Why States Should Issue an RFP

Critical Time to Ensure State Public Safety Needs are Met

How Issuing an RFP Gives States the Ability to
Negotiate the Best Possible FirstNet Deal

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EXECUTIVE SUMMARY

In negotiation theory, the Best Alternative to a Negotiated Agreement (BATNA) is the most advantageous course of action a party can take if negotiations fail and a favorable agreement cannot be reached. The BATNA is often seen by negotiators not as a safety net, but rather as the driving force behind a successful negotiation and a key point of leverage in negotiations. When applying this theory to practice, states that opt-in to FirstNet™ without investing the time to issue an RFP and understand their alternatives inevitably fail to serve their interests and the interests of their constituents.

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As of September 1, 2017, a total of 20 states and territories have issued a Letter of Intent (LOI) to Opt-in to FirstNet plans, however these LOIs are not binding. Major questions remain for the 30+ still mulling the decision, particularly regarding coverage and pricing. States should not and cannot make final opt-in decisions until the final state plans are made available on state portals and the critical information is provided on the grants and payments for the use of Band 14 spectrum and the FirstNet core.

By issuing an RFP, states are able to define their needs, make their demands known and review competitive bids. Any state that does not explore its options regarding FirstNet is doing a great disservice to its constituents and First Responders. Only by issuing an RFP, can states 'take control of their own destiny' in getting the coverage, capacity, service quality, low cost and revenue sharing potential made possible by FirstNet. States should not be rushed to accept the initial proposals made by FirstNet to serve their public safety needs for the next 25 years.

After the award of the $6.5 billion federal contract for the nationwide public safety broadband Network (NPSBN), the launch of a public FirstNet portal in June provided the first wave of information on the status and features of the new first responder network to the general public. This public portal includes a service coverage map, a list of supported devices, potential software solutions, and further details on the network's app store and developer program. The public FirstNet portal was targeted to FirstNet subscribers, including primary and extended primary users. However, this information is incomplete and insufficient for states to make decisions.

The first concrete details on FirstNet's pricing, network design and geographic coverage were released by FirstNet and AT&T® in draft state plans available only to state officials via a secure portal. The detailed information on network design, technology and pricing is considered confidential and only accessible to state single points of contact (SPOC) and their designees. This information is designed to allow governors to review and make 'opt-in/opt-out' decisions by mid-December 2017.

Since June several states have complained that the AT&T draft plans do not provide:

- **complete state-wide public safety network coverage in both urban and rural areas**
- **dedicated purpose-built "public safety-grade" network using Band 14 spectrum**
- **local control by the states and their designated public safety officials**
- **any specific pricing for public safety users reflecting their unique requirements**
- **any payment or revenue share back to the states**

There is still an active debate as to whether 'opt-in' decisions by governors are binding until after final state plans are issued. States and territories have been given a statutorily mandated 90-day window after they receive the final state plans and other required information from NTIA and FirstNet to decide whether to opt-in or opt-out of having AT&T build radio access networks (RANs) in their states. States were given an additional 180 days following this 90-day window to select a vendor for their state alternative plan, and retain the option to "opt-in" to the final state if they are not satisfied with the outcome of their RFP process. Wireless 20/20 believes that more states will be issuing RFPs, and opt-in decisions will be disputed until the final state plans are revealed.

STATES AND TERRITORIES CONSIDERING FIRSTNET DRAFT PLANS

This whitepaper is designed to help state officials and governors evaluate the available information and outline the benefits of issuing a Request for Proposals (RFP) to ensure that states get the best FirstNet deal meeting their public safety needs. **Exhibit 1** shows that as of September 1, a total of 20 of the 56 states and territories have issued a Letter of Intent (LOI) to Opt-in to the FirstNet plan that would allow AT&T to deploy and maintain the LTE radio access network (RAN) within the state's borders.

