mayor's office said the citywide Wi-Fi network could be a safe way for New Yorkers across the boroughs to access the Internet.

"It's potentially more secure than what people have at home—if they're not technical people, and not thinking about security," said Minerva Tantoco, the city's chief technology officer.

Shane Buckley, chief executive of Xirrus, a private Wi-Fi company based in Thousand Oaks, Calif., said he needs convincing.

"Top Wall Street banks are getting hacked," he said.

"Can the municipal government protect a public network as securely as those folks?"

City officials said data passing through the network will be protected by encryption. The network, which will only be accessible to users with a name and password, will also block people from exchanging files and data through the network with other users, they said.

Still, security worries persist. Mr. Ryan said that while encryption and a name and password can help, public networks in the past have acted as hotbeds for child-pornography trading and other crimes, since they make it harder to trace users. And, he said, hackers who create public networks with similar names can lure people onto the wrong Wi-Fi and trace their activity.

Colin O'Donnell, a technical lead at CityBridge, the consortium of companies creating and implementing the Link machines, said a 24/7 security team will monitor the network for suspicious activity.

Mr. O'Donnell said the company would work to mitigate the threat of so-called "rogue access points," traps used by hackers to lure users onto the wrong network, which he called "a real security concern."

The program has also created a new political spat for Mr. de Blasio with one of his allies, Public Advocate Letitia James.

Ms. James, a fellow Democrat, said she is seeking to tweak or halt Mr. de Blasio's program, and that the City Council should have had more say in it. She said she wrote the mayor a letter before his announcement to relay her concerns.

"The response indicated that our data is flawed, and that they're right," she said.

A spokesman for Mr. de Blasio said, "We...remain committed to working with elected officials throughout this process."

Other municipal Wi-Fi rollouts have had mixed results, officials in the those cities said.

Seattle began offering free Wi-Fi in 2005, but pulled the plug in 2012 amid high costs and equipment issues. In Mountain View, Calif., a public Wi-Fi program built in 2006 is now being dismantled because the network couldn't handle demand.

Last year, San Francisco Mayor Edwin Lee launched a limited Wi-Fi network along one of the city's busiest thoroughfares, which in October expanded to include more parks, plazas and open spaces. A previous program under a different mayor fizzled.

"At a fundamental level, Wi-Fi isn't the right technology to do this job," said Eric Fraser, an Arizona-based patent attorney who has written on the failures of public-wireless initiatives.

"If [New York officials] put one next to the High Line, people will use it. But allowing people to get on wherever they are is technologically impossible."

Officials are only promising high-speed Wi-Fi within a 150-foot radius of each Link hub.

Some hubs will be placed near popular public spaces where people might want to lounge with their laptops, and the free Internet will be able to penetrate some walls, officials said.

"Every single city is learning from other cities about wireless," said Maya Wiley, a counsel to Mr. de Blasio.

"We can model good practices and the social benefits that come with the project."

One major difference between New York's program and other cities' attempts, officials said, is New York's built-in monetization mechanism, and the Wi-Fi speed.

Mr. de Blasio's office has stressed that the program will help close a key resource gap, bringing free Internet to communities that can't afford it.

But some activists have responded with a shrug. Said Kalle Lasn, co-founder of Adbusters magazine who helped organize the Occupy Wall Street protests: "There are bigger fish to fry."

From: Walzak, Phil [<mailto:PWalzak@cityhall.nyc.gov>]
Sent: Tuesday, November 25, 2014 05:12 PM
To: Sbordone, Nicholas; Tantoco, Minerva <MTantoco@cityhall.nyc.gov>; Levin, Christina <CLevin@cityhall.nyc.gov>
Cc: Merritt, Jeff <JMerritt@cityhall.nyc.gov>; Albano, Jacqueline; Hines, Evan
Subject: RE: LinkNYC follow-up

ok will see

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Tuesday, November 25, 2014 5:08 PM
To: Walzak, Phil; Tantoco, Minerva; Levin, Christina
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan (DOITT)
Subject: RE: LinkNYC follow-up

Just spoke with the reporter. Tells me he's "glad he had that call with us because the piece feels a lot more balanced now" – in that we were able to respond directly to certain concerns that has been voiced.

Will look to quote Minerva on how the network may be more secure than a network in your home, and Colin (from CityBridge) on 24/x7 network monitoring and measures to combat rogue actors running similarly-sounding networks in an attempt to lure traffic there.

PW/CL – re: PA James, I didn't mention specifically but asked if he had everything he needed from us and he said yes.

Attached is what we sent post-call. I think we did what we could.

Of course the proof is in the pudding.

Thanks.

From: Walzak, Phil [<mailto:PWalzak@cityhall.nyc.gov>]
Sent: Tuesday, November 25, 2014 3:55 PM
To: Sbordone, Nicholas; Tantoco, Minerva; Levin, Christina
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan
Subject: RE: LinkNYC follow-up

are we doing sufficient prep w CityBridge?

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Tuesday, November 25, 2014 3:55 PM
To: Tantoco, Minerva; Levin, Christina
Cc: Walzak, Phil; Merritt, Jeff; Albano, Jacqueline; Hines, Evan (DOITT)
Subject: RE: LinkNYC follow-up

4:05 it is. Here is info: Dial-in: [REDACTED] Access Code: [REDACTED]

I am calling in shortly.

From: Sbordone, Nicholas
Sent: Tuesday, November 25, 2014 3:52 PM
To: Tantoco, Minerva; Levin, Christina
Cc: Walzak, Phil; Merritt, Jeff; Albano, Jacqueline; Hines, Evan
Subject: RE: LinkNYC follow-up

We are. Calling reporter now to set up. Will advise.

From: Tantoco, Minerva [<mailto:MTantoco@cityhall.nyc.gov>]
Sent: Tuesday, November 25, 2014 3:51 PM
To: Levin, Christina
Cc: Walzak, Phil; Merritt, Jeff; Sbordone, Nicholas; Albano, Jacqueline; Hines, Evan
Subject: Re: LinkNYC follow-up

I can step out if my mtg pls send info

Best regards,
Minerva

Minerva L. Tantoco
Chief Technology Officer
New York City

Mobile [917-545-9762](tel:917-545-9762)
Email mtantoco@cityhall.nyc.gov

On Nov 25, 2014, at 3:49 PM, Levin, Christina <CLEvin@cityhall.nyc.gov> wrote:

We're setting up a conference call with Mike and Control Group/City Bridge now?

From: Levin, Christina
Sent: Tuesday, November 25, 2014 3:38 PM
To: Walzak, Phil; Merritt, Jeff; 'nsbordone@doitt.nyc.gov'
Cc: 'jaalbano@doitt.nyc.gov'; Hines, Evan (DOITT); Tantoco, Minerva
Subject: RE: LinkNYC follow-up

Nick, Jeff and Minerva all recommend. Let's set up ASAP to beat this down. Thanks!

From: Walzak, Phil
Sent: Tuesday, November 25, 2014 3:38 PM
To: Merritt, Jeff; Levin, Christina; 'nsbordone@doitt.nyc.gov'
Cc: 'jaalbano@doitt.nyc.gov'; Hines, Evan (DOITT); Tantoco, Minerva
Subject: RE: LinkNYC follow-up

if we think that helps, then yes

From: Merritt, Jeff
Sent: Tuesday, November 25, 2014 3:34 PM
To: Levin, Christina; Walzak, Phil; 'nsbordone@doitt.nyc.gov'
Cc: 'jaalbano@doitt.nyc.gov'; Hines, Evan (DOITT); Tantoco, Minerva
Subject: RE: LinkNYC follow-up

The WSJ deadline is 4pm if we're going to connect them with CityBridge and any of our privacy experts.

From: Levin, Christina
Sent: Tuesday, November 25, 2014 2:48 PM
To: Walzak, Phil; 'nsbordone@doitt.nyc.gov'
Cc: Merritt, Jeff; 'jaalbano@doitt.nyc.gov'; Hines, Evan (DOITT)
Subject: RE: LinkNYC follow-up

Fab, thanks team.

And PW, what do you think of getting CityBridge/Control Group privacy experts on the phone with Mike as well, to attest to the security/privacy of the proposal? They helped develop the policy.

From: Walzak, Phil
Sent: Tuesday, November 25, 2014 2:47 PM
To: Levin, Christina; 'nsbordone@doitt.nyc.gov'
Cc: Merritt, Jeff; 'jaalbano@doitt.nyc.gov'; Hines, Evan (DOITT)
Subject: Re: LinkNYC follow-up

Ok

From: Levin, Christina
Sent: Tuesday, November 25, 2014 02:45 PM
To: 'Sbordone, Nicholas' <nsbordone@doitt.nyc.gov>; Walzak, Phil
Cc: Merritt, Jeff; 'Albano, Jacqueline' <jaalbano@doitt.nyc.gov>; Hines, Evan (DOITT)
Subject: RE: LinkNYC follow-up

Sorry, small tweaks to add a little more big-picture messaging at the top. Let's just explain the "not your typical Wi-Fi" part on background and use this:

PW, OK?

"Privacy and security were foremost considerations of the de Blasio administration throughout the development of this proposal, and they remain some of our top priorities in our plan to expand broadband access to more New Yorkers. ~~and as a result, this is not your typical public Wi-Fi.~~ If approved, LinkNYC would be one of the first municipal Wi-Fi services in the country to offer an encrypted network connection, which enables the use of end-to-end encryption like HTTPS for any sensitive matters or data. LinkNYC would offer one of the most robust privacy policies of municipal Wi-Fi networks."

From: Levin, Christina
Sent: Tuesday, November 25, 2014 2:26 PM
To: 'Sbordone, Nicholas'; Walzak, Phil
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan (DOITT)
Subject: RE: LinkNYC follow-up

Thanks. Phil, are you good with sending the comment below to WSJ?

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Tuesday, November 25, 2014 2:25 PM
To: Levin, Christina; Walzak, Phil
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan (DOITT)
Subject: RE: LinkNYC follow-up

Okay, revised:

Statement:

"Privacy and security were foremost considerations throughout development of this proposal, and as a result, this is not your typical public Wi-Fi. If approved, LinkNYC would be one of the first municipal Wi-Fi services in the country to offer an encrypted network connection. The network also enables the use of end-to-end encryption such as HTTPS for any sensitive matters or data. LinkNYC will also offer one of the most robust privacy policies of municipal Wi-Fi networks."

