

Enterprise Wireless™

MAGAZINE

THE PAST, PRESENT AND FUTURE OF WIRELESS

LEARNING FROM OUR PAST:

Three generations
of success at Mobilcomm



INVESTING IN OUR FUTURE:

Wireless network
engineering education

ALSO IN THIS ISSUE:

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THIRD QUARTER 2009

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MARK E. CROSBY
EWA PRESIDENT

WE LOOK FORWARD TO CHAIRMAN GENACHOWSKI'S LEADERSHIP AT THE HELM OF THE FEDERAL COMMUNICATIONS COMMISSION. THE FCC'S ACTIVITIES DO INDEED TOUCH EVERY AMERICAN, EVERY DAY, AND THE AGENCY'S AGENDA IS FULL OF BOTH NEW INITIATIVES AND A MYRIAD OF LEFTOVER POLICY ITEMS, MANY OF WHICH WE HAVE A KEEN INTEREST IN THAT DESERVE ATTENTION SOONER RATHER THAN LATER.

Well stated, Mr. Chairman...

OUR WELL-RESPECTED REGULATORY

Counsel, Elizabeth "Liz" Sachs, Esq., provides elsewhere in this issue an outstanding commentary presenting a "Wish List" for the new FCC leadership that should be officially seated by the time this magazine reaches your desk. This should be no surprise to anyone, but I couldn't agree more with her opinions on this subject. The telecommunications market is a robust and complex place. There are numerous business and consumer requirements and many evolving technology and spectrum solutions to respond to the market's demands. As such, the FCC must recognize that it has many, many constituents, including business enterprises and local communication providers, under its critical care and management.

The FCC is long past being a sleepy little agency making sure that the broadcasters were maintaining appropriate written logs of whatever they were supposed to be keeping track of in the station manager's office. As Chairman Genachowski stated during his Senate Commerce Committee hearing, "... communications has the potential to unleash new

waves of innovation: increasing opportunity and prosperity, driving American competitiveness and leadership, connecting our country, strengthening our democracy—and transforming lives for the better. The Federal Communications Commission has an important role to play in pursuing these goals, and in doing so on behalf of all Americans."

Well stated, Mr. Chairman. But please know that these strategic goals can only be achieved by incorporating within the telecommunications policy mix the benefits that are generated through the use of the nation's spectrum resources by two important groups. They are America's business enterprises and the thousand or so local communication service providers that customize wireless solutions daily for American businesses as well as for mission critical applications.

We look forward to Chairman Genachowski's leadership at the helm of the Federal Communications Commission. The FCC's activities do indeed touch every American, every day, and the agency's agenda is full of both new initiatives and a myriad of

leftover policy items, many of which we have a keen interest in that deserve attention sooner rather than later. Maybe the new leadership will take Liz's advice and allow the Bureaus "sufficient discretion to make decisions within their expertise." That would be a very welcome change from the recent past.

Finally, I have a sneaking suspicion that the Chairman's honeymoon at the FCC will be relatively brief. Yes, the DTV transition date took a while to get past, which delayed things. But the agency has been in very good hands since last December, which will facilitate a smooth transition; there will be an influx of veteran communication policy professionals who are on board with the new agenda; and the new Chairman doesn't need really a lot of time to get accustomed to the FCC. He's been there before in a meaningful role.

EWA looks forward to the opportunity of working with Chairman Genachowski. It's time to move on and get some progressive things done for everyone—for consumers and business enterprises. |

Save the Date!

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Major wireless sales and service providers are members of Enterprise Wireless Alliance (EWA), the USMSS and the American Association of Paging Carriers (AAPC). Together, these leaders in American wireless are responsible for millions of dollars a year in wireless product sales and service for critical infrastructure, government agencies and private enterprises and they will hold their annual national meeting during Enterprise Wireless 2009.

This is the one event a year for wireless suppliers, in an intense two-way event, to exhibit to, network with and offer training for these key buyers, the professionals who will get your product in front of buyers at major companies across the U.S.

If you are a wireless sales and service provider, make plans to attend Enterprise Wireless 2009, November 4-6, 2009 at the Westin Buckhead in Atlanta, GA. The program will focus on the business strategies and technology innovations you need to succeed in 2009 and beyond.

If you are a wireless supplier looking to reach these essential partners in your success, lock in your exhibit space today.

Call Conference Director Elaine Walsh at 520.620.0063 or email to elaine@enterprisewireless.org.

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ELIZABETH R. SACHS, ESQ.
EWA REGULATORY COUNSEL

SO WHAT DO WE WANT THE NEW CHAIRMAN, THE SEMI-NEW COMMISSIONERS AND THE NEW BUREAU CHIEFS TO DO? WHAT IS ON THE “WISH LIST” FOR BUSINESS ENTERPRISE AND SMALL COMMERCIAL OPERATORS?

Wish list

BY THE TIME you read this, the FCC should be back up to full fighting force with a new Chairman and four Commissioners, two with experience and two newcomers. Both the Chairman and the two new Commissioners have telecom regulatory experience, so their learning curve will be a relatively gentle incline, particularly for the Chairman who has extensive experience at the FCC itself. This could enable them to hit the ground running, a good thing given the key policy issues with which they are going to need to wrestle almost immediately: fulfilling the Administration’s goal of implementing a national broadband policy as part of the nation’s economic renaissance, figuring out the right Universal Service Fund balance, deciding what to do about over-the-air TV viewers who lost their signal entirely during the digital conversion process, and plenty of others.