Exhibit 1

Status of States and Territories Considering FirstNet Draft Plans (August 2017)

	Issued LOI to Opt-in	*Opt-out - Issued RFP*	*Issued RFI*	*Undecided*
1	*Alaska*	*New Hampshire*	*California*	*New York*
2	*Arizona*	*Alabama*	*Washington D.C.*	*Connecticut*
3	*Arkansas*	*Arizona*	*Florida*	*Delaware*
4	*Hawaii*	*Michigan*	*Georgia*	*Indiana*
5	*Iowa*	*Colorado*	*Idaho*	*Illinois*
6	*Kansas*	*Wisconsin*	*Kansas*	*Minnesota*
7	*Kentucky*	*Massachusetts*	*Maryland*	*Texas*
8	*Maine*	*Rhode Island*	*Ohio*	*Louisiana*
9	*Michigan*	*Pennsylvania*		*South Carolina*
10	*Montana*	*Oklahoma*		*Utah*
11	*Nebraska*	*Missouri*		*South Dakota*
12	*Nevada*	*North Carolina*		*North Dakota*
13	*New Jersey*	*Mississippi*		*Washington*
14	*New Mexico*	*Vermont*		*Oregon*
15	*Tennessee*			*Guam*
16	*Virginia*			*American Samoa*
17	*West Virginia*			*Northern Marina Islands*
18	*Wyoming*			
19	*Puerto Rico*			
20	*US Virgin Isl.*			

Source: Wireless 20/20, August 2017

Virginia was the first state to issue an LOI to opt-in, driven by the view that priority access on the AT&T network comes at no financial cost to subscribers nor to the Commonwealth. Virginia did not issue an RFP, and instead held meetings to help ensure state and local officials outside of public safety understood the role of FirstNet and important aspects of the network project, such as rural coverage and construction timeline. Opting-in did not commit the Commonwealth to any role in the FirstNet buildout, and AT&T will build, operate, and maintain the Commonwealth's portion of the network at no cost to Virginia.

A total of 14 states pursued the "opt-out" alternative, which enabled the state to issue an RFP and select an alternate provider to deploy its FirstNet RAN and maintain it for the next 25 years. Michigan was the fourth state to issue an RFP to potentially opt out of a national public safety network contract with FirstNet to build an alternative LTE RAN. Michigan then decided to issue an LOI to opt-in to the FirstNet draft plan. Arizona recently followed Michigan's example, and issued an LOI to opt-in to the FirstNet/AT&T plan. As such, these states are listed in both the Opt-in and Issued RFP columns in **Exhibit 1**.

In addition, 8 more states have issued "requests for information" (RFIs) which may lead to a more detailed RFP. We estimate that 53% of Americans live in states that have issued RFPs or RFIs, and 22% live in states with non-binding LOIs to accept AT&T's final plan when it is delivered in September. Meanwhile 17 states and territories are still undecided about whether to issue RFPs.

Based on the legislation, there is still an active debate as to whether 'opt-in' announcements made by governors and other state officials are binding before final state plans are released. FirstNet's own guidance forbids a state from deciding whether to opt in or out until after FirstNet presents its plan to the Governor of that state. According to FirstNet, "the Governor must await notice and presentation of the FirstNet plan prior to making the decision." In addition, the statute does not foreclose the possibility that a state could reverse its decision prior to the end of its 90-day opt-out window. No state is currently able to make a "final" opt-in decision until FirstNet and AT&T have presented their final state deployment plans, pricing and other financial information.

Common business sense would question the soundness of the decision by Virginia and other states to forgo an RFP and opt-in early. Only by issuing an RFP, can states 'take control of their own destiny'

Common business sense would question the soundness of the decision by Virginia and other states to forgo an RFP and opt-in early. States should not be rushed to accept the initial proposals made by FirstNet to serve their public safety needs for the next 25 years. Only by issuing an RFP, can states 'take control of their own destiny' in getting the coverage, capacity, service quality, low cost and revenue sharing potential made possible by FirstNet.

The intent of issuing an RFP is to explore the options available that will be most responsive to the needs of the state and its public-safety entities before choosing to opt-out or opt-in the FirstNet offer. This approach allows state officials to conduct a comprehensive analysis of the available options so that the pros and cons of each option can be clearly understood, and then make an informed decision which has such important implications on its public safety entities.