From: Levin, Christina [<mailto:CLEvin@cityhall.nyc.gov>]
Sent: Tuesday, November 25, 2014 2:15 PM
To: Sbordone, Nicholas; Walzak, Phil
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan
Subject: RE: LinkNYC follow-up

I think we should keep this part at the top

Privacy and security were key considerations for the Administration throughout development of this proposal

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Tuesday, November 25, 2014 2:09 PM
To: Levin, Christina; Walzak, Phil
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan (DOITT)
Subject: RE: LinkNYC follow-up

Revised. Thank you.

Statement:

"This is not your typical open public Wi-Fi. If approved, LinkNYC would be one of the

first free public Wi-Fi services in the country to offer an encrypted network connection. The network also enables the use of end-to-end encryption such as HTTPS for any sensitive matters or data. LinkNYC will also offer one of the most robust privacy policies of municipal Wi-Fi networks."

From: Sbordone, Nicholas
Sent: Tuesday, November 25, 2014 1:58 PM
To: Levin, Christina; Walzak, Phil
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan
Subject: RE: LinkNYC follow-up

Am sending a revision shortly based on your suggestion.

From: Levin, Christina [<mailto:CLEVIN@cityhall.nyc.gov>]
Sent: Tuesday, November 25, 2014 1:55 PM
To: Sbordone, Nicholas; Walzak, Phil
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan
Subject: RE: LinkNYC follow-up

Maybe avoid explicitly mentioning other cities and just focus on what's different about our approach?

PW, are you fine with this statement?

"This is not your typical open public WiFi. Privacy and security were key considerations for the Administration throughout development of this proposal, and accordingly, if approved, LinkNYC would be among the most secure free muni WiFi networks in the country. Encrypted network connections mean the system would use strong algorithms to protect private data and be aggressively monitored for malicious activity."

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Tuesday, November 25, 2014 1:48 PM
To: Levin, Christina; Walzak, Phil
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan (DOITT)
Subject: RE: LinkNYC follow-up

I did. He also just called me and said "people" were concerned with the efficiency of the network and how similar project in Seattle, Philadelphia, etc. didn't work. I explained on background that:

- 1) The speeds we're talking about here – 100 Mbps at minimum – far outpace the [FCC's definition](#) of "high speed Internet" (which is 4 Mbps). LinkNYC is 25x

that at least. FCC is considering raising that definition to 25 Mbps; LinkNYC is 4x that at least.

- 2) The problem with Seattle, Philly and others is that they followed a city-as-ISP model, whereby the municipality would build a network to compete with other Internet providers. New York City never thought that was the right approach, opting instead for public private partnerships (like LinkNYC) and using its franchising authority to have a provider build and maintain the network at no cost.

From: Levin, Christina [<mailto:CLEvin@cityhall.nyc.gov>]
Sent: Tuesday, November 25, 2014 1:38 PM
To: Sbordone, Nicholas; Walzak, Phil
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan
Subject: RE: LinkNYC follow-up

Thanks, Nick—you also went through all these background points on the phone with Mike, right?

For the quote, should we add that this is one of the first encrypted public Wi-Fi networks in the world? Phil, are you good with it? Thanks.

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Tuesday, November 25, 2014 1:31 PM
To: Levin, Christina; Walzak, Phil
Cc: Merritt, Jeff; Albano, Jacqueline; Hines, Evan (DOITT)
Subject: RE: LinkNYC follow-up

Would send something like this. Jeff also please advise ASAP.

I would also advise setting him up with the CityBridge folks, or – at least – the outside validator [Professor Jonathan Askin](#). We need an answer on this very soon.

Thanks.

Statement:

“This is not your typical open public WiFi. Privacy and security were key considerations for the Administration throughout development of this proposal, and accordingly, if approved, LinkNYC would be among the most secure free muni WiFi networks in the country. Encrypted network connections mean the system would use strong algorithms to protect private data and be aggressively monitored for malicious activity.”

Background:

The proposed network we announced Monday would not be your run-of-the-mill open public WiFi available at coffee shop with no login or password. (I mean, yes, the signal could reach *into* a coffee shop – which might mean the proprietor could then cancel his/her cable Internet service and get higher speeds for free – but the network (LinkNYC) that signal on is where the difference is, as follows...)

- Link NYC would be one of the first free municipal Wi-Fi services in the country to offer an encrypted network connection between users and hotspots (using technology called [“HotSpot 2.0,”](#) or HS2), which would enable LinkNYC to authenticate users once and allow them to roam from one access point to the next without re-authenticating each time – making the Wi-Fi roaming experience as secure and easy.
- LinkNYC network would also prevent peer-to-peer security threats by eliminating the ability to communicate device to device.
- LinkNYC would also use strong algorithms to encrypt private data and monitor systems for malicious activity.
- While users would need to create a user name and password to access the network (and enable seamless and secure roaming from HS2 technology), they wouldn’t have to provide their names, addresses, phone numbers, SSN, etc. – meaning users’ home Internet providers have much more personal information about them than LinkNYC ever would. That was important to the City – that LinkNYC would only ever collect enough information from users required to deliver the service.
- If users choose to provide personally identifiable information (PII) – if they were doing online shopping, for instance – LinkNYC would not store PII outside the United States and would not keep PII indefinitely.

What about hackers?

- LinkNYC would use the same high levels of data encryption to protect users personal information as banks do. This would make LinkNYC much more secure than a result public WiFi network.
- CityBridge members are experts in building and maintaining secure networks – that was one of the factors that the City considered carefully when weighing proposal – and would consistently make updates to security features and use the most advanced security protocols.

Sent: Tuesday, November 25, 2014 1:02 PM
To: Sbordone, Nicholas; Walzak, Phil
Subject: RE: LinkNYC follow-up

Nick, would you please circulate the comment from us? Let's ship something from our end first and then figure out how we want to proceed about the call.

Thanks again for walking him through this!

From: Levin, Christina
Sent: Tuesday, November 25, 2014 12:38 PM
To: 'Sbordone, Nicholas'; Walzak, Phil
Subject: RE: LinkNYC follow-up

PW, what do you think about this? Getting CityBridge/Control Group privacy experts on the phone with Mike from WSJ, in addition to a comment and background from us?

From: Levin, Christina
Sent: Tuesday, November 25, 2014 11:57 AM
To: 'Sbordone, Nicholas'; Walzak, Phil
Subject: RE: LinkNYC follow-up

PW just spoke to Nick on this, seems like a good idea to have experts on the phone but would also want to limit exposure and not make it look like a bigger deal than it is in Mike's story. At the same time, want to be aggressive and engage. Please advise what you think about this:

In addition – since we want to be aggressive – we have on standby privacy experts of our own. I want to recommend a short call with the following folks who worked on the policy and can speak to the care that went into it. We can have Jeff join as well:

- Combo interview (10 mins.) – Colin O'Donnell from Control Group combined with Andy Roth from Dentons – he is CityBridge outside counsel

Finally, we have an outside, third Party validator – [Professor Jonathan Askin](#) – we can direct Mike to. He will say good things about our policy.

Let me know if this works for you.

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Tuesday, November 25, 2014 11:55 AM
To: Levin, Christina; Walzak, Phil
Subject: RE: LinkNYC follow-up

I think we're in an okay place. He did not touch on the PA James stuff and seems focused on privacy. He is concerned with the security of large Wifi networks generally,

not LinkNYC specifically.

I walked him through a number of points I did with Annie Karnie last week (attached FYI). I think those background bullets under a succinct quote (which I will draft) can cover us from our end.

In addition – since we want to be aggressive – we have on standby privacy experts of our own. I want to recommend a short call with the following folks who worked on the policy and can speak to the care that went into it. We can have Jeff join as well:

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Let me know if this works for you.

From: Levin, Christina [<mailto:CLEvin@cityhall.nyc.gov>]
Sent: Tuesday, November 25, 2014 11:23 AM
To: Sbordone, Nicholas; Walzak, Phil
Subject: RE: LinkNYC follow-up

Ty Nicholas

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Tuesday, November 25, 2014 11:23 AM
To: Walzak, Phil; Levin, Christina
Subject: RE: LinkNYC follow-up

Roger that. Will update you in a bit.

From: Walzak, Phil [<mailto:PWalzak@cityhall.nyc.gov>]
Sent: Tuesday, November 25, 2014 11:06 AM
To: Sbordone, Nicholas; Levin, Christina
Subject: RE: LinkNYC follow-up

lets be aggressive

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Tuesday, November 25, 2014 10:37 AM
To: Walzak, Phil; Levin, Christina
Subject: Re: LinkNYC follow-up

I worked with Mike last week and he needs a lot of hand-holding. I can take a pass at him and advise.

From: Walzak, Phil [<mailto:PWalzak@cityhall.nyc.gov>]
Sent: Tuesday, November 25, 2014 10:33 AM
To: Sbordone, Nicholas; Levin, Christina <CLevin@cityhall.nyc.gov>
Subject: FW: LinkNYC follow-up

how do we want to proceed here?

From: Vilensky, Mike [<mailto:Mike.Vilensky@dowjones.com>]
Sent: Tuesday, November 25, 2014 10:19 AM
To: Walzak, Phil
Subject: LinkNYC follow-up

Hey Phil. I'm writing for tomorrow on concerns about security and privacy with the LinkNYC phones. I've heard from cybersecurity experts, who raised questions re safety, and public advocate James, who has a host of issues with the initiative. Who can I speak with at City Hall who can respond to this? Thanks.

mike vilensky

reporter
Wall Street Journal
Greater New York
[REDACTED]

From: [Colin O'Donnell](#)
To: [Scott Anderson](#)
Cc: [Stacey Levine](#); [Dave Etherington](#); [Merritt, Jeff](#); [Amanda O'Donnell](#); [Scott Goldsmith](#); [Neysa Pranger](#); [Katie Schwab](#); [Jeff Maki](#)
Subject: Re: Advocate - Collaborative Doc
Date: Wednesday, November 26, 2014 1:04:22 PM

Awesome. Thanks Scott. There is a sense of urgency here, if this doesn't get approved, its a huge step back for NYC. -c

On Nov 26, 2014 1:00 PM, "Scott Anderson" <scott.anderson@controlgroup.com> wrote:
Update, Andrew Rasiej already writing an OpEd today.

