

STATEMENT FOR THE RECORD

OF R. RICHARD GEDDES

Professor in the Department of Policy Analysis & Management (PAM)

Cornell University

Joint Hearing: "On FirstNet"

Pennsylvania General Assembly

Senate Veterans Affairs and Emergency Preparedness Committees

Senate Communications and Technology Committee

House Veterans Affairs and Emergency Preparedness Committees

October 19, 2017

Mr. Chairman and Members of the Committees,

I am Professor in the Department of Policy Analysis & Management (PAM) at Cornell University, and founding director of the Cornell Program in Infrastructure Policy. My research and teaching focus on the delivery of infrastructure via innovative approaches, such as public-private partnerships (PPP). A short biography of my academic activities is appended to this letter.

I am writing to offer my expertise in infrastructure policy to the Governor, General Assembly, state agencies, the State's PPP Office, and other interested parties. I believe that the State's policy with regarding to Spectrum Leasing should proceed using a PPP structure. PPPs, when undertaken prudently, can generate strong benefits for the public at large. However, the State must take key considerations into account when undertaking PPPs. Those include adequate control over any rates or tolls charged, ensuring excellent service quality, and that the private partner properly maintains the infrastructure asset over the life of the PPP contract. I have assisted several important players in the PPP space on how to ensure those desirable outcomes, including Congressional testimony.

There are several reasons why I suggest a PPP approach here. The State of Pennsylvania is a recognized national leader in the use of public-private partnerships to delivery infrastructure in a timely and efficient manner. The State has indeed been a pioneer in *creating legislation* to encourage the use of innovative infrastructure delivery. Moreover, the *Pennsylvania Rapid Bridge Replacement Project*, which will replace 558 structurally deficient bridges throughout the State under a single, "bundled" contract, is viewed as a major innovation in the successful, innovative use of PPPs in the United States.

Regarding the wireless matter at hand, I suggest that the State engage in a PPP structure to procure these public services. It is my view that the Federal FirstNet Legislation provides the funding, the assets (here, the spectrum), appropriate specifications, permissible construction and operational bonding, and an oversight scheme (here, the FCC and NTIA evaluation processes),

that will ensure the success of this particular opportunity. The State of Pennsylvania may thus wish to carefully consider the Opt-Out option, as it would be a logical continuation of the State's very successful PPP program.

If I can be of assistance with this important procurement process via PPP, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Geddes', with a long, sweeping horizontal line extending to the right.

R. Richard Geddes