States bring control of an extremely valuable spectrum resource to the negotiating table. An easy way to quantify the value of the public safety spectrum (Band 14) which is made up of 2x10 MHz of 700 MHz is to multiply the population with the value of comparable spectrum expressed in $/MHz-Pop times the bandwidth (20MHz). In the 2008 FCC auction, the 700 MHz spectrum was sold for an average price of $1.29 per MHz-Pop. Spectrum values have appreciated since 2008, and based on recent auctions for low-band spectrum, the value of the FirstNet spectrum is between $8.3 billion and $17.6 billion and arguably higher given that it is contiguous, nationwide spectrum. Since spectrum is a scarce resource, its value will continue to improve during the next 25-years. States should not give away control of this valuable and vital public safety spectrum or forgo access to federal grant monies to subsidize the initial network build without securing the best deal.

NATIONWIDE "PURPOSE-BUILT" PUBLIC SAFETY BAND 14 NETWORK

At a minimum, states should have an opportunity to dictate a mandatory build-out plan for the Band 14 spectrum that has been allocated for this purpose. Although AT&T is obligated to build out the Band 14 spectrum on a "significant portion" of its FirstNet nationwide LTE network, state specific build-out plans and coverage timelines are not clearly defined. During a recent Senate subcommittee hearing, AT&T testified that it will deploy infrastructure on the 20 MHz of 700 MHz Band 14 spectrum that is licensed to FirstNet only in geographic locations where it needs additional bandwidth capacity.

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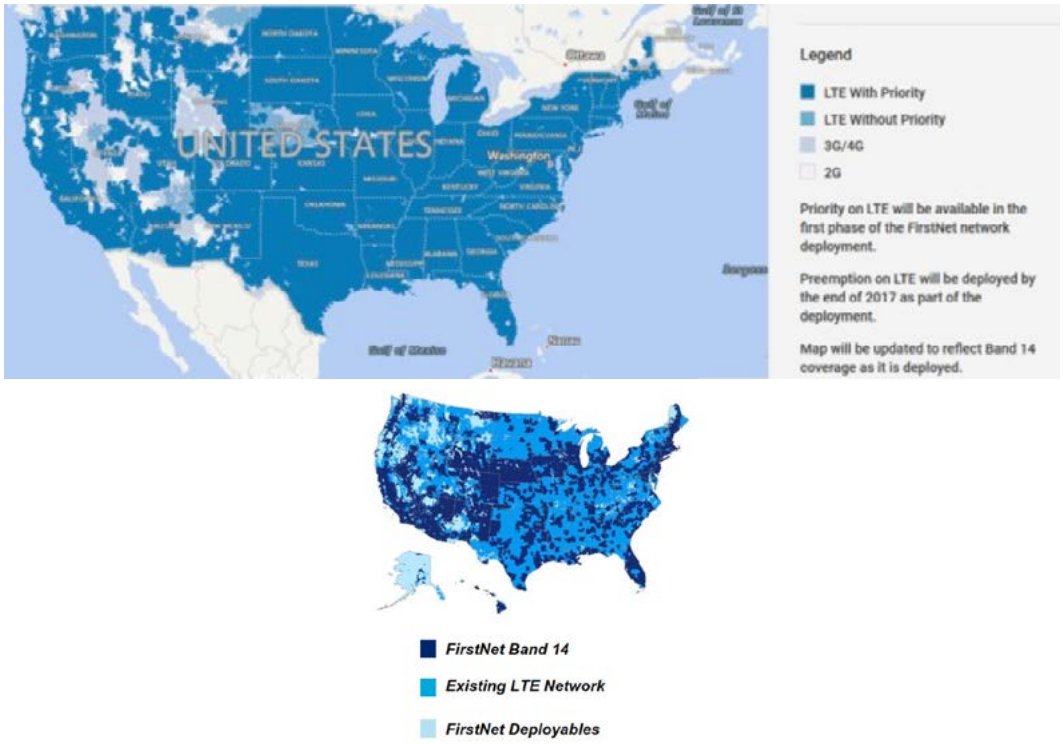
According to the AT&T FirstNet Wireless Network Coverage Map depicted in **Exhibit 2**, there are large gaps in LTE connectivity in several Rocky Mountain and northern New England states. Detailed coverage and build-out information for Band Class 14 is provided in the second map and by year in the draft plans on each state portal. AT&T has declined to provide any greater specifics, citing the proprietary nature of the information. The first public coverage data shows that AT&T's first responder network will provide coverage for only 76.2 percent of the continental US, with several tiers of coverage availability, ranging from LTE "with priority", down to 2G coverage. A careful examination of these maps reveals that FirstNet has essentially made the AT&T commercial wireless network the primary NPSBN, with the Band 14 spectrum playing, at best, a supporting role in parts of the country. It was not the intent of the FirstNet legislation to allow AT&T to hold the valuable Band 14 spectrum in reserve while failing to deploy a true nationwide public-safety-grade network.