On Nov 26, 2014, at 12:55 PM, Colin O'Donnell <colin.odonnell@controlgroup.com> wrote:

All,

Please update this doc if you have any advocates or any details to add - Katie and Jeff, added intel about the BPs and the Comptroller would be very helpful as we prep for those meetings. We need someone take responsibility for reaching out to per scholas - CG, who should that be?

We need to begin to reach out *today* to the contacts that each of us owns. We want to take advantage of long weekend, especially for those who would be writing an op-ed piece.

Feel free to offer a call with me anytime this week/weekend if anyone needs to be briefed, I can also be available next week. If you have questions about the ask, please let me know.

Thanks everyone.

-Colin

<https://docs.google.com/a/controlgroup.com/spreadsheets/d/1s7qG3RqwokATPKjePseM5v0PcDXqQma6DSnpeFI5paQ/edit?usp=sharing>

On Nov 25, 2014 2:58 PM, "Colin O'Donnell" <colin.odonnell@controlgroup.com> wrote:

>

> Hi All,

>

> Let's use this doc to organize who we are reaching out to for support and what kind of support we are looking for.

>

> Additionally let's list our the BP's and the Comptroller and their hot button issues/motivators so we know what we need to address for each.

>

>

<https://docs.google.com/a/controlgroup.com/spreadsheets/d/1s7qG3RqwokATPKjePseM5v0PcDXqQma6DSnpeFI5paQ/edit?usp=sharing>

>

> -c

>

From: [Danielle DeVoren](#)
To: [Merritt, Jeff](#); [Colin O'Donnell](#)
Cc: [Stacey Levine](#); [Dave Etherington](#); [Lewis Goldberg](#); [Scott Goldsmith \(Scott.Goldsmith@titan360.com\)](#); [titan](#)
Subject: RE: [IP] Re NYC to blanket the city in free public Wi-Fi with 10,000 stations
Date: Wednesday, November 26, 2014 1:35:50 PM

Hi Jeff –

I am glad to hear that we can be proactive.

We've covered a lot of ground in the last week. For many of these reporters/outlets they aren't going to write again until we have something new to tell them, and we don't suggest "poking the bear" and having them search for new angles. I would also be careful about going too deep into the tech/security stuff pre FCRC as it opens us up to at best 50/50 positive / negative story right now. That is not to say that we shouldn't do interviews if these stories are being written. WSJ is a great testament to the power of talking on-the-record.

Per our initial strategy, we believe there is a lot of value in securing editorial board meetings. I know the City is handling those. As for other proactive outlets, here are a few that haven't independently written or that we have good relationships that we think we can go back to. For some, I don't have individual reporters but would do research once we have a green light on the pitch / topic.

- Huffington Post – There is an opportunity to pitch NYC as smart city and shed light on the power of LinkNYC and what it's going to bring to all five boroughs.
- News 12 – We would love to do a sit down interview with Minerva and someone from CB
- NY1 -- We would love to do a sit down interview with Minerva and someone from CB. What if we did this in Bronx and showed them where some of the Links would be placed?
- TechCrunch – Jon Shieber wanted to talk to Minerva and could be interested in a follow up piece. His story was shared more than 10k times and he is definitely interested in what this means for startups and business in general.
- The Guardian – While they listened into our briefing they never wrote. KCSA has a relationship with Bruce Watson and Dave has loads of relationships and with some special access we think they might write.
- Time – We could go to the likes of Bill Saporito and talk about what this type of projects means for New Yorkers and what this means for the advancement of smart cities.
- Quartz – This is a relatively new publication that likes quirky stories. We think they could be interested in LinkNYC from a smart city perspective.
- CNN.com – There are a lot of sections on the site that would be interested in this story, particularly the tech component.
- NPR – This could be a great opportunity to talk about smart cities and why this is one piece in the "digital divide" pie. We know they would love Mya paired with a CB exec.
- Op-ed – We would also love if someone from CityBridge or NYC would write an op-ed

Thank you!

D

From: Merritt, Jeff [mailto:JMerritt@cityhall.nyc.gov]
Sent: Wednesday, November 26, 2014 8:52 AM
To: Colin O'Donnell
Cc: Stacey Levine; Danielle DeVoren; Dave Etherington
Subject: RE: [IP] Re NYC to blanket the city in free public Wi-Fi with 10,000 stations

Yep, add the security piece and I'm find with him sending. Let's also think about whether or not we want to encourage someone to write a supportive article about LinkNYC and how it can support the IoT or Smart/Responsive City. Danielle-- can you send me a media plan with stories that you think could be pitched to run pre-FCRC? I'd like to start getting approvals and being more proactive. If we don't drive the narrative for the next two weeks, others are going to do it for us.

From: Colin O'Donnell [colin.odonnell@controlgroup.com]
Sent: Wednesday, November 26, 2014 8:45 AM
To: Merritt, Jeff
Cc: Stacey Levine; Danielle DeVoren; Dave Etherington
Subject: RE: [IP] Re NYC to blanket the city in free public Wi-Fi with 10,000 stations

Let me tweak it this morning to add the security piece, but are you generally OK with dana sending?

@Stacey, let's see if we can do a zen desk or salesforce widget on the site.

Post ferc I would also like to do a reddit AMA post.

On Nov 26, 2014 8:35 AM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:
I like the idea of initiating this discussion in the tech community but let's be sure that we're constantly reiterating that security and privacy are #1 priorities. I don't want the IoT openness to suggest risk of any kind. Part of this is explaining how each connection is a closed network. It is important that we are 100% clear that allowing a device to use the LinkNYC network cannot result in viruses getting spread, etc.

Related to this, I've been getting a lot of random questions about LinkNYC and don't feel that we have a good, comprehensive FAQ or Q&A out there. Can we add a page to the Link.nyc site where users can submit questions and we can answer them? Basically its a standard, searchable customer service portal but we can pre-load it with a bunch of questions and set it so we can only respond. I'd prefer this approach so that everything is out there publicly so we can try to minimize the number of factually incorrect claims being tossed around.

From: Dave Etherington [Dave.Etherington@titan360.com]
Sent: Wednesday, November 26, 2014 8:15 AM
To: Colin O'Donnell
Cc: Merritt, Jeff; Danielle DeVoren; Stacey Levine
Subject: Re: [IP] Re NYC to blanket the city in free public Wi-Fi with 10,000 stations

I think it's a great conversation starter and idea generator. So much has been said about IoT but we haven't really seen it work in the real world at scale. LinkNYC could change that and provide some answers to questions for the first time.

Sent from my iPhone

On Nov 26, 2014, at 8:02 AM, Colin O'Donnell <colin.odonnell@controlgroup.com> wrote:

What do you all think? Are there any potential landmines in my email? Would be good to start getting the tech community interested and engaged.

----- Forwarded message -----

From: "Dana Spiegel" <dana@nycwireless.net>

Date: Nov 25, 2014 11:53 PM

Subject: Re: [IP] Re NYC to blanket the city in free public Wi-Fi with 10,000 stations

To: "Colin O'Donnell" <colin.odonnell@controlgroup.com>

Cc:

Colin,

Thanks for sharing your answer. Can I forward it to a couple of email lists that I'm on?

--

Dana Spiegel

Chief Code Therapist, FounderTherapy

dana@foundertherapy.co

www.foundertherapy.co

We help founders turn great ideas into delightful products that users love.

On Nov 19, 2014, at 7:46 AM, Colin O'Donnell
<colin.odonnell@controlgroup.com> wrote:

Hi Jeff, your statement is true. I think a follow up question might be: how will we make it easy for cars and coffee pots and connected devices and things without screens join and stay connected, ideally on the encrypted network? How will we deal with a 'thing' accepting terms of service and creating an account? We believe this is a very important part of this program and included IoT support in our thinking as part of our proposal. There are authentication details to work through especially as public, encrypted, Wi-Fi standards (like HS2) are just taking shape and joining a device to any Wi-Fi network takes some effort (see Chromecast). We intend to support devices, computers, and 'things'. This is a great point of discussion and something we'd be happy to engage the community on.

I guess a shorter answer is: we won't restrict computers from using the network, and we look forward to supporting new standards to make devices easier to join, as they emerge.

This would be a great discussion topic, BTW, HS2 is really just coming out and it would be great to get people talking about this.

Hope that helps.

-c

I'm adding Colin from Control Group to verify the accuracy of my response but assuming I stated this correctly then you can feel free to share that information. Thanks.

On Wednesday, November 19, 2014, Dana Spiegel

<dana@nycwireless.net> wrote:

Thanks Jeff.

I understand if the answer is no, but could I forward your note on to one or two lists (with or without attribution, your choice).

--

Dana Spiegel

Chief Code Therapist, FounderTherapy

dana@foundertherapy.co

www.foundertherapy.co

We help founders turn great ideas into delightful products that users love.

On Nov 18, 2014, at 5:32 PM, Jeff S. Merritt

< wrote:

I'm not on this list, thanks for forwarding. We're providing straight up connectivity, there won't be any ads or manual steps in order to use the network. The only exception is that this is encrypted by default which means the first time you access the network with a device it will ask you to create a random username and password. Once you do that you won't have to enter it again if its saved on your device. You could also opt out of the secure connection.

On Tue, Nov 18, 2014 at 11:57 AM, Dana Spiegel

<dana@nycwireless.net> wrote:

Jeff,

Not sure if you are on Dave Farber's IP email list, but you should be. This is a very good perspective on how to think about the LinkNYC network.

--

Dana Spiegel

Begin forwarded message:

From: "Dave Farber via ip"
<ip@listbox.com>
Date: November 17, 2014 at 9:21:19 PM
EST
To: "ip" <ip@listbox.com>
Subject: [IP] Re NYC to blanket the
city in free public Wi-Fi with 10,000
stations
Reply-To: [REDACTED]

Me too

----- Forwarded message -----
From: "Bob Frankston" [REDACTED]
[REDACTED]
Date: Nov 17, 2014 9:09 PM
Subject: RE: [IP] NYC to blanket the city
in free public Wi-Fi with 10,000 stations
To: <[REDACTED]>
Cc: <[REDACTED]>

I hope they provide Internet connectivity rather than just web access. The difference is that Internet connectivity allows machines to connect whereas the web access requires a human in the path to click "agree" or look at an add or some other manual step.

If the latter then it is just another telephone network that misses the transformational idea of the Internet and puts the kibosh on this whole idea of "Connected Things". What will it take to for policymakers to understand that the Internet is about computers connecting to each other with the web being just one of many possible applications?