One of the Chairman’s first steps likely will be appointing new Bureau Chiefs. Both the Wireless Telecommunications Bureau and the Public Safety and Homeland Security Bureau currently are being run by Acting Chiefs. Each is a long-standing FCC employee with an impressive record of accomplishment and dedication, but that doesn’t mean that they will be given the permanent positions since Chairman Genachowski undoubtedly will want to put his stamp on Bureau leadership as all Chairmen have done over the past few decades. Although


Bureau Chiefs are not technically political positions, for practical purposes they are and they typically change whenever a new Chairman takes the reins.

So what do we want the new Chairman, the semi-new Commissioners and the new Bureau Chiefs to do? What is on the “wish list” for business enterprise and small commercial operators?

- Understand that the universe of spectrum users is broader than television and radio broadcasters, Verizon, AT&T and the handful of other national and regional commercial service providers, and public safety entities. The FCC sometimes has a surprisingly myopic view of its own constituents and fails to look beyond those spectrum user groups.
- Recognize that the success of the national economy is tied directly to the health and efficiency of its businesses, both large and small. However important it may be to have commercial broadband service throughout the country, it is at least as important to make sure that our airlines continue to fly, our utilities continue to provide vital services, our delivery services continue to act as the nation’s circulatory system and our construction industry continues to flourish. Each of these business segments must have reliable, cost-effective wireless communications to maximize their efficiency and competitive posture.

- Appreciate that commercial wireless networks, no matter the speed at which they operate or the almost miraculous applications they may offer, are not always the right communications option for enterprise users. Small businesses sometimes are best served by a local dispatch provider that offers one-to-many capability at an affordable price. Not every worker needs an iPhone or is made more productive by having one, given the almost irresistible distraction they offer. Larger companies often have highly particularized requirements, both in terms of coverage and functionality, which simply are not available on consumer-oriented commercial networks. Usable spectrum must continue to be made available for the private, internal systems that are essential to meet those needs.
- Allow the Bureaus sufficient discretion to make decisions within their expertise. They are staffed by highly competent, career FCC employees who are more than capable of identifying which matters need higher-level approval. Trust them to do their jobs and the FCC’s constituents will get the answers they need in a reasonable time frame.

It is a pretty short list. Dare we hope that this Commission will be the one to make these wishes come true? |



Turn your “to-do list” over to EWA and watch your business **TAKE OFF**

Ask yourself these questions:

What does it cost to get new sales leads every month?


What is the value of an exclusive channel to your business?

Can you imagine the benefit of saving a customer’s license from cancellation?

How much time do you spend tracking application activity? Whether you have one employee or two-hundred, isn’t it time you could spend growing your business instead?

What if you could know about potential interference in advance?

Wouldn’t it save time and money if you could get the reports you need automatically sent to you by email rather than going online?



There is one answer to all of these questions – **Sign up for a Premier Membership from EWA.**

One call to EWA and we can set up your enhanced Premier Membership and take your business to the next level.

Your Premier Membership includes these services:

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RON FRANKLIN
VICE PRESIDENT

EWA HAS WORKED CLOSELY WITH OUR BUSINESS ENTERPRISE AND WIRELESS SALES AND SERVICE PROVIDER MEMBERS TO DEVELOP THE SERVICES THAT ALLOW THEM TO TAKE CARE OF THEIR CUSTOMERS' BUSINESSES WHILE WE TAKE CARE OF OUR MEMBERS.

EWA services free you to focus on your business

THE OTHER DAY I had breakfast with one of our Premier members who is with a major construction company building the new subway station outside our building. When EWA announced its new Premier membership, he knew it was a perfect fit for his company. Since he is away from his office for long periods of time, he told me he needed someone who would take care of his licenses. He worked with Judy Wilson, the EWA manager of license management accounts, to create a database for his company's licenses. Now he gets e-mail notification reminders from Judy whenever there are specific FCC licensing actions to be completed. A quick response and he knows that the renewal or required construction of a license will be handled.

Answers to his licensing questions, whether about a project's complex spectrum requirements or simply about a pending application, are all just a phone call away. EWA has worked closely with our business enterprise and Wireless Sales

and Service Provider members to develop the services that allow them to take care of their customers' businesses while we take care of our members.

The value of Premier membership in freeing our members to concentrate on their customers was emphasized recently by a new Wireless Sales & Service Provider Premier member from Georgia who contacted us with an actual shopping list of what he needed EWA to do. He wanted EWA to run reports on four of his fixed sites to see if there were 6.25 kHz frequencies available that could be trunked. These reports, called Dynamic Spectrum Analyses, are provided as part of a Premier membership. With a planned upgrade to narrowband, he wanted to know what he could secure for trunking. This member had established his license management account with EWA when he first became a member but recently had us review his current listing of customers to ensure they were all part of his membership account. He also wanted

EWA to combine his twenty-two 450-470 MHz trunked licenses covering eleven sites to one license per site to create more efficient license management. EWA handled combining the licenses and will continue to work with this member to assist in relocating some of the trunked system to new locations. He knew that EWA would, just like for the construction company member, keep him consistently informed of the progress of the analysis, the licensing and the coordination of his systems. Our monitoring and reporting means he can focus on what matters — his business and his customers.