AT&T has stated that deployment of LTE on FirstNet's 700 MHz Band 14 spectrum could begin as early as late 2017 in certain parts of the country. Public-safety agencies in "opt-in" states will be eligible to sign FirstNet contracts that give first responders priority access across AT&T's commercial networks immediately and preemptive access by yearend 2017. There is a large difference between priority and pre-emption, where priority means public safety will be allowed wireless access privileges over the public when using AT&T's towers. Pre-emption would terminate sessions for non-public safety users should the capacity be needed in an emergency situation. AT&T has not disclosed the cost for preemptive rights.

Exhibit 2

AT&T FirstNet Wireless Network Coverage Map



Source: https://www.firstnet.com/coverage, *August 2017*

However, this will not satisfy the need for the true purpose-built Band 14 public safety network envisaged by the legislation. Issuing an RFP also gives states additional leverage to ensure that their requirements are met by the FirstNet operator. Some states that issued RFPs have been able to negotiate better coverage and accelerated build-out schedules for their Band 14 networks. States also need to drive the technology evolution investment needed to update and upgrade Band 14 network. States should ask how the FirstNet RAN will evolve from current FDD LTE 4G technology and how future needs and technology innovation will be implemented as the network evolves over the next 25 years. States must negotiate a timeline for the progression from one generation of technology to another and migration in light of the migration from 4G to 5G and 6G technologies for the next 25 years.

States issuing an RFP will have all the information they need to make an informed final opt-in or opt-out decision on FirstNet implementation. States should also request the opportunity to share in the recurring revenues generated from the use of this valuable Band 14 spectrum. First responders will likely use only a small portion of the available bandwidth most of the time. The rest could be monetized and the resulting revenue should be shared with the states. AT&T has not offered any revenue sharing opportunities to date, and by issuing an RFP states can negotiate revenue sharing opportunities with alternate providers.

States issuing an RFP will have all the information they need to make an informed final opt-in or opt-out decision on FirstNet implementation.'

STATES THAT HAVE ISSUED FIRSTNET RFPS HAVE A CLEAR ADVANTAGE

Exhibit 3 summarizes the current status of the RFPs issued by the states. New Hampshire was the first state to issue a FirstNet RFP in December 2015 and complete its procurement process in February 2016. Based on the evaluation of the RFP responses, New Hampshire announced that Rivada Networks was the highest-scoring bidder evaluated, and selected Rivada to provide a draft alternative plan that it could consider alongside the FirstNet/AT&T plan at the conclusion of its procurement process. Alabama also initiated its procurement process by issuing an RFP in September 2016, and the deadline for submissions was delayed into January 2017.

Massachusetts was the seventh state to initiate a procurement process in May 2017, by issuing an RFP designed to provide an "opt-out" alternative to the nationwide FirstNet deployment. The Massachusetts two-phase process requested capability statements due July 14 and detailed financial and technical plans are due in mid-September. Rhode Island's RFP is seeking a partner to help build, operate, and maintain a statewide RAN which connects to and is fully interoperable with FirstNet.