From: Dave Farber via ip
[mailto:ip@listbox.com]
Sent: Monday, November 17, 2014 20:33
To: ip

Subject: [IP] NYC to blanket the city in free public Wi-Fi with 10,000 stations

----- Forwarded message -----

From: "Dewayne Hendricks"
<dewayne@warpspeed.com>
Date: Nov 17, 2014 3:11 PM
Subject: [Dewayne-Net] NYC to blanket the city in free public Wi-Fi with 10,000 stations
To: "Multiple recipients of Dewayne-Net" <[REDACTED]>
Cc:

NYC to blanket the city in free public Wi-Fi with 10,000 stations
The kiosks have charging stations, claim they can reach "up to Gigabit speeds."
By Casey Johnston
Nov 17 2014
<

<http://arstechnica.com/business/2014/11/nyc-to-install-10000-free-public-wi-fi-hotspots-in-its-streets/>>

A new "communications network" called LinkNYC [announced plans](#) Monday to turn all of the payphones in New York City into public Wi-Fi stations. The kiosks, which are taller and narrower than the average phone booth but preserve the advertising space, will have "up to gigabit speeds" and charging stations for devices, according to a press release Monday.

New York has been trying to figure out what to do with its

decrepit payphones for years. In 2012, the city did a [very small-scale rollout](#) of Wi-Fi hotspots at 10 phone booths, and in 2013, the Department of Information Technology and Communications [solicited and displayed proposals](#) for redesigning and repurposing the booths into something more sightly and useful.

The network, LinkNYC, is a "public-private" partnership between the Mayor's Office of Technology and Innovation, DoITT, and CityBridge, a collective of New York companies that includes Qualcomm, Antenna, Comark, and Transit Wireless (the company that has installed Wi-Fi in 47 stations of the city's subway system). In addition to being Wi-Fi hotspots, LinkNYC kiosks will also have touch screens for accessing information about the city and will allow free domestic phone calls.

LinkNYC does not elaborate

about its gigabit capabilities, and it does not mention that it's taken any steps to secure a contract with any ISPs in the area for gigabit connections. However, it does claim that it will be "the fastest and largest free municipal Wi-Fi deployment in the world" and that it will be "more than 20 times fast than the average home Internet service in NYC" with a "seamless roaming experience from Link to Link."

LinkNYC also states that the phone booth overhaul will be done "at no cost to taxpayers" and funded entirely through advertising revenue, raking in \$500 million over the next 12 years. The rollout is set to begin in 2015, with up to 10,000 Links set to be installed across the five boroughs of the city.

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From: [Jeff Maki](#)
To: [Colin O'Donnell](#)
Cc: [Stacey Levine](#); [Scott Goldsmith](#); [Merritt Jeff](#); [Katie Schwab](#); [Neysa Pranger](#); [Scott Anderson](#); [Dave Etherington](#); [Amanda O'Donnell](#)
Subject: Re: Advocate - Collaborative Doc
Date: Wednesday, November 26, 2014 3:24:19 PM

Will do on the BPs and outreach--Neysa, want to work on that together if you're around?

On Wednesday, November 26, 2014, Colin O'Donnell <colin.odonnell@controlgroup.com> wrote:

All,

Please update this doc if you have any advocates or any details to add - Katie and Jeff, added intel about the BPs and the Comptroller would be very helpful as we prep for those meetings. We need someone take responsibility for reaching out to per scholas - CG, who should that be?

We need to begin to reach out *today* to the contacts that each of us owns. We want to take advantage of long weekend, especially for those who would be writing an op-ed piece.

Feel free to offer a call with me anytime this week/weekend if anyone needs to be briefed, I can also be available next week. If you have questions about the ask, please let me know.

Thanks everyone.

-Colin

<https://docs.google.com/a/controlgroup.com/spreadsheets/d/1s7qG3RqwokATPKjePseM5v0PcDXqQma6DSnpeFI5paQ/edit?usp=sharing>

On Nov 25, 2014 2:58 PM, "Colin O'Donnell" <colin.odonnell@controlgroup.com> wrote:

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>

> -C

>

--

From: [Stacey Levine](#)
To: [Merritt, Jeff](#)
Subject: Pew research on mobile web usage
Date: Friday, November 28, 2014 9:04:00 AM
Attachments: [PastedGraphic-1.tiff](#)

Hi Jeff,

Not sure if you've seen his, but may be helpful to cite during this next round of press...

This is a chart from a Pew research poll of cell phone usage in America. You'll see the percentage of people who mostly access the internet through their cell increases inversely to the household income.

Households with incomes less than 30k/year access the internet mostly from their cellphone is twice the number of households with 75k/year income.

I think it could be argued that lower income households are going to be, by percentage of personal hours, a majority of the users of the Link.

Here is the entire Pew Research poll

<http://www.pewinternet.org/2013/09/16/main-findings-2/>

--

Stacey Levine | Director, Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x657](tel:212-343-2525) | www.controlgroup.com | @controlgroup | [LinkedIn](#)

Demographics of cell-mostly internet users

Among cell internet users, the % who mostly use their phone to go online

		% who mostly go online using their cell phone
All cell internet users (n=1,185)		34%
a	Men (n=598)	34
b	Women (n=587)	34
Race/ethnicity		
a	White, Non-Hispanic (n=762)	27
b	Black, Non-Hispanic (n=158)	43 ^a
c	Hispanic (n=157)	60 ^{ab}
Age		
a	18-29 (n=336)	50 ^{bcd}
b	30-49 (n=405)	35 ^{cd}
c	50-64 (n=304)	14
d	65+ (n=109)	10
Education attainment		
a	Less than high school/High school grad (n=333)	45 ^{bc}
b	Some College (n=306)	34 ^c
c	College + (n=541)	21
Household income		
a	Less than \$30,000/yr (n=238)	45 ^{cd}
b	\$30,000-\$49,999 (n=175)	39 ^d
c	\$50,000-\$74,999 (n=171)	30
d	\$75,000+ (n=429)	27
Urbanity		
a	Urban (n=436)	33
b	Suburban (n=571)	35
c	Rural (n=176)	30

Source: Pew Internet & American Life Project Spring Tracking Survey, April 17-May 19, 2013. N=1,185 cell internet users ages 18+. Interviews were conducted in English and Spanish and on landline and cell phones. The margin of error for results based on cell internet users is +/- 3.3 percentage points.

Note: Percentages marked with a superscript letter (e.g., ^a) indicate a statistically significant difference between that row and the row designated by that superscript letter, among categories of each demographic characteristic (e.g. age).

From: [Tantoco, Minerva](#)
To: ["Colin O'Donnell"](#)
Subject: FW: Interview request- Gothamist
Date: Friday, November 28, 2014 3:33:24 PM

From: Tantoco, Minerva
Sent: Friday, November 28, 2014 3:30 PM
To: 'Sbordone, Nicholas'; ddevoren@kcsa.com; Merritt, Jeff
Cc: Albano, Jacqueline
Subject: RE: Interview request- Gothamist

Christian Brazil Bautista

Christian Brazil Bautista is an experienced journalist who has been writing about technology and music for the past decade. He is a recent New York transplant from Manila, Philippines and spends most of his days playing video games on the subway and having arguments about punk records over Skype. He hopes to one day understand why people go to Whole Foods. You can reach him at @cbrazilbautista on Twitter and on Facebook.

<http://www.digitaltrends.com/mobile/amazon-unveils-firefly-new-feature-aims-make-buy-random-things/>

<http://lifestyle.inquirer.net/byline/christian-brazil-bautista>

From: Sbordone, Nicholas [<mailto:nsbordone@doitt.nyc.gov>]
Sent: Friday, November 28, 2014 3:24 PM
To: ddevoren@kcsa.com; Tantoco, Minerva; Merritt, Jeff
Cc: Albano, Jacqueline
Subject: FW: Interview request- Gothamist

Gothamist...

From: Christian Bautista [<mailto:> [REDACTED]]
Sent: Wednesday, November 26, 2014 12:40 PM
To: Sbordone, Nicholas
Subject: Interview request- Gothamist

Dear Mr. Sbordone,

My name is Christian Brazil Bautista, I'm a reporter for Gothamist (<http://gothamist.com>). I'm writing a story about Mayor De Blasio's public Wi-Fi hotspots plan and I would like to ask you a few questions about security protocols against hacking and data theft. We can talk over the phone or I can send you the questions over e-mail. Let me know what is more convenient for you. Thanks!

Best,

Christian

From: [Sbordone, Nicholas](#)
To: "[Colin O'Donnell](#)"; "[Stacey Levine](#)"; "[Dave.Etherington@titan360.com](#)"; "[Scott.Goldsmith@titan360.com](#)"; "[titan](#)"; [Merritt, Jeff](#); [Albano, Jacqueline](#); [Tantoco, Minerva](#); [Levin, Christina](#)
Subject: RE: Gothamist at 3:30
Date: Friday, November 28, 2014 4:05:26 PM

Let's wrap this up, please.

From: Sbordone, Nicholas
Sent: Friday, November 28, 2014 3:54 PM
To: 'Colin O'Donnell'; 'Stacey Levine'; 'Dave.Etherington@titan360.com'; 'Scott.Goldsmith@titan360.com'; 'titan'; 'Jeff S. Merritt - City of New York (jmerritt@cityhall.nyc.gov)'; 'Albano, Jacqueline'; 'MTantoco@cityhall.nyc.gov'; 'Levin, Christina'
Subject: RE: Gothamist at 3:30

"Premier network in terms of speed, security, and scale."

I like it!

From: Sbordone, Nicholas
Sent: Friday, November 28, 2014 3:50 PM
To: 'Colin O'Donnell'; 'Stacey Levine'; 'Dave.Etherington@titan360.com'; 'Scott.Goldsmith@titan360.com'; 'titan'; 'Jeff S. Merritt - City of New York (jmerritt@cityhall.nyc.gov)'; 'Albano, Jacqueline'; 'MTantoco@cityhall.nyc.gov'; 'Levin, Christina'
Subject: RE: Gothamist at 3:30

Let's please not point the finger too much at fear-mongering. It sounds defensive.

Message is that risks are involved with any WiFi network, these risks haven't started because of LinkNYC.

The difference is that LinkNYC has better secure than any of them.

Thank you.