EWA continues to work with members and their customers to be responsive to their licensing and coordination requirements, along with providing them with spectrum solutions to their ever changing systems needs. Call me at 703-797-5116 or e-mail me at ron@enterprisewireless.org concerning creating a custom EWA membership and services so that you, too, can be free to focus on your business. |

Embrace the binary and choose your champions

TWO OF THE UNIQUE REASONS FOR THREE GENERATIONS OF SUCCESS AT THIS OHIO-BASED WIRELESS COMPANY



BY ELAINE BAUGH WALSH

WHEN AN ORGANIZATION HAS MANAGED TO THRIVE THROUGH THREE GENERATIONS IN A COMPETITIVE AND COMPLEX INDUSTRY LIKE WIRELESS COMMUNICATIONS, THE COMPANY HISTORY IS USUALLY COMPLICATED. FOR CINCINNATI-BASED MOBILCOMM, THAT HISTORY INCLUDES, AMONG OTHER THINGS, THE ATTACK ON PEARL HARBOR, AN INFLUENTIAL FRANCISCAN PRIEST, ENTHUSIASTIC ADOPTION OF IP TECHNOLOGY AND A UNIQUE CONCEPT OF INTERNAL EMPLOYEES BEING “CHAMPIONS” FOR TECHNOLOGY.



Looking back: The Conrad Radio Service shop.



Fast forward: Mobilcomm today.

While they are a strong presence in Cincinnati, Mobilcomm is also known nationally for innovation and unique technology applications. The 100-person operation offers voice and data wireless communications as well as video solutions.

Greg Conrad, vice president of National Business Development for Mobilcomm, is the third generation involved in management and ownership of this wireless sales and service provider. Greg is an energetic, engaging and tireless individual with a passion for technology. After hearing him talk about his family, you can imagine that much of that passion is pure genetics. It's likely that every generation of the Conrad family would agree with Greg's assertion that "You need to continually reinvent yourself. There is a window that keeps moving across the horizon and you need to keep up with it."

It was Greg's grandfather, Chris Conrad, who started the family on the path toward wireless. Chris worked for radio station WCPO and started doing two way radio service calls as a favor for a friend in the '40s. At that time, two way radios were tube radios and the FCC required that they be serviced at least once a month to adjust drift in order to avoid interference. Chris' friend had put together a maintenance contract with several local police departments and Chris would do the rounds of various departments to service their radios.

Which is why Chris Conrad found himself installing the first Motorola two way radio at the Reading police department in Cincinnati on Sunday morning, December 7, 1941. He would recall later to his family that while he was busy completing the installation he could hear the dispatcher in the background, yelling out the window that the Japanese were bombing Pearl Harbor.

While Chris enjoyed his work, he was, in Greg's words, a "Depression era child" and by the time Greg's father, Bob Conrad, joined the two way radio

Greg's father, Bob Conrad, joined the two-way radio business Chris had created in the company's early years.



Today, Mobilcomm has 100 employees, 30 of which are stockholders.



business Chris had created, he found that his father didn't really have an appetite for expansion. As Greg tells it, though, Chris didn't instill that aversion to expansion into Bob and by the time Bob was in fifth grade, he was already helping out in the business. By high school he was building his own radio projects and doing what Greg characterizes as "all of that whiz kid stuff." Bob was so thoroughly integrated into the business that after he graduated from high school and went to college locally at Xavier University, he wasn't able to find time to study because so many of what was now Conrad Radio's customers wanted him to repair their radios. Avoiding the local distractions, Bob transferred to the University of Detroit in Michigan and after earning his bachelors degree in electrical engineering in 1962, he returned to the family business. This is where he could continue to be creative in a hands-on way with technology and build a business.

Shortly after that, Chris and Bob expanded their business to hire their first employee but

by the early '70s, as Greg recalls it, "Dad had been burning the candle at both ends, doing field service and almost working 24 hours a day, building his company. The choice became, do we grow the business or not."

The Conrad family had a good friend, a Franciscan priest, Father Stanley, who had two crucial abilities available at the right time to this growing business. One was that Father Stanley excelled at offering counsel and the other was his ability with administering and using personality tests in business. With Father Stanley's guidance, Bob saw a new way through to expanding his business and also started to use personality tests for profiling the current team, which had grown to twenty people by this point. The profiling allowed the growing business to learn what the employees liked, their aptitudes and interests and Bob Conrad and Father Stanley worked together to use that information to build a solid team. People were moved into different jobs, given new responsibilities or working partnerships within the business.

In 1981, Bob Conrad decided to reorganize the company for the next phase of its growth. There were two companies, Conrad Radio Service and Mobilcomm. Conrad was a little smaller, but with a healthier financial profile, so the new companies that emerged were Mobilcomm and a separate paging company, Page Plus.

That's when Bob had what Greg calls a "fantastic vision." Greg explained that his father never wanted to walk away and cash out as the owner. He wanted to have the business go on and he regarded his employees as family. When the two companies were merged, eight people were asked to become stockholders and were given a certain amount of stock and ownership in the company. Lawyers, says Greg, "thought my dad was crazy. They told him, get rich, walk away with all of the money." Greg's dad didn't

Greg Conrad's grandfather, Chris Conrad, started the family on the path toward wireless.

do that and, as Greg explains it, that decision in 1981 has led to much of what makes Mobilcomm as unique as it is today.