Several of these RFPs have attracted multiple bids and offer states the best opportunity to compare offers. Rivada Networks, Verizon and the Macquarie Group are competing in response to RFPs from states like Pennsylvania, Colorado and Rhode Island. Alabama and Arizona both received three bids in response to their RFPs, while Colorado officials have announced that two bidders responded to the state's public-safety LTE procurement. Regional wireless carriers such as C-Spire, Southern Linc, Shentel and US Cellular have also demonstrated interest in participating in state FirstNet RFP responses. These states have stated that their governors have not yet decided whether to pursue the "opt-out" alternative. Unfortunately, AT&T has not responded to any of these RFPs, and relies instead on the draft state plans submitted to the states on June 29. 2017. However, AT&T has been negotiating with some states issuing RFPs to convince them to opt-in.

Exhibit 3

Status of FirstNet RFPs Issued by the States

	States Issuing RFPs	Date Issued	Response Due	URL/Special Provisions/Requirements
1	New Hampshire	12/11/15	2/19/16	Awarded to Rivada Networks.
2	Alabama	9/20/16	1/31/17	Second state to issue RFP. Delayed due date into 2017.
3	Arizona	9/28/16	3/30/17	Issued LOI to opt-in to FirstNet draft plan.
4	Michigan	3/22/17	4/19/17	Issued LOI to opt-in to FirstNet draft plan.
5	Colorado	3/24/17	9/14/17	Two-phase process. Phase I: Rivada and Macquerie Capital short listed. Phase II: Due September 14th.
6	Wisconsin	5/19/17	7/11/17	Seeking an alternative solution to the nationwide FirstNet Offering.
7	Massachusetts	5/23/17	9/15/17	Two-phase process. Capability statements due July 14 and detailed financial and technical plans due September 15th.
8	Rhode Island	6/13/17	7/31/17	Rivada Networks, Verizon and the Macquarie Group are competing.
9	Pennsylvania	7/3/17	9/7/2017	Seeking financially self-sustaining business model monetizing excess network capacity.
10	Oklahoma	7/18/17	8/23/17	Seeking an alternative solution to the nationwide FirstNet Offering.
11	Missouri	7/21/17	8/31/17	Seeking an alternative solution to the nationwide FirstNet Offering.
12	North Carolina	8/9/17	9/27/17	Network plan providing the coverage, capacity, connectivity and QoS with financial model that demonstrates the sustainability of the NCPSBN through the monetization of excess Band 14 capacity.
13	Mississippi	8/23/17	10/03/17	Seeking an alternative solution to the nationwide FirstNet Offering.
14	Vermont	8/30/17	9/29/17	Seeking an alternative solution to the nationwide FirstNet Offering.

Surprisingly, Michigan was the first state to announce an LOI to opt-in to the FirstNet draft plan after issuing an RFP. Rivada was the highest ranked bidder for this RFP, and the LOI was announced without presenting the governor with an alternative resulting from the RFP process. Arizona recently followed Michigan's example, and issued an LOI to opt-in to the FirstNet/AT&T plan after having accepted formal RFP submissions.

Oklahoma and Missouri are leading a new wave of RFPs released in July, with proposals due in August. North Carolina, Mississippi and Vermont released RFPs in August seeking alternative vendors willing to build and maintain a public-safety LTE network in their respective states. North Carolina bidders have only three weeks to prepare their RFP responses which are due on August 31, while responses to the Mississippi RFP are due on October 3. Given the recent release of RFPs, Wireless 20/20 expects additional RFPs to be issued by several of the remaining states that are undecided or leaning toward opting out. We also expect a significant impact that could result from one or more of the large "leadership" states (such as California, Texas or Florida) issuing RFPs in terms of validating the opt-out procurement paradigm.

ROLE MODELS FOR STATE FIRSTNET RFPS

Wireless 20/20 has identified several good role models for State's planning to issue FirstNet RFPs.