From: Sbordone, Nicholas
Sent: Friday, November 28, 2014 3:31 PM
To: 'Colin O'Donnell'; 'Stacey Levine'; 'Dave.Etherington@titan360.com'; 'Scott.Goldsmith@titan360.com'; 'titan'; 'Jeff S. Merritt - City of New York (jmerritt@cityhall.nyc.gov)'; 'Albano, Jacqueline'; MTantoco@cityhall.nyc.gov; 'Levin, Christina'
Subject: RE: Gothamist at 3:30

<http://www.digitaltrends.com/users/cbautista/>

From: Sbordone, Nicholas

Sent: Friday, November 28, 2014 3:13 PM

To: Colin O'Donnell; Stacey Levine; Dave.Etherington@titan360.com; Scott.Goldsmith@titan360.com; titan; Jeff S. Merritt - City of New York (jmerritt@cityhall.nyc.gov); Albano, Jacqueline (jaalbano@doitt.nyc.gov); MTantoco@cityhall.nyc.gov; Levin, Christina

Subject: Gothamist at 3:30

All:

Thanks for making yourselves available today. I want to do a pre-call at 3:20 and then the call with the reporter at 3:30. Two call-ins follow, one for each. Two invites coming as well.

Thank you—

3:20 Pre-Game

██████████ | Passcode: ██████████

3:30 Interview

Dial-in: ██████████ | Access Code: ██████████

From: [Tantoco, Minerva](#)
To: ["Colin O'Donnell"](#); [Sbordone, Nicholas](#)
Cc: [Stacey Levine](#); [Dave.Etherington@titan360.com](#); [Scott.Goldsmith@titan360.com](#); [titan](#); [Merritt, Jeff](#); [Albano, Jacqueline](#); [Levin, Christina](#)
Subject: RE: Gothamist at 3:30
Date: Friday, November 28, 2014 4:18:04 PM

Let's all agree to end the call in 2 minutes

From: Colin O'Donnell [mailto:colin.odonnell@controlgroup.com]
Sent: Friday, November 28, 2014 4:14 PM
To: Sbordone, Nicholas
Cc: Stacey Levine; Dave.Etherington@titan360.com; Scott.Goldsmith@titan360.com; titan; Merritt, Jeff; Albano, Jacqueline; Tantoco, Minerva; Levin, Christina
Subject: Re: Gothamist at 3:30

Got it. sorry nick. It's hard to not point it out when the questions are clearly planted.

On Fri, Nov 28, 2014 at 3:50 PM, Sbordone, Nicholas <nsbordone@doitt.nyc.gov> wrote:
Let's please not point the finger too much at fear-mongering. It sounds defensive.

Message is that risks are involved with any WiFi network, these risks haven't started because of LinkNYC.

The difference is that LinkNYC has better secure than any of them.

Thank you.

From: Sbordone, Nicholas
Sent: Friday, November 28, 2014 3:31 PM
To: 'Colin O'Donnell'; 'Stacey Levine'; Dave.Etherington@titan360.com; Scott.Goldsmith@titan360.com; 'titan'; Jeff S. Merritt - City of New York (jmerritt@cityhall.nyc.gov); Albano, Jacqueline; MTantoco@cityhall.nyc.gov; Levin, Christina
Subject: RE: Gothamist at 3:30

<http://www.digitaltrends.com/users/cbautista/>

From: Sbordone, Nicholas
Sent: Friday, November 28, 2014 3:13 PM
To: Colin O'Donnell; Stacey Levine; Dave.Etherington@titan360.com; Scott.Goldsmith@titan360.com; titan; Jeff S. Merritt - City of New York (jmerritt@cityhall.nyc.gov); Albano, Jacqueline (jaalbano@doitt.nyc.gov); MTantoco@cityhall.nyc.gov; Levin, Christina
Subject: Gothamist at 3:30

All:

Thanks for making yourselves available today. I want to do a pre-call at 3:20 and then the call with the reporter at 3:30. Two call-ins follow, one for each. Two invites coming as well.

Thank you—

3:20 Pre-Game

██████████ | Passcode: ██████████

3:30 Interview

Dial-in: ██████████ | Access Code: ██████████

From: [Stacey Levine](#)
To: [Tantoco, Minerva](#)
Subject: Out of office RE: Gothamist at 3:30
Date: Friday, November 28, 2014 4:18:14 PM

Hello,

I will be out of the office on November 26 and Control Group is closed November 27-28 for the holiday. I will respond to your email when I return on December 1.

Happy Thanksgiving!

Stacey

--

Stacey Levine | Director, Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x657](tel:212-343-2525) | www.controlgroup.com | [@controlgroup](#) | [LinkedIn](#)

From: [Merritt, Jeff](#)
To: [Victoria Dower](#)
Subject: Link.nyc website + locations
Date: Monday, December 01, 2014 7:05:54 AM

Let's chat this AM but I'd like to get info on Link.nyc about locations (perhaps embedding some maps from here: <http://iquantny.tumblr.com/post/103186044179/the-hot-spots-of-new-york-a-coverage-map-of>) and add a request form where individuals can propose specific locations. If you'd prefer to keep this separate from Link.nyc, I can do this on a City site but I want to make sure folks understand that we'll be adding a lot of new locations in the years ahead.

Best,
Jeff

From: [Merritt, Jeff](#)
To: [Victoria Dower](#)
Subject: Re: Tomorrow AM
Date: Monday, December 01, 2014 8:04:06 AM

Anytime. I'm in the office now and am working on the media plan.

> On Dec 1, 2014, at 7:44 AM, Victoria Dower <victoria.dower@controlgroup.com> wrote:
>
> Thanks Jeff! Would love to catch up this AM. Are there any times that
> work better for you?
>
> -----
> Sent from my mobile device
> Victoria Dower
> Victoria.dower@controlgroup.com
>
>> On Nov 30, 2014, at 10:27 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
>>
>> Hope you had a good week off. Let's regroup at some point in the AM if that works for you.
Thanks!
>>
>> Best,
>> Jeff
>>
>>

From: [Merritt, Jeff](#)
To: [Victoria Dower](#)
Subject: FW: BPs and Comptroller
Date: Monday, December 01, 2014 11:08:16 AM

From: Scott Goldsmith [Scott.Goldsmith@titan360.com]
Sent: Monday, December 01, 2014 8:40 AM
To: Sbordone, Nicholas
Cc: Katie Schwab; Merritt, Jeff; Claudia Wagner; 'colin.odonnell@controlgroup.com'
Subject: Re: BPs and Comptroller

Thanks Nick. It will likely just be Colin and me at each of the meetings (and Katie and/or Claudia depending on the meeting).

- Scott Goldsmith, EVP & Chief Commercial Officer (Titan)
- Colin O'Donnell, Partner (Control Group)

We are available anytime and anywhere with the following caveats:

- I am in Philadelphia and will not be back to NYC until about 3pm today
- Colin is traveling on Wednesday. He is able to move things around, but would be helpful to know schedule today.

I will let Katie respond on contacts at the Comptroller. Thanks. Scott.

From: <Sbordone>, "Sbordone, Nicholas" <nsbordone@doitt.nyc.gov>
Date: Monday, December 1, 2014 at 8:17 AM
To: Scott Goldsmith <scott.goldsmith@titan360.com>
Cc: Katie Schwab <kschwab@manatt.com>, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>, Claudia Wagner <Cwagner@manatt.com>, Colin O'Donnell <colin.odonnell@controlgroup.com>
Subject: Re: BPs and Comptroller

Good morning and hope you had a nice holiday too. The Inter-governmental Affairs team at City Hall is engaged and will be leading elected official outreach. We are meeting with them at 1pm to review plans and I can update you thereafter.

I did speak with the SI BP last week and while they are interested in meeting with CityBridge they said it need not be before January; that we have the BP's vote and that they'd like to be helpful.

Couple things you can provide me with that would be helpful before this afternoon's meeting w/IGA:

- 1) Names and titles of the folks CityBridge would look to send to any elected meetings (if it varies by elected please be specific);
- 2) Confirmation that this cohort can be ready to meet with electeds anytime and anywhere this week;

3) The names of the staff @ the Comptroller's Office with whom you have relationships.

Thanks again and I look forward to speaking with you later.

NS

From: Scott Goldsmith [<mailto:Scott.Goldsmith@titan360.com>]
Sent: Monday, December 01, 2014 07:24 AM
To: Sbordone, Nicholas
Cc: Katie Schwab <KSchwab@manatt.com>; Merritt, Jeff <JMerritt@cityhall.nyc.gov>; Claudia Wagner <Cwagner@manatt.com>; Colin O'Donnell <colin.odonnell@controlgroup.com>
Subject: BPs and Comptroller

Nick: Good morning. Hope you had a good holiday. Do you have a moment this morning to discuss the plan for the BPS and the Comptroller. We want to make sure that we are able to see each of them (though maybe we don't need to see Gail or James Oddo). There have been a number of inaccurate statements in the press and a lot of lobbying by our opponents. Most importantly, I am not sure the BPS fully understand the ramifications of a "no" vote (see Diaz report). Titan and Manatt have some very good relationships (especially at the Comptroller) that can help secure meetings. Please let me know. I am on my cell all day at ([REDACTED]) Thanks. Scott.

PS: Is there also a plan to do a conf. call with all of the Counsels of each BP?

From: [Merritt, Jeff](#)
To: [Victoria Dower](#)
Subject: FW: RDF - TITAN/QualComm
Date: Monday, December 01, 2014 12:56:49 PM
Attachments: [CityBridge LLC RDF 2.docx](#)

Victoria,

Can you work with the team and prepare clear Q&A in response to any concerns about Titan and Qualcomm that are raised in the attached document? The current Q&A includes a question about the Titan-MTA contract but nothing about Qualcomm. This is going to the FCRC members today and we want to make sure that all responses to inquiries on this are consistent.

Thanks,
Jeff

***RECOMMENDATION FOR APPROVAL OF FRANCHISE AGREEMENT:
RESPONSIBILITY DETERMINATION***

AGENCY <u>Department of</u> <u>Information Technology</u> <u>and Telecommunications</u> <u>("DoITT")</u>	FRANCHISEE <u>CityBridge, LLC</u>	FRANCHISE I.D.# <u>8582014FRANCH3</u>
<p>This is to certify that I have determined that the subject franchisee has the capability in all respects to perform fully the franchise requirements and requisite business integrity and is therefore responsible.</p> <p style="text-align: center;">AUTHORIZED AGENCY STAFF</p> <p>Name _____ Title _____</p> <p>Signature _____ Date __/__/__</p>		

CityBridge, LLC (hereinafter, "the Company") and its controlling or "member" entities (Titan Outdoor LLC; CG Partners, LLC; Qualcomm Incorporated and Comark Holdings, LLC) were researched pursuant to this responsibility determination recommendation.