Mobilcomm is, in Greg's opinion, "...not a company that is totally about a bunch of people being happy. This is a community service. We're taking care of the radios for public safety. There is a lot of responsibility that comes with that. There is a lot of culture. We need to be and we are bigger than your usual family business."

Today, 30 of the 100 Mobilcomm employees are stockholders. There are owners in every area of the company so that they can monitor and report on every aspect of the business. Stockholders have different levels of ownership based on longevity and other factors. Six of the thirty are elected to be on the board and in annual meetings; a decision can be made about extending stock ownership to other employees, with stock at a discounted rate and ten years to be fully vested. The president of Mobilcomm is Nancy Gleason and Brenda Wilson is the Vice President of Sales and Marketing, with Steve Munsey serving as Vice President Operations.

The stock ownership program and the continuing use of personality profiling are two of the keys to continuity that Greg believes have made a difference to Mobilcomm and has led to the fact that they have never had a layoff.

Before new people are hired, Mobilcomm administers two tests, a personality profile and an intelligence test. This gives Mobilcomm, according to Greg, "A really good idea about their aptitudes and how they're likely to react in certain situations. If someone were hired and it wasn't a good fit, usually they will leave on their own accord, they just move on." Greg continued, "I always say, I want you to succeed. If they move on, we wish them well."

"Because of some smart planning, we've never had to do any layoffs. We rearrange the people we have when we get a big project and don't bring in a lot of new employees, although



we do use some contractors. If we have wire to pull, we'll hire an electrician rather than hiring an employee." Greg pointed out that, "Unlike many similarly sized companies we're fairly departmentalized. Even though we're departmentalized, we can get people to cross over when they're needed."

Being involved in the family business wasn't something that Greg originally anticipated. The oldest of four, Greg was witness to his father working very hard in the '70s at Conrad Radio Service, "I was watching all of that and thinking, 'I don't want to do that.'" He graduated from high school in 1981 and spent two years doing mobile installations for Conrad Radio Service and remembers that, "I was the bosses' kid, and this was right after the merger so maybe some thought I was a 'spy' but the guys got to know me and knew that wasn't the case."

While Greg said that he knew how to connect one wire to another and make things work, he found himself increasingly intrigued by what was going on, the actual electronic theory. About this time, he met Rick Swain, a technician who had attended ITT technical school in Dayton and Greg realized that was an education he wanted to get for himself (Rick is now the Vice President of Field Service for Mobilcomm). Greg spent two years pursuing an associate's degree and doing mobile stereo installations. The culture wasn't right for Greg, as he says, "Eventually culture will wear you down, which is why I'm so proud of the culture at Mobilcomm." He went to work for P&R in Dayton doing installations until his dad, Bob Conrad, "...used the almighty power of the dollar to lure me back." He was lured back for a big project with Proctor and Gamble, doing an installation in the original Ivory Soap plant, pulling fiber optic cable through 24" thick walls. Greg laughed as he recalled that there was a specific directive within the company not to let him be promoted too fast. So, Greg not only spent 13 years in field service, he has worked in every department in the company except accounting.

About half way through those thirteen years in field service, while employing lessons about rapid technical analysis and fast repair from a co-worker, he started to keep a log book of modifications for other techs to use.

Then, one day, a customer came to him with a requirement for cameras. It was 2003, and Greg's initial thought was to secure Sony cam-

eras and try it out on the customer's system. It wasn't until one of his sales representatives found IndigoVision, which was not sold in the U.S. at that time, that Greg realized he had an opportunity to meet the customer's requirements and to significantly expand Mobilcomm's business. Not only did Mobilcomm work out an arrangement to develop a U.S. sales channel for IndigoVision, he was able to use his knowledge about communications systems to create full packages bundled with IndigoVision, for other resellers to offer. Mobilcomm is an authorized integrator and reseller for IndigoVision video to IP products.

IndigoVision is a professional level CCTV application that allows customers to view, record, play back and administer video and audio over IP networks. One advantage to the

we're going to move forward, by understanding the ones and the zeros. It takes an embrace of the binary world. Embrace the binary and find ways you and your customers use it and which will keep the customer happy."

"You need a champion who wants to play with the technology, can really dive into it and eat it up and see what's cool in it for the customer. Once that champion has laid claim to what the benefits are, that's when the boss, the owner, can grab hold and get someone else involved and go forward. Some owners let themselves get stuck on the 'I'm the boss' or 'I'm the super tech' and that's how you get locked into the day to day and don't move forward. When I hand things over, I pretty much say, call me only if you need me."

Echoing a major message of the Michael

IT WASN'T UNTIL ONE OF HIS SALES REPRESENTATIVES FOUND INDIGOVISION, WHICH WAS NOT SOLD IN THE U.S. AT THAT TIME, THAT GREG REALIZED HE HAD AN OPPORTUNITY TO NOT ONLY MEET THE CUSTOMER'S REQUIREMENTS BUT TO SIGNIFICANTLY EXPAND MOBILCOMM'S BUSINESS.

IndigoVision product is that it will adjust easily to the bandwidth on a wireless network. IndigoVision can convert analog video into an IP video stream.

"When a new product is announced, I will jump on it," asserts Greg. "When third party integration or other innovations are announced, I will jump on that, too."