Wireless 20/20 has reviewed several RFPs issued by states over the past month, and has identified the following as good role models for State's planning to issue FirstNet RFPs. Colorado was the fifth state to issue a FirstNet RFP on March 24. The purpose of this RFP is to develop a state plan that is an alternative to the one that will eventually be provided by FirstNet. Colorado Point of Contact Brian Shepherd has said, "We want real creativity and innovation from potential bidders." The Colorado RFP is being conducted in two phases, with initial responses focusing on the qualifications of the offeror(s) and their approach to some of the key elements of the potential implementation were due on May 8. Bidders who are selected to move on to Phase II will be required to submit comprehensive solutions with all necessary technical, financial and deployment details. Additionally, the Colorado RFP is broken into two projects: one focused on the physical construction of the network and one focused on the monetization of network spectrum assets, and the operations and maintenance of the network. Offerors may bid on either project separately or submit a comprehensive proposal for both. Colorado has provided significant supporting documentation to encourage robust responses which meet its needs. A side-by-side comparison of these plans will allow Colorado to negotiate and ultimately choose the path that best suits its needs. It could be challenging, however, to make separate awards to different bidders.

Massachusetts initiated a two-phase procurement process that required vendors to send capability statements by July 14 and submit financial and technical plans for the proposed statewide public-safety LTE RAN by mid-September. In its RFP, Massachusetts requested Band 14 coverage of urban, suburban and rural areas to meet public-safety information and communications technology needs throughout the state, and identified the following commitments and services of a qualified vendor:

- Assure that the RAN meets Massachusetts' needs for coverage, capacity, security, reliability, control and grade of service
- Secure the widest possible adoption of the RAN by Massachusetts public-safety users
- Ensure that the usage costs are consistent with the objective for wide adoption
- Eliminate concerns regarding the financial sustainability of the Massachusetts RAN
- Assure that the Massachusetts RAN is technically sustainable and scalable

Pennsylvania was the ninth state to issue an RFP in July, and the Commonwealth is seeking bids to build and maintain a statewide LTE radio access network (RAN) to serve public-safety users in the state. Wireless 20/20 considers the Pennsylvania RFP as a good model for other states that follow an objectives-based approach, in contrast to requirements-based RFPs which prescribe detailed plans. Pennsylvania is seeking alternatives to the FirstNet Plan for the purpose of evaluating options and plans to select the best path forward to make a wireless broadband network available to public safety entities that satisfies operational needs for the next 25 years.

The Pennsylvania State Police is heading the procurement for the "Commonwealth Public Safety Broadband Network" (CPSBN), which only will result in a contract if the governor pursues the "opt-out" alternative and the state's plan received multiple federal approvals. The Pennsylvania Legislature has not appropriated any funds to enter into an agreement with a supplier of goods and services described in this RFP, and the CPSBN will need to be financially self-sustaining for the anticipated lifespan of the network. If the Commonwealth moves forward with the project as a result of this RFP, the Offeror will be required to develop a self-sustaining business model leveraging the licensed 20 MHz of Band 14 spectrum within Pennsylvania to build, deploy, operate, and maintain the Pennsylvania portion of the NPSBN. The Pennsylvania RFP contemplates a relationship with an Offeror that will provide network design, deployment, operations, maintenance, and customer support for the state's public safety entities.

CONCLUSION

AT&T and FirstNet are now busy reviewing questions submitted by State SPOCs (Single Points of Contact) and making changes to the plans for states and territories that have not yet opted in. It appears that this approach was designed to distract these states from issuing RFPs, and instead wasting valuable time examining one draft offer without soliciting proposals from multiple bidders. Future updates from the NTIA will define how much each state will receive in grant funds and will have to pay FirstNet in an "opt-out" scenario for use of its LTE core and licensed spectrum. FirstNet officials must ensure that this information is aligned with policy decisions being made by the FCC and NTIA. States should not and cannot make final opt-in decisions until FirstNet issues the final state plans and the critical information is made available on state portals on the grants and payments for the use of Band 14 spectrum and core. As such, there is an active debate as to whether 'opt-in' decisions by governors are binding until after final state plans are issued. Wireless 20/20 believes that more states will be issuing RFPs, and opt-in decisions will be disputed until the final state plans are revealed.

