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Q: What piece of our portfolio would have been most useful to you throughout your career in public safety?

A: I guess the easiest answer for that would be to think about the role that I was actually involved in at any given time throughout the course of my career.

For instance, as a road trooper, I would have really liked CommandCentral Analytics and CommandCentral Predictive. Primarily I would've liked it because it would have made for better decisions around my activities based on what was occurring. During a 24 hour day, I would typically only work eight hours. Therefore, the other two thirds of the day I had no way to really gauge what activity had been encountered, no way to ensure the decisions I was making when on shift were based on a comprehensive view. Over time I developed a body of knowledge, and I think I made better decisions. However, I think I could've made more effective data-driven decisions had I had access to better data.

As I began to climb the ranks within the Patrol, I would have liked to have had access to some of Motorola situational awareness tools. As a sergeant, I would like to have seen where my team was at any point during a shift. It would have afforded me additional insight into decision-making which would have greatly improved my efficacy as a first-line supervisor.

As a Captain in the Patrol, I was responsible primarily for police-media relations. As a Public Information Officer, it would have been very nice to have had access to departmental data that was up-to-date, accurate, and most importantly readily available at any given moment's notice.

As a Command Officer in the Patrol, and in my subsequent promotions all the way up to the office of Chief, I would have taken advantage of the entire suite of solutions. My interest in the data would be less around tactical decision making and much more around the strategic value of information with regard to progress made on Key Performance Indicators (KPIs) as it would have helped track our progress through our strategic plan.

Q: How do you see the market for Public Safety changing over the next 5 years?

A: Recent years have brought tremendous changes to the environment that law enforcement operates within. There are clearly a number of well documented factors that have influenced these changes. These factors require government leaders to be creative and thoughtful in order to prepare their employees to properly meet the needs of the public that they serve.

New tools to **connect with the community** are necessary to provide additional data and provide the tools to empower governmental leaders to effectively meet their need to connect with the communities they serve. Our CrimeReports.com tool is an excellent example of how technology can fill this need.

With the impending arrival of **Public Safety Broadband** we will likely see a more universal adoption of software-based public safety tools. It is the right time for Motorola to be in this market as we have been learning for several years now not only what resonates with our customers, but also how to deliver this technology in a manner that is acceptable to them.

I expect that the **body worn camera** market will continue to iterate. This is not a trend that will flatten out. I suspect that the need for a robust back-end digital evidence management systems will only become more of a focus by our customers. Our CommandCentral Vault, will be leading this market in terms of the capabilities contained within the solution.

I also believe that the **CAD and Records** market will continue to mature and that our customers will come to expect more capabilities from their command center solutions than they have received over the past 30 years. Recently TriTech acquired Omega's CrimeView to bring an analytics offering to their CAD solution. This is an indicator that we are on the right track. Our **ILPS solutions** contained within CommandCentral will complement the impressive capabilities of **PremierOne** and make it very difficult for other CAD/RMS vendors to compete with us.

CAD/RMS is a very competitive segment of the market. As a Chief, I chose Motorola's PremierOne because I trusted Motorola the most when it came to whom I believed would make it right. Today, and into the future, the Motorola value proposition transcends our trusted place in the market. We have the most robust and complete offering across the portfolio. We are truly first in class. Not just in our ability to deliver **solutions in the command center,** but in our unique ability to solve complex problems for our customers and to extend the value of their investment in CAD and Records.

Generally, I believe our customers are going to be looking to add additional public safety technology while decreasing the complexity of their operating environment. This is the new normal, more technology in the command center with less technology overhead in the network operations center. This is the value proposition of **cloud computing**. We do need to continue to listen to our customers and understand any trepidation to enter the government-cloud while aggressively seeking answers to assuage their concerns and move ahead together.

Q: Public Safety is a movement run by its Leadership. How do you see the leadership of public safety changing as new generations move into authoritative positions?

A: Generally I would agree with you that any organization is reflective of its leadership. I would also add that in a governmental organization, particularly law enforcement, it is of paramount importance that leadership is a reflection of the community for which that agency serves.

Having said this, I believe that the public has a higher expectation today that its law enforcement agencies employ the use of advanced technology solutions in order to effectively meet its statutory mandate. The use of these technologies must comport with the Court and its interpretation of the 4th Amendment while also fitting into departmental budget.

I think that as new command officers enter the executive ranks of public safety agencies and those management roles within Information Technology (IT) departments, we will see a more enlightened adoption of public safety technologies.

To this end, Motorola Solutions should continue to earnestly listen first, then act. We have proven over our 9-decade history that our solutions and technologies are a reflection of what our customers demand.

These actions will continue to build trust and provide a lasting place in the market for us so that our children can ponder the questions of the next generation and contemplate how Motorola can continue to evolve.