Greg believes that successful growth and revenue development from a new product arena, for any company, requires what he calls a "champion." As he explains it, a champion "...recognizes opportunities for what they are and will grab on and run." After that champion initiates the project, others can move in and move it along. "I learned that from my dad," says Greg. "He'd start things, then move them along and hand it off to someone else."

"You can't just believe you're staying up with things because a manufacturer introduces a new product. It's not about staying current with the latest model. You need to stay up with your customer's needs," asserts Greg. "It's all a matter of tying it all together and recognizing that all of it is ones and zeros anyway. That's the only way

Gerson's "E-Myth" to "work on your business and not in your business," Greg points out that "You've got to build your people up and let them learn. When people say my business falls apart when I go on vacation, they're not doing their job."

In terms of finding new employees, Greg sees enormous potential in the next generation. "We've got a whole generation of gamers who grew up on technology. The new kids coming in, they have the binary concept and they're curious about how to mix things up. We're finding it easier to find someone who already has IT knowledge or computer knowledge and we'll teach them the theory of RF. The guys who know RF now, unless they're busy modifying and doing hands on things, it's harder for them to learn IT."

Considering this is a business that, in a sense, started on a day that dramatically changed the trajectory of America's future, it's only appropriate to ask how much of the day Greg spends thinking about the future. "It's 100 percent. It's a way of life. I can do that because of my job and creating the freedom to do that." |

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An eye toward the **Future**

LOCKARD & WHITE FOCUSES ON WIRELESS NETWORK ENGINEERING EDUCATION



BY ELAINE BAUGH WALSH

EVERYONE AGREES ABOUT THIS ONE FACT: THERE IS A SHORTAGE OF YOUNG PEOPLE PURSUING TECHNOLOGY EDUCATION IN AMERICA AND THAT IS LEADING TO A SHORTAGE OF ENGINEERS AND OTHER TECHNOLOGY SPECIALISTS IN THE WIRELESS INDUSTRY.

Bill Gates addressed this issue before Congress in 2008 when he asserted, "I know we all want the U.S. to continue to be the world's center for innovation. But our position is at risk. There are many reasons for this but two stand out. First, U.S. companies face a severe shortfall of scientists and engineers with expertise to develop the next generation of breakthroughs. Second, we don't invest enough as a nation in the basic research needed to drive long-term innovation."

Congress addressed this earlier this year with the introduction of H.R. 2790, the Standards to Provide Educational Achievement for Kids (SPEAK) Act, which would establish voluntary standards for science and math in grades K-12. And Arne Duncan, in an address to the National Science Teacher's Association in June 2009, asserted that differential pay, for merit, performance and subject matter, would be an impactful use of \$100 billion in federal stimulus money for education through the American Recovery and Reinvestment Act (ARRA). Duncan said, "America won the space race, but—in many ways—American education lost the science race."

According to Chris Barry, Society of Naval Architects and Marine Engineers, there appears to be a shortfall of about 75,000 engineers, even in the current economic conditions. This shortfall exists before all of the new technology initiatives scheduled to take place due to stimulus money coming into the economy. Barry asserts that 5 percent of the cost of most new manufacturing or construction projects is engineering. So, out of \$1 billion in stimulus money, \$50 million of that will be in engineering costs.

Many lament that, in addition to the shortage of capable candidates, engineering students graduating today don't have the skill levels necessary to completely fulfill their job requirements.

Others point to the crucial role of mentoring and inspiring young people to encourage pursuing a technology education, which is possibly behind the selection of Oprah Winfrey to speak to the graduating engineering class at Duke University earlier this year where she said, "You really haven't completed the circle of success unless you can help somebody else move forward. That's the truth. Move to higher ground."

Marc Lockard, founder, Chairman and CEO of Lockard & White.





When a Kansas tornado moved through a microwave path that was engineered by Lockard & White, the microwave path never lost signal.

That's the real goal. How do you get someone else to move to higher ground?"

While some are content to lament the shortage of engineers and engineering students and others simply hope that somebody somewhere will provide mentoring, there are actually people who do something about the situation.

One of those people is Marc Lockard, founder, Chairman and CEO of Lockard & White, a Houston, Texas-based telecommunications planning, system engineering, project and construction management firm. Everyone who knows Marc Lockard knows that he is, indeed, passionate about education.

Marc points out that for Lockard & White, while there is always a challenge finding work, when that is compared with "filling the pipeline with younger people," he finds the latter is more challenging. He declares that it is "not insurmountable but it's a greater challenge."

While complimenting the wireless courses at Purdue and Texas A&M, Marc believes that "Most universities, in general, don't do a good job of teaching practical systems engineering." Marc sees the root cause of this in who is teaching the courses, pointing out that the schools "don't have practical engineers teaching. They hire professors. Typically, the industry doesn't need PhD's to design product, but people who understand components and the intricacies of the art of wireless."

"You go to a thousand technology schools that will teach you IP, networking and numerous certification programs where somebody can learn some of the application issues. It's very difficult to go find somebody who can teach you wireless communications engineering skills. You can learn to maintain products. You can learn how to fix a product or a section of a product. To learn how things fit together and how to do RF engineering and systems engineering is entirely different."

"RF engineering is an art and not a science."