SOURCES OF INFORMATION

On-line VENDEX vendor inquiry (cautions, liens, warrants) conducted 10/30/2014.
VENDEX filings dated 10/02/2014.
DOI report dated 10/31/2014.
Doing Business Data Form dated 07/21/2014.

Record of Satisfactory Performance

Basis for determination that proposed franchisee has a satisfactory record of performance:

☐

N/A *[Subject franchisee is not the current franchisee and has no other comparable franchises or contracts with the City]*

To date, Titan has satisfactorily complied with its DoITT franchise agreement. Additionally, Titan received a contract performance evaluation of "Good-4" from the New York City Department of Health and Mental Hygiene.

Financial Resources/Adequate Accounting & Auditing Procedures

Basis for determination that proposed franchisee has sufficient financial resources and adequate accounting and audit procedures:

DoITT has reviewed the Company's financial documents and has found that the Company has, through its member companies, adequate financial resources and adequate accounting and auditing resources to meet the minimum requirements.

Business Integrity

Basis for determination that proposed franchisee has a satisfactory record of business integrity:

DoITT's search of Internal Revenue Service, New York State Department of State, New York State Attorney General's Office, New York City Departments of Finance (DOF) and Buildings (DOB) websites and databases served as the basis for DoITT's determination that the proposed franchisee has a satisfactory record of business integrity. DoITT found no outstanding Federal or State tax warrants against the Company or the members. DoITT's online vendor VENDEX inquiry revealed no liens or warrants against the Company and the Company's business tax status is in compliance.

Other Sources of Responsibility Information

DoITT's search of the DOJ Antitrust Division, the NYS Comptroller's office, the NYS State Department Corporations or Business Entities Database, the NYS UCC Public Inquiry System, the NYS Tax Warrant Notice System, the NYS Department of Labor Debarment List, the NYC Department of Labor Division of Public Work website, the Federal Debarment List, the NYC Finance Department Property Taxes search, the Mayor's Office of Contract Services, OSHA, Google, Lexis and New York City ACRIS websites revealed no adverse information to negate Company's responsibility as a vendor.

DISPOSITION

ADDITIONAL INFORMATION IDENTIFIED ☐ **NONE** ☒ **YES, described & addressed on next page**

ADDITIONAL INFORMATION

Instructions: Check all applicable box(es) indicating types of additional information found. Provide the information requested and explain basis for the award notwithstanding such information. Attach explanatory sheets, as necessary.

☒ **INFORMATION INDICATED IN VENDEX VENDOR INQUIRY &/OR ON MOST RECENT VENDEX QUESTIONNAIRES–** *Describe each item by type, date & current status (include outcome, if disposed of).*

MTA Contract

CityBridge self-reported in VENDEX that an advertising agreement between member company Titan and the New York Metropolitan Transit Authority (MTA) was terminated by agreement prior to its scheduled expiration. During the recent recession, Titan experienced a significant decline in revenue as compared to 2008 as was apparently experienced by the out-of-home advertising industry as a whole. In order to withstand the economic downturn and to put Titan onto strong and stable financial footing, Titan approached each of its transit and municipal authority partners and requested contract amendments to reflect the declining advertising market as, reportedly, did other vendors in the industry. According to Titan, nineteen of twenty of these transit authorities agreed to Titan's proposals and executed the amended agreements. However, after thirteen months of negotiation, Titan and the MTA were unable to reach a similar agreement on a restructured contract. Instead, the MTA contract with Titan was terminated by agreement of the parties effective February 23, 2010, prior to its scheduled expiration. Since 2011, Titan states that it has been awarded, or granted renewal of, more than 30 municipal/transit authority contracts. Titan states that it has made improvements to its contracting and financial methods, such as ensuring higher revenue cushions when entering into contracts, refinancing and securing additional investments from its private equity sponsors, to help ensure protection against future market declines. During the recession and subsequently, Titan continued to pay all franchise fees due the City and did not seek to renegotiate its existing public pay telephone franchise agreement with the City. For these reasons, DoITT believes it can recommend approval of this franchise notwithstanding this information.

Qualcomm Issues

Qualcomm self-reported in VENDEX that over the past 5 years there have been various allegations against Qualcomm by international bodies such as South Korea, the European Union and China regarding international law issues such as fair trade, patent issues and discounts and rebating issues. Additionally, DoITT found that the Securities and Exchange Commission (SEC) ordered Qualcomm to conduct a private investigation pursuant to a whistleblower allegation, the Department of Justice commenced an investigation regarding compliance with the Foreign Corrupt Practices Act and the Federal Trade Commission commenced an investigation into alleged unfair or deceptive acts or practices. As it appears that Qualcomm continues to cooperate with these bodies and in some cases continues to pursue legal remedies, DoITT believes that it can recommend approval of this franchise notwithstanding this information.

Qualcomm EVP/Sales Managers Charges

Qualcomm self-reported in VENDEX that a former Executive Vice President and President of Global Development Operations for Qualcomm was charged with conspiracy and insider trading by the Securities Exchange Commission and the United States Department of Justice. The former EVP pleaded guilty and is awaiting sentencing. DoITT also found that three former employees, California-based sales managers, were charged with insider trading. One of these three former employees pleaded guilty and awaits sentencing. Further legal proceedings are pending regarding the other two former employees. As this activity appears to be limited to

individual former employees among Qualcomm's 31,000 employees and as there is no apparent indication that this behavior was previously known or condoned by Qualcomm as a corporate entity, DoITT finds that it can recommend this franchise notwithstanding this information.

☐ **INFORMATION IN DOI REPORT** – *Attach DOI report (include all attachments to report); describe each adverse item therein by date of occurrence and current status (include outcome, if disposed of).*

☐ **PERFORMANCE EVALUATION INFORMATION**

Describe problem(s) by type, date & current status; if problem(s) pertains to your agency, provide statement that agency has approved franchisee's Corrective Action Plan, and/or that problem category has been corrected, as applicable; if rating pertains to another agency, identify agency, describe problem and describe resolution of problem.

☒ **FINANCIAL RESOURCES/AUDIT INFORMATION**

Describe each such problem; provide statement that agency has approved the franchisee's Corrective Action Plan.

DoITT Audit

In 2007, DoITT audited CityBridge member Titan's compliance with its public pay telephone franchise requirements. DoITT made recommendations to Titan for strengthening internal controls and for paying the City amounts found due in the audit. Titan complied with DoITT's recommendations, paid the City \$16,393 in connection with deductions for advertising agency commissions greater than DoITT determined was allowed, and \$2,942 for production revenue that DoITT determined was to have been treated as franchise revenue. Since Titan cooperated with DoITT's audit and complied with the audit recommendations to DoITT's satisfaction, and the issues appear to have been good faith errors or disputes, DoITT finds it can recommend approval of this franchise notwithstanding this information.

☒ **BUSINESS INTEGRITY INFORMATION**

Describe each such problem; provide statement that agency has approved the franchisee's Corrective Action Plan.

Inventory Control Technology Test-Beacons

In 2014, CityBridge member Titan tested beacon technology on approximately 500 payphone structures in New York City. DoITT's understanding of the test was that the beacon technology was to be utilized via Titan employee smart phones for the purposes of testing an inventory control program. In September 2014, Titan expanded its tests to include an assessment of beacons as a potential advertising platform. When DoITT became aware of the expansion of the test, it ordered removal of the testing equipment. Titan immediately complied and removed the beacons. As Titan complied with DoITT's order to remove the beacons pending further review and as Titan's expansion of the test appears to be a misunderstanding of the acceptable parameters that were only verbally expressed by DoITT, DoITT finds that it can recommend approval of this franchise notwithstanding this information.

New York City Environmental Control Board NOVs

Titan self-reported in VENDEX that it had a significant number of open Environmental Control Board notices of violation (NOVs). Of such recent fully adjudicated notices, Titan paid \$307,740 to the City on November 10, 2014 and \$16, 250 on November [XX], 2014 in resolution of those NOVs. Regarding historical NOVs, Titan, through its contractor, has made payments over the past 2 years pursuant to a payment plan. A final payment amount of \$30,147.12 owed pursuant to such plan was paid on November [XX], 2014. The remaining NOVs have not been fully adjudicated- Titan has in these cases either requested reopening of the hearings, rescheduled hearings or have initial hearing rescheduled at a future date. As Titan has paid adjudicated, owed amounts to the City, DoITT believes that it can recommend approval of this franchise notwithstanding this information.

Pace Lawsuit

Titan self-reported to DoITT that in late 2009, one of the transit systems served by Titan, Pace (marketing name for suburban Chicago's bus system) brought suit against Titan in connection with a payment dispute. In July, 2010, Titan and Pace reached a settlement agreement and Pace dropped the suit. Titan reports that it continues to serve as Pace's advertising concessionaire. Since Titan and Pace appear to have resolved the issue to their mutual satisfaction via a settlement agreement, DoITT recommends this franchise notwithstanding this information.

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Cc: [Colin O'Donnell](#); [Stacey Levine](#); [Danielle DeVoren](#); [Dave Etherington](#)
Subject: Re: FAQ for Link.nyc
Date: Monday, December 01, 2014 1:13:46 PM

Hi Jeff!

Per our conversation this AM, we'll look at options to add an expanded FAQ section to the site and make it more clear that a variety of questions can be directed to Hello@CityBridge.com. I'll touch base with you towards EOD on options and timeline

You mentioned that you'll look at DOITT having a Link location request form that we can link to from www.Link.NYC.

Cheers,
Victoria

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Mon, Dec 1, 2014 at 6:41 AM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
Circling back on this. Any luck in setting up a Zen desk or other FAQ section for the site. I'd like to have this up in the next couple days if possible.

Thanks,
Jeff

From: Colin O'Donnell [colin.odonnell@controlgroup.com]
Sent: Wednesday, November 26, 2014 8:45 AM
To: Merritt, Jeff
Cc: Stacey Levine; Danielle DeVoren; Dave Etherington
Subject: RE: [IP] Re NYC to blanket the city in free public Wi-Fi with 10,000 stations

Let me tweak it this morning to add the security piece, but are you generally OK with dana sending?

@Stacey, let's see if we can do a zen desk or salesforce widget on the site.