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Verizon recently announced at the APCO Annual Conference and Exhibition that it will also be building out a nationwide public safety broadband network which will be interoperable with the FirstNet core. Verizon also announced that it will provide first responders with access to the company's 2.4 million square mile 4G LTE network, including priority and pre-emption for first responders, while it builds and operates a new Verizon "Public Safety Grade" LTE network. Verizon has also asked the FCC whether states have the right to build and operate their own network cores that would interoperate with the FirstNet core, and announced plans to deploy a dedicated Public Safety Evolved Packet Core (EPC) separate from its commercial core. Verizon's approach will give priority access and preemption to first responders, provide push-to-talk-plus, make available devices that support Band 14 and "enable full interoperability with any Band 14 radio access networks (RANs) deployed by FirstNet."

At the end of the day, the only way to know whether the AT&T FirstNet solution is truly the best value and lowest risk option is when States' issue an RFP and vet proposals through a rigorous review and evaluation process. The following key questions need to be raised to AT&T and during the RFP process to ensure that state public safety needs are met.

Key RFP Questions Related to Coverage and Public Safety Grade" Networks:

- Band 14 coverage, especially in rural areas of the state beyond any commercial RAN
- Early coverage through roaming on existing networks
- Timetable for statewide coverage
- How will the offeror deploy a "Public Safety Grade" network, including pre-emption for first responders on the LTE RAN?
- What are the Core Network requirements that need to be met?

Questions Related to Local Control:

- Does the state get to name those eligible for Priority, Pre-emption and Quality of Service (QPP) or does the provider define limited eligibility categories? Is there a charge for QPP services?
- Does the state have portal access to manage QPP assignments?
- Are there interoperability capabilities between existing LMR and proposed LTE services?
- Are there autonomous operations for states or are all states dependent on a single core architecture for the nation? Does a state have its own core?
- How will the provider plan to leverage existing state assets in its proposal?
- Questions Related to Control and Policy during disasters:
- Will the Offeror deploy a dedicated Public Safety Evolved Packet Core (EPC) separate from any commercial EPC?
- What technical provisions have been made for public safety priority and pre-emption?

Questions Related to Service Availability:

- What provisions have been made for restoring the Band 14 network, battery backup, etc.?
- How many deployables will be made available for the state?
- Are there any charges associated with use of these deployables?
- Will these include aerial units and Cows?
- How quickly will they be available for service?
- Outcome?

Questions Related to Cost of the Network:

- What are the costs to the state for deploying the Band 14 public safety network?
- What are the costs for operating the network?
- What are the costs for upgrading the network?
- Is the state exposed to any of these costs?
- If the state is not paying for these costs, then how is it dictating the outcome?

Questions Related to Cost of Service:

- What is the cost of providing service to first responders?
- Is the cost based on unlimited consumption or is it metered?
- If unlimited, is it unlimited for the 25-year period of the contract?
- With data consumption growing over time, what level of service should the state expect over time? Is there an availability commitment during disaster? And what would that look like?
- If the charge is metered, what is the cost per minute of voice call?
- What is the cost per text message and what is the cost per GByte of data per month?
- Is there a single price for all users or is the price different for each public service entity?
- Should the state negotiate a friends and family share plan or should each entity or user be billed separately?
- Is the price fixed for a 25-year term? Or is there price reduction on an ongoing basis?
- Is there a price cap for public service users?
- Is there competitive price matching to make sure that the price for service is and will remain competitive?
- How are IoT services priced?
- Is there a price difference between time of use? For example, day, night, busy hour, during disasters or type of service? Or type of device?

RFP Questions Related to Revenue Sharing:

- Should FirstNet be seen as a "cost center" to a state or should a state prefer a cost+revenue sharing model?
- How does a cost center only model impact future outlays of service bills and how does a revenue sharing model mitigate some of the recurring costs for the state?
- What is a realistic amount of revenue sharing a state should expect?
- How should the amount of revenue shared increase or decrease over time?

This White Paper was authored by Berge Ayvazian, Senior Analyst and Principal Consultant of Wireless 20/20.

Wireless 20/20 helps mobile operators and their vendors develop their Wireless Network strategies, service offerings, marketing plans, technology roadmaps and business cases. Wireless 20/20 also leverages its WiROI® Business Case Analysis Tools to assist clients in issuing RFPs and evaluating responses.

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