These observations about university wireless education programs drive Marc's commitment to and active participation in programs designed to raise the level of education in universities and in other forums. Marc is a member of the Industrial Advisory Committee for the Electronics and Telecommunication Program at Texas A&M, the Texas A&M University Look College of Engineer's external advisory council and serves as an adjunct faculty member in the Engineering Technology and Industrial Distribution Department at Texas A&M. Marc leads courses in wireless network engineering, project management and was the founder of the Engineering Entrepreneurship, Ethics and Leadership Seminar series for the Engineering Technology and Industrial Engineering Department.

Lockard & White (L&W) is also well known to attendees of the 400 Level courses at the annual IWCE (International Wireless Communications Expo), as Lockard & White staff members lead courses in RF propagation and other advanced wireless topics.

One of the observations Marc makes about the typical engineering program is that "Every year many students come into engineering. By the time they graduate, up to 50 percent of them have moved to another major."

Marc believes that there needs to be more interaction with industry for students at the freshman level—more practical knowledge. As he points out, many students may believe that they will come to work for a manufacturer and be designing great new products the first year. He chuckled as he said "They need to know that it's more likely in the first year that they'll be getting coffee and doing filing."

Before that critical first year out of school can even be reached, the interest to pursue a technology education needs to be nurtured. Marc is a fervent believer in the powerful effects of, as he calls it, "Someone, somewhere,

has got to excite you in life. Sometimes someone has to open a door or turn on the light for you and success is driven by the passion of the teachers or the parents. If you have a really great science teacher, students can get passionate about the subject. And if they're motivated, they will get into the wireless business and they will succeed."

That motivation and passion is a driving force in hiring decisions for L&W, because, as Marc points out L&W is known for "hiring for attitude and training for skills." Marc observes that after 25 years of hiring, he's found it's easier to teach someone what to do rather than shape their attitude. "We look for people who are passionate about what they do and want to work with customers and other people. We try to hire from the best programs, but even then, with graduates directly out of school, they may have the best training in fundamentals but we don't expect they've learned much information about the wireless sector."

According to Marc, his perfect L&W hire is "a young man or woman who worked their way through school, then went to engineering school. They did internships, hopefully with us, and actually installed a radio, installed a base station. Also, military folks sit highly with me because they get a perspective on life about dealing with problems and how to separate the real problems."

Some of that preference is based on Marc's own background. When he graduated from Texas A&M in 1972 with a degree in electrical engineering, he had an opportunity to work for the Lower Colorado River Project (LCRA). "When I first showed up at their offices in Austin, I was wearing a suit and tie and they said to me, 'Get yourself a tool box.'" He recalls that "For two years, I rode around with technicians, pulled wire and cable, installed SCADA systems. It really pulled my engineering degree together."

That experience also led to the purchase about two years ago of a two way radio shop in Bryant, TX: Bryant 800 Communications. L&W is now rotating their engineering team out of the office and into the Bryant 800 facility as a way of instilling more practical RF knowledge into recent graduates. "I don't have the magic bullet. That's why I made this investment for Bryant 800 so I can use the radio shop and the system business to be a great training ground for the young engineers coming to work for us."

"We just don't find colleges and universities producing a lot of hands-on experience. The technology they understand, they understand the theory. By handling it, by working in the field, they see how the reality can interrupt your project. That wire, for example, looked easy to run on the plan and once you get to the actual building, it ends up taking 2 to 3 days."

"We give them this experience so that we have engineers who get to climb in the backs of cars and install radios, cameras and computers and they go to tower sites. After

six months or so of that, they come back into the engineering pool."

L&W is in the first cycle with this unique training process and they are considering sending some senior engineering staff through the process at Bryant 800 as well, to, as Marc puts it, "Refresh that practical knowledge."

Marc is also a believer in the power of mentoring for new graduates and new hires as well as experienced staff members, and knows that it's crucial to succeeding in the converging IP/RF worlds. He sees the need for the RF professional mentoring the IT/IP expert as well as the IT/IP subject matter expert doing the same for the "radio guy" in a two way, dual mentoring process.

Marc sees this combination of knowledge as essential in the field when working with IT professionals who are now assigned responsibility for a large organization's radio network. "The IT professionals don't understand radio at all. They are used to buying services rather than owning networks" Marc explained. "When you try to explain to your boss, the CIO, why you want to replace your radio system, it's especially hard to do. It's tough to get traction on that. It's a big budget item when you need to replace your radio system."

"These professionals are more comfortable calling the local carrier and ordering a new T1. We end up as a consultant, working with them to explain why the right system upgrade, say, a narrowband upgrade, is necessary and why the radio system is still needed."

"Everyone is going to have a cell phone even if you build a radio system. It's a business tool, not a critical communications tool. Sometimes it's hard to explain one to many to an IT professional. They want to know why they can't just set up a conference call."

Marc goes on to say, "In my perfect world, I would have all IT people work for the RF people. Those two worlds are tied together and they're getting more and more converged, no doubt about that. We will move to a world where everything is packet switched but there will always be a need for two way radio, for one to many in utilities and critical infrastructure."

"Everyone thinks we'll be in an IP world and if you understand that, you don't need to understand anything else. Convergence," Marc points out, "does not mean conversion." |

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DAVID ROBISON

CHAIRMAN, USMSS
BOARD OF DIRECTORS

WHILE PURSUING OBJECTIVES OF ENHANCING TRAINING, IMPROVING COMPETITIVENESS AND MAINTAINING THE RELEVANCE OF THE MEMBERSHIP TO OUR CUSTOMERS AND MOTOROLA, USMSS HAS ALSO PROVIDED A COMMUNICATIONS FRAMEWORK THAT BINDS US TOGETHER AND REINFORCES THE SENSE THAT WE ARE PART OF A LARGER COMMUNITY.