Post ferc I would also like to do a reddit AMA post.

On Nov 26, 2014 8:35 AM, "Merritt, Jeff" <JMerritt@cityhall.nyc.gov> wrote:
I like the idea of initiating this discussion in the tech community but let's be sure that we're

constantly reiterating that security and privacy are #1 priorities. I don't want the IoT openness to suggest risk of any kind. Part of this is explaining how each connection is a closed network. It is important that we are 100% clear that allowing a device to use the LinkNYC network cannot result in viruses getting spread, etc.

Related to this, I've been getting a lot of random questions about LinkNYC and don't feel that we have a good, comprehensive FAQ or Q&A out there. Can we add a page to the Link.nyc site where users can submit questions and we can answer them? Basically its a standard, searchable customer service portal but we can pre-load it with a bunch of questions and set it so we can only respond. I'd prefer this approach so that everything is out there publicly so we can try to minimize the number of factually incorrect claims being tossed around.

From: Dave Etherington [Dave.Etherington@titan360.com]
Sent: Wednesday, November 26, 2014 8:15 AM
To: Colin O'Donnell
Cc: Merritt, Jeff; Danielle DeVoren; Stacey Levine
Subject: Re: [IP] Re NYC to blanket the city in free public Wi-Fi with 10,000 stations

I think it's a great conversation starter and idea generator. So much has been said about IoT but we haven't really seen it work in the real world at scale. LinkNYC could change that and provide some answers to questions for the first time.

Sent from my iPhone

On Nov 26, 2014, at 8:02 AM, Colin O'Donnell <colin.odonnell@controlgroup.com> wrote:

What do you all think? Are there any potential landmines in my email?
Would be good to start getting the tech community interested and engaged.

----- Forwarded message -----

From: "Dana Spiegel" <dana@nycwireless.net>
Date: Nov 25, 2014 11:53 PM
Subject: Re: [IP] Re NYC to blanket the city in free public Wi-Fi with 10,000 stations
To: "Colin O'Donnell" <colin.odonnell@controlgroup.com>
Cc:

Colin,

Thanks for sharing your answer. Can I forward it to a couple of email lists that I'm on?

--

Dana Spiegel
Chief Code Therapist, FounderTherapy
dana@foundertherapy.co

www.foundertherapy.co

We help founders turn great ideas into delightful products that users love.

On Nov 19, 2014, at 7:46 AM, Colin O'Donnell
<colin.odonnell@controlgroup.com> wrote:

Hi Jeff, your statement is true. I think a follow up question might be: how will we make it easy for cars and coffee pots and connected devices and things without screens join and stay connected, ideally on the encrypted network? How will we deal with a 'thing' accepting terms of service and creating an account? We believe this is a very important part of this program and included IoT support in our thinking as part of our proposal. There are authentication details to work through especially as public, encrypted, Wi-Fi standards (like HS2) are just taking shape and joining a device to any Wi-Fi network takes some effort (see Chromecast). We intend to support devices, computers, and 'things'. This is a great point of discussion and something we'd be happy to engage the community on.

I guess a shorter answer is: we won't restrict computers from using the network, and we look forward to supporting new standards to make devices easier to join, as they emerge.

This would be a great discussion topic, BTW, HS2 is really just coming out and it would be great to get people talking about this.

Hope that helps.

-c

I'm adding Colin from Control Group to verify the accuracy of my response but assuming I stated this correctly then you can feel free to share that information. Thanks.

On Wednesday, November 19, 2014, Dana Spiegel
<dana@nycwireless.net> wrote:

Thanks Jeff.

I understand if the answer is no, but could I forward your note on to one or two lists (with or without attribution, your choice).

--

Dana Spiegel

Chief Code Therapist, FounderTherapy
dana@foundertherapy.co

www.foundertherapy.co

We help founders turn great ideas into delightful products that users love.

On Nov 18, 2014, at 5:32 PM, Jeff S. Merritt
<[REDACTED]> wrote:

I'm not on this list, thanks for forwarding.
We're providing straight up connectivity, there won't be any ads or manual steps in order to use the network. The only exception is that this is encrypted by default which means the first time you access the network with a device it will ask you to create a random username and password. Once you do that you won't have to enter it again if its saved on your device. You could also opt out of the secure connection.

On Tue, Nov 18, 2014 at 11:57 AM, Dana Spiegel <dana@nycwireless.net> wrote:
Jeff,

Not sure if you are on Dave Farber's IP email list, but you should be. This is a very good perspective on how to think about the LinkNYC network.

--
Dana Spiegel

Begin forwarded message:

From: "Dave Farber via ip"
<ip@listbox.com>
Date: November 17, 2014 at
9:21:19 PM EST
To: "ip" <ip@listbox.com>
Subject: [IP] Re NYC to
blanket the city in free public
Wi-Fi with 10,000 stations
Reply-To: [REDACTED]

Me too

----- Forwarded message -----

From: "Bob Frankston" <[REDACTED]>
[REDACTED]
Date: Nov 17, 2014 9:09 PM
Subject: RE: [IP] NYC to blanket
the city in free public Wi-Fi with
10,000 stations
To: <[REDACTED]>
Cc: <[REDACTED]>
[REDACTED]

I hope they provide Internet connectivity rather than just web access. The difference is that Internet connectivity allows machines to connect whereas the web access requires a human in the path to click "agree" or look at an add or some other manual step.

If the latter then it is just another telephone network that misses the transformational idea of the Internet and puts the kibosh on this whole idea of "Connected Things". What will it take for policymakers to understand that the Internet is about computers connecting to each other with the web being just one of many possible applications?

From: Dave Farber via ip
[mailto:ip@listbox.com]
Sent: Monday, November 17, 2014
20:33
To: ip
Subject: [IP] NYC to blanket the city
in free public Wi-Fi with 10,000

stations

----- Forwarded message -----

From: "Dewayne Hendricks"
<dewayne@warpspeed.com>
Date: Nov 17, 2014 3:11 PM
Subject: [Dewayne-Net] NYC to
blanket the city in free public Wi-
Fi with 10,000 stations
To: "Multiple recipients of
Dewayne-Net" <dewayne-
net@warpspeed.com>
Cc:

NYC to blanket the city in free
public Wi-Fi with 10,000 stations
The kiosks have charging stations,
claim they can reach "up to
Gigabit speeds."
By Casey Johnston

Nov 17 2014

<[http://arstechnica.com/business/
2014/11/nyc-to-install-10000-
free-public-wi-fi-hotspots-in-its-
streets/](http://arstechnica.com/business/2014/11/nyc-to-install-10000-free-public-wi-fi-hotspots-in-its-streets/)>

A new "communications
network" called
LinkNYC [announced
plans](#) Monday to turn all
of the payphones in New
York City into public Wi-
Fi stations. The kiosks,
which are taller and
narrower than the
average phone booth but
preserve the advertising
space, will have "up to

gigabit speeds" and charging stations for devices, according to a press release Monday.

New York has been trying to figure out what to do with its decrepit payphones for years. In 2012, the city did a [very small-scale rollout](#) of Wi-Fi hotspots at 10 phone booths, and in 2013, the Department of Information Technology and Communications [solicited and displayed proposals](#) for redesigning and repurposing the booths into something more sightly and useful.

The network, LinkNYC, is a "public-private" partnership between the Mayor's Office of Technology and Innovation, DoITT, and CityBridge, a collective of New York companies that includes Qualcomm,



Antenna, Comark, and Transit Wireless (the company that has installed Wi-Fi in 47 stations of the city's subway system). In addition to being Wi-Fi hotspots, LinkNYC kiosks will also have touch screens for accessing information about the city and will allow free domestic phone calls.

LinkNYC does not elaborate about its gigabit capabilities, and it does not mention that it's taken any steps to secure a contract with any ISPs in the area for gigabit connections. However, it does claim that it will be "the fastest and largest free municipal Wi-Fi deployment in the world" and that it will be "more than 20 times faster than the average home Internet service in NYC" with a "seamless roaming experience from Link to

Link."

LinkNYC also states that the phone booth overhaul will be done "at no cost to taxpayers" and funded entirely through advertising revenue, raking in \$500 million over the next 12 years. The rollout is set to begin in 2015, with up to 10,000 Links set to be installed across the five boroughs of the city.

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From: [Colin O'Donnell](#)
To: [Tantoco, Minerva](#)
Subject: check in
Date: Monday, December 01, 2014 2:03:46 PM

Hi Minerva,

Wondering if you had 15-30 minutes tomorrow to check in. Would appreciate your feedback on a few things. I'm free before 10:00 and after 3:00 tomorrow if you have time available.

Thanks,

-Colin

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Cc: [Stacey Levine](#)
Subject: Re: Community Advocacy Support - Question
Date: Monday, December 01, 2014 2:29:16 PM

Hey Jeff,

We're thinking that the best target for a potential ad buy for the Open Letter of endorsement are the strongest/most respected local papers for the 5 boroughs.

Since you have more experience with the local-level news, I wanted to get your thoughts on which 5 papers to focus on.

If you have a few minutes, can you throw some notes or highlights into the spreadsheet for targets?

Thanks!
V

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279
| [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

On Mon, Dec 1, 2014 at 1:12 PM, Victoria Dower
<victoria.dower@controlgroup.com> wrote:
great - thanks for the quick feedback!

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On Mon, Dec 1, 2014 at 1:09 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:
Let go ahead and move forward with this...

Begin forwarded message:

From: "DeLoach, Michael" <mdeloach@cityhall.nyc.gov>
Date: December 1, 2014 at 1:00:50 PM EST
To: "Merritt, Jeff" <JMerritt@cityhall.nyc.gov>, "nsbordone@doitt.nyc.gov" <nsbordone@doitt.nyc.gov>
Subject: RE: Community Advocacy Support - Question

Would encourage them to do either

From: Merritt, Jeff
Sent: Monday, December 01, 2014 12:57 PM

To: 'nsbordone@doitt.nyc.gov'; DeLoach, Michael
Subject: FW: Community Advocacy Support - Question

See below. Thoughts?

From: Victoria Dower [victoria.dower@controlgroup.com]
Sent: Monday, December 01, 2014 12:49 PM
To: Merritt, Jeff
Cc: Stacey Levine
Subject: Community Advocacy Support - Question

Hey Jeff,

Quick question - what would you think about a few other approaches to the Community advocate side of things?