What's in a name?

FOR OVER 60 years, an elite group of motivated, individualistic and highly skilled business people have supported Motorola products under the banner of the MSS; the Motorola Service Station. Big or small, we were all part of the same team. Now, through a process that fits the current Motorola Service business model, we have been divided into several categories of Motorola Servicer based on our size, ability, commitment and market demographic. This process clearly recognizes our individual strengths and commitments, but what of the sense of mission and group identity? USMSS, through its membership, is arguably the inheritor of the MSS tradition.

For more than 11 years, USMSS has provided a group identity that has come to supersede the sense of fragmentation of the MSS. While pursuing objectives of enhancing training, improving competitiveness and maintaining the relevance of the membership to our customers and Motorola, USMSS has also provided a communications framework that binds us together and reinforces the sense that we are part of a larger community.

In February 2009, a study group consisting of representatives from 10 shops (All former MSS's and now Premier Service Providers and Motorola Service Providers) and the USMSS Board

met in Atlanta to assess the mission and role of the USMSS. In a day and a half series of work sessions designed to elicit the strengths, weaknesses and future of the organization, this group discussed, debated, argued and worked toward creating a new vision for USMSS.

The consensus is that USMSS needs to continue to work to bind us together in a cohesive enterprise. In addition to a commitment to Motorola products, it is the overall commitment to service excellence that differentiates us from the average dealer/servicer representing other manufacturers. It is this commitment that then forms the basis for membership in this exclusive club. However, we profess to be inclusive, as well, in that we welcome all within the Motorola based family of service providers to be part of our organization, provided that they demonstrate the appropriate level of professionalism and commitment to service excellence.

The mission of the USMSS as defined within our study group is: "USMSS will provide a continuously improving collaborative resource for the ongoing education and development of world-class technical service providers. The organization will enhance its member's opportunities through the sharing of knowledge, advocacy, certifications and the influence of

an industry-leveraging alliance. Members will form valued customer relationships with a heritage of excellence and the support of a premier national service network."

The USMSS Board will now take these concepts and develop specific plans and objectives designed to address the challenges inherent in the Mission Statement. At the Enterprise Wireless meeting in November 2009 in Atlanta, the Board will present the results of the planning events and provide you with a road map that USMSS intends to follow in the future.

The critical questions that remain are those of effectiveness and relevance. How do we promote the interests of the membership and continue to support their educational and business needs? Clearly, the revised mission statement represents an endorsement of the work of the USMSS up until now, and just as clearly we recognize the need to communicate more effectively and to continue to provide a voice for our members. Ours must be a unified voice that is heard by our customers, Motorola, the FCC and all of the various manufacturers and constituents that we represent. |

David Robison is President of Communication Service, Inc. in Asheville, NC and Chairman of the USMSS Board of Directors.

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Global Paging Convention

IT IS COMMON knowledge that paging carriers in the U.S. are reinventing their businesses to cope with a mature industry and the struggling economy. But, what about the other parts of the world? Are paging carriers in Europe dealing with similar circumstances? And, if so, can they help answer the question, "What's next for paging?"

And so it was. The first—ever—Global Paging Convention, brilliantly staged in Montreal, Canada in the middle of June. The location could not have been a better choice. The international atmosphere, easy to access with abundant attractions, was conducive to many meaningful debates on the future of paging.

More than 100 delegates, including carriers, vendors and interested parties from fourteen countries, eagerly participated in the three-day event, which was hosted by the American Association of Paging Carriers (AAPC) and the European Mobile Messaging Association (EMMA). It was a true representation of paging around the world. The longest distance award probably goes to two paging companies from Sydney, Australia.

Conventions are a mixed bag of presentations, exhibits and social gatherings, and this one

did not disappoint. The presentations were carefully planned to address both current issues and the future of paging. The exhibitors, though few, sponsored many of the events, and displayed their wares. As for the social activities...well, let's just say I have a lot of new friends from around the world who share my love of a good wine.

For some reason, maybe the international scope, this convention felt different from those of the past. The professionalism and sense of urgency to move paging forward with new technology and diversification resulted in meaningful conversations and fresh perspectives, confirming my optimism that paging will survive and evolve into a new generation of mass notification products and services.

We learned that paging carriers around the world are facing the same challenges, and that SMS has affected market share, particularly in Europe, which seems to be a few years ahead of the U.S. We reaffirmed that paging continues to be essential for emergency responders and the health care industry and that those segments are showing growth. Revenues have stabilized and there is an

increasing demand for private "on-site" paging systems. Paging's strengths continue to be coverage, reliability, speed, group capability and low cost.

The participants all agreed that existing paging companies must develop diversified strategies to offset normal attrition of our traditional paging base. In Germany and France, eMessage provides weather alerts with nationwide coverage. In Israel, paging is used to alert the public of pending missile attacks. German fire brigades, with over a million volunteers, use private paging as their primary alert system. The wide spectrum of diversification strategies that were presented focused on the skill sets perfected in the paging industry.

New technological advancements are forthcoming as VOIP, SIP and encryption become upgrades to existing networks and paging becomes integrated with sister technologies.

Paging is evolving into the future. In the end, it may look completely different to the end user, but the advantages of wide-area coverage and group broadcasting will remain the hallmarks of the paging industry. I am already looking forward to GPC-2! |

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“There is Still Time to Apply” is the Message of Broadband Stimulus Funding Teleconference

Over 100 participants engaged in a July 13 teleconference on funding criteria, rules and procedures for broadband stimulus initiatives sponsored by Enterprise Wireless Alliance (EWA) and Wiley Rein, LLP, a leading telecommunications law firm. Participants represented wireless sales and service providers, city and county governments, manufacturers and engineering consulting firms. Detailed instructions, including advisories and criteria, for qualifying and applying for the American Recovery and Reinvestment Act (ARRA) broadband stimulus funds were presented. Bennett L. Ross of Wiley Rein, which is assisting companies with the application procedure, stated that if a company did start today with the process, they could still likely meet the application deadline of August 14, 2009. A PowerPoint presentation with content from the teleconference is available to download by calling Louise Hippolyte with EWA at 703.797.5106. Nearly \$7 Billion in ARRA funds are available through the National Telecommunications & Information Administration (NTIA) and Rural Utilities Service (RUS).

800 MHz Vacated Spectrum

It is anticipated that the FCC will release the second stage of 800 MHz vacated spectrum no later than mid-August 2009. This spectrum is available for public safety entities that seek to either establish a new or to expand an existing 800 MHz system. Since January 2009, EWA has been coordinating Public Safety applications that request access to the Sprint 800 MHz vacated spectrum. Please contact Ms. Ila R. Dudley, Vice President of Spectrum Management at 800 482 8282 or at ila.dudley@enterprisewireless.org should you have any questions regarding frequency coordination and licensing procedures.

EWA Champions Business Users in Broadband Comments

EWA recommended that as the “Commission develops its National Broadband Plan, attention should be given to establishing the foundation upon which all businesses can have the communications tools needed to help regain economic strength” and that would include the “nation’s enterprise businesses and critical industries” in comments filed June 8. Noting that essential private internal communications systems also produce “tangible economic benefits for the nation,” EWA also highlighted the spectrum allocation disparity between commercial service providers who have over 430 MHz of spectrum and the 30 MHz of spectrum allocated to essential private internal communications systems. EWA’s Comments were filed in response to the FCC’s Notice of Inquiry titled “A National Broadband Plan for Our Future.”

EWA Engaged in CPNI Rule Review

EWA is in the process of reviewing some of the FCC’s current rules originally adopted in 1998 to determine whether they should be modified or eliminated. Of particular interest to EWA are the Customer Proprietary Network Information (CPNI) rules that were the genesis of more than 500 fines of \$20,000 each earlier this year. This review comes in response to the FCC’s annual request for such review, issued on June 24th. Comments will be due 60 days after the item is published in the Federal Register.

FCC Offers Guidance for 800 MHz Rebanding Waivers

The FCC issued a number of Orders granting waivers for the approximately 500 requests from non-border

area 800 MHz public safety licensees who would not meet the June 26, 2008 deadline to complete rebanding by July 1, 2009. Separately, the FCC released an Order and a Public Notice approving waiver requests from licensees who propose to complete their rebanding by October 1, 2009, advising those incumbents of the procedures to use for any further extensions.

Interference Resolution

As many of our readers know, in accordance with a Memorandum of Understanding executed with the FCC years ago, EWA is obligated to review and recommend remedial solutions when instances of harmful interference are brought to its attention. Since interference can be caused from a multitude of events, technical or otherwise, it can be a challenge to resolve matters to everyone’s satisfaction.

In July, a major communications service provider in northern California asked for our assistance with an entity that was operating a continuous squelch data system transmitting on the identical channel as his system’s control frequency. The data system was being used to monitor and relay weather conditions within vineyards. Fortunately, in this instance, all parties are cooperating towards a favorable outcome including the data equipment vendor. Specifically, the data system will be modified to data-only channels so that they may have primary use status, and the communications provider has agreed to limit their use of their exclusive channel until the transition concludes over the next few months. In future issues of the EWA Insider®, we will feature other EWA interference cases. Not all of them have a positive ending. |



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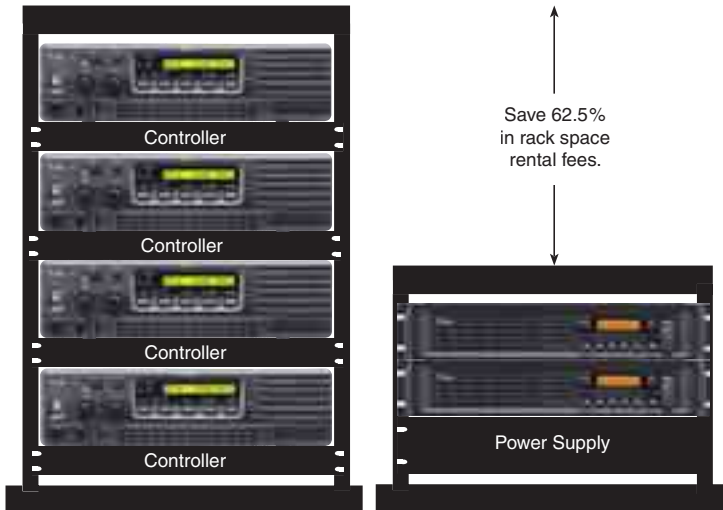


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