1) an easy letter that people could sign on to - this would be a easier ask / lower barrier to entry for lots of folks that are not as key as opposed to getting a large number of op-eds (this would be for our "second tier" of community relationships).

2) an open letter signed on by key folks that could get published in local paper as a paid advertisement. This would be dependent on getting enough solid folks to sign on.

Let me know your thoughts when you get a moment!

We're connecting with Per Scholas, RHI, and NYTM as priority this afternoon.

Cheers,

V

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| New York, NY 10279 | [212-343-2525 x531](tel:212-343-2525) | www.controlgroup.com

From: [Sbordone, Nicholas](#)
To: [Danielle DeVoren](#); [Merritt, Jeff](#)
Cc: [titan](#); [Dave Etherington \(Dave.Etherington@titan360.com\)](#); [Victoria Dower](#); [Stacey Levine \(stacey.levine@controlgroup.com\)](#)
Subject: RE: Media Pitching Update
Date: Monday, December 01, 2014 3:12:31 PM

Which of the pubs in rows 65-77 do you have relationships with?

Who is Neysa?

From: Danielle DeVoren [<mailto:ddevoren@kcsa.com>]
Sent: Monday, December 01, 2014 3:01 PM
To: jmerritt@cityhall.nyc.gov; Sbordone, Nicholas
Cc: [titan](#); [Dave Etherington \(Dave.Etherington@titan360.com\)](#); [Victoria Dower](#); [Stacey Levine \(stacey.levine@controlgroup.com\)](#)
Subject: Media Pitching Update

Hi Jeff and Nick -

Sorry to be such a pest but KCSA is anxious to support you!

Over the weekend we added suggested media outlets into the grid with reporters, messaging and spokespeople. It looks like Neysa is handling many of the editorial board meetings which is great. We would like to go to some the top tier pubs mentioned in rows 65-77. Additionally, per our chat on Fri, we are more happy to support you on the local efforts as well. Just assign us the ones you want us to take and provide us with your pitch.

Can you let us know if these are approved?

<https://docs.google.com/spreadsheets/d/1s7qG3RqwokATPKjePseM5v0PcDXqQma6DSnpeFI5paQ/edit?usp=sharing>

Thank you,
Danielle

Danielle DeVoren
Managing Director

KCSA Strategic Communications
880 Third Ave, 6th Floor
New York, NY 10022

ddevoren@kcsa.com
DID: [212.896.1272](tel:212.896.1272)

Tel: [212.682.6300](tel:212.682.6300)
Fax: [212.697.0910](tel:212.697.0910)
Mobile: [215.206.3111](tel:215.206.3111)

KCSA Strategic Communications - www.KCSA.com
theIRapp website - www.theIRapp.com

From: [Victoria Dower](#)
To: [Danielle DeVoren](#)
Cc: [Sbordone, Nicholas](#); [Merritt, Jeff](#); [titan](#); [Dave Etherington \(Dave.Etherington@titan360.com\)](#); [Stacey Levine \(stacey.levine@controlgroup.com\)](#)
Subject: Re: Media Pitching Update
Date: Monday, December 01, 2014 3:19:29 PM

Hey all!

Just to clarify, Neysa at Control Group and has a few reporter and community advocate relationships.

Cheers,
V

Victoria Dower | Sr. Director, Marketing & Communications | [CONTROL GROUP](#) | 233 Broadway, 21st Floor | New York, NY 10279 | [212-343-2525 x531](#) | [www.controlgroup.com](#)

On Mon, Dec 1, 2014 at 3:14 PM, Danielle DeVoren <ddevoren@kcsa.com> wrote:

Yes

I assumed Neysa worked with you.

From: Sbordone, Nicholas [mailto:nsbordone@doitt.nyc.gov]
Sent: Monday, December 01, 2014 3:12 PM
To: Danielle DeVoren; jmerritt@cityhall.nyc.gov
Cc: titan; Dave Etherington (Dave.Etherington@titan360.com); Victoria Dower; Stacey Levine (stacey.levine@controlgroup.com)
Subject: RE: Media Pitching Update

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Who is Neysa?

From: Danielle DeVoren [mailto:ddevoren@kcsa.com]
Sent: Monday, December 01, 2014 3:01 PM
To: jmerritt@cityhall.nyc.gov; Sbordone, Nicholas
Cc: titan; Dave Etherington (Dave.Etherington@titan360.com); Victoria Dower; Stacey Levine (stacey.levine@controlgroup.com)
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Can you let us know if these are approved?

<https://docs.google.com/spreadsheets/d/1s7qG3RqwokATPKjePseM5v0PcDXqQma6DSnpeFI5paQ/edit?usp=sharing>

Thank you,

Danielle

Danielle DeVoren
Managing Director

KCSA Strategic Communications
880 Third Ave, 6th Floor
New York, NY 10022

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Mobile: [215.206.3111](tel:215.206.3111)

KCSA Strategic Communications - www.KCSA.com
theIRapp website - www.theIRapp.com

From: [Victoria Dower](#)
To: [Merritt, Jeff](#)
Subject: Re: FW: RDF - TITAN/QualComm
Date: Monday, December 01, 2014 3:50:35 PM

First pass is now in the internal FAQ. Need to language one more review and connect with Qualcomm but this at least gets everyone on the same page.

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| [212-343-2525 x531](#) | [www.controlgroup.com](#)

On Mon, Dec 1, 2014 at 1:02 PM, Victoria Dower
<victoria.dower@controlgroup.com> wrote:

yup! I'll review this afternoon

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On Mon, Dec 1, 2014 at 12:56 PM, Merritt, Jeff <JMerritt@cityhall.nyc.gov> wrote:

Victoria,

Can you work with the team and prepare clear Q&A in response to any concerns about Titan and Qualcomm that are raised in the attached document? The current Q&A includes a question about the Titan-MTA contract but nothing about Qualcomm. This is going to the FCRC members today and we want to make sure that all responses to inquiries on this are consistent.

Thanks,
Jeff

From: [Colin O'Donnell](#)
To: [Sbordone, Nicholas](#)
Cc: [Merritt, Jeff](#); [Scott Goldsmith](#); [Katie Schwab](#); [Claudia Wagner](#)
Subject: RE: BPs and Comptroller
Date: Monday, December 01, 2014 5:54:03 PM

Confirmed.

On Dec 1, 2014 3:59 PM, "Sbordone, Nicholas" <nsbordone@doitt.nyc.gov> wrote:

Please confirm you've received and will attend. Thanks.

From: Sbordone, Nicholas
Sent: Monday, December 01, 2014 3:55 PM
To: Scott Goldsmith
Cc: Katie Schwab; jmerritt@cityhall.nyc.gov; Claudia Wagner; colin.odonnell@controlgroup.com
Subject: RE: BPs and Comptroller

More to come but for now:

BP Ruben Diaz: Thursday, December 4 @ 11am. Bronx Borough President's Office, Conference room.

Office of the Bronx Borough President
851 Grand Concourse, 3rd Floor
Bronx, New York 10451

From: Scott Goldsmith [<mailto:Scott.Goldsmith@titan360.com>]
Sent: Monday, December 01, 2014 12:12 PM
To: Sbordone, Nicholas
Cc: Katie Schwab; jmerritt@cityhall.nyc.gov; Claudia Wagner; colin.odonnell@controlgroup.com
Subject: Re: BPs and Comptroller

We have cleared Colin's calendar for Wednesday. Please feel free to schedule any time on Wednesday.

Scott E. Goldsmith, Esq.

EVP & Chief Commercial Officer

100 Park Avenue
New York, NY 10017

T [\(212\) 891-5688](tel:(212)891-5688)

F [\(212\) 418-1082](tel:(212)418-1082)

scott.goldsmith@titan360.com

TITAN

titan360.com

On Dec 1, 2014, at 8:17 AM, Sbordone, Nicholas <nsbordone@doitt.nyc.gov> wrote:

Good morning and hope you had a nice holiday too. The Inter-governmental Affairs team at City Hall is engaged and will be leading elected official outreach. We are meeting with them at 1pm to review plans and I can update you thereafter.

I did speak with the SI BP last week and while they are interested in meeting with CityBridge they said it need not be before January; that we have the BP's vote and that they'd like to be helpful.

Couple things you can provide me with that would be helpful before this afternoon's meeting w/IGA:

- 1) Names and titles of the folks CityBridge would look to send to any elected meetings (if it varies by elected please be specific);
- 2) Confirmation that this cohort can be ready to meet with electeds anytime and anywhere this week;
- 3) The names of the staff @ the Comptroller's Office with whom you have relationships.

Thanks again and I look forward to speaking with you later.

NS

From: Scott Goldsmith [<mailto:Scott.Goldsmith@titan360.com>]
Sent: Monday, December 01, 2014 07:24 AM
To: Sbordone, Nicholas
Cc: Katie Schwab <Kschwab@manatt.com>; Merritt, Jeff <JMerritt@cityhall.nyc.gov>;
Claudia Wagner <Cwagner@manatt.com>; Colin O'Donnell
<colin.odonnell@controlgroup.com>
Subject: BPs and Comptroller

Nick: Good morning. Hope you had a good holiday. Do you have a moment this morning to discuss the plan for the BPS and the Comptroller. We want to make sure that we are able to see each of them (though maybe we don't need to see Gail or James Oddo). There have been a number of inaccurate statements in the press and a lot of lobbying by our opponents. Most importantly, I am not sure the BPS fully understand the ramifications of a "no" vote (see Diaz report). Titan and Manatt have some very good relationships (especially at the Comptroller) that can help secure meetings. Please let me know. I am on my cell all day at ([REDACTED]) Thanks. Scott.

PS: Is there also a plan to do a conf. call with all of the Counsels of each BP?

From: [Merritt, Jeff](#)
To: [Victoria Dower](#)
Subject: FW: Fiber
Date: Monday, December 01, 2014 5:58:08 PM

From: Smith, Greg [<mailto:GSmith@nydailynews.com>]
Sent: Monday, December 01, 2014 5:10 PM
To: Sbordone, Nicholas
Subject: Fiber

NICK,

I assume the data that then-Public Advocate de Blasio used to create these graphics in 2012 came from you guys.

<http://advocate.nyc.gov/sites/advocate.nyc.gov/files/FactSheet-FiberAvailability.pdf>

If so, can I get the most up-to-date data?

GREG B. SMITH
NEW YORK DAILY NEWS
917 685-5580

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***** (NJ)