



Enterprise
Wireless
Alliance®



2022-2023 Annual Report



ABOUT THE ENTERPRISE WIRELESS ALLIANCE

Since its formation in 1953, the Enterprise Wireless Alliance (EWA) has been an advocate before the Federal Communications Commission (FCC) seeking to maximize the efficient use of private land mobile spectrum resources, promote pragmatic operational and technical rules, and minimize spectrum access barriers on behalf of America’s business enterprises, private carriers, and manufacturers.

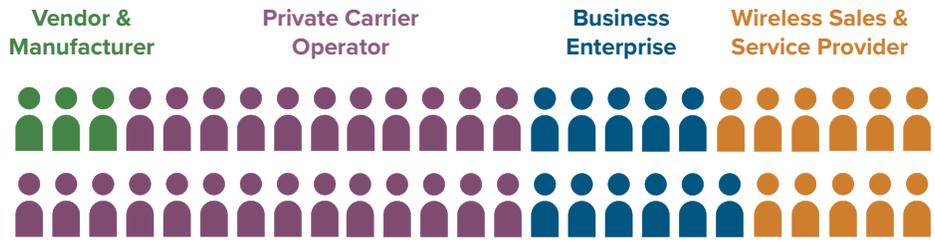
MISSION

To assist business enterprise users, wireless sales and service providers, private carrier operators, technology vendors, and equipment manufacturers in the deployment of wireless communications solutions that promote business productivity in the enterprise wireless space.

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MEMBER SERVICES

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Educational webinars

PREFERRED PRICING

Spectrum research, planning, and acquisition

FCC application preparation, verification, and submittal

MANUFACTURERS SUPPORT MEMBERSHIP

Hytera US, Icom America, JVCKENWOOD USA, L3Harris Technologies, Motorola Solutions, and Tait Communications reimburse EWA customers for all or a portion of services and membership through co-op programs.





FROM THE VICE CHAIR OF THE BOARD

FRANK ANDERSON

I don't know about you, but right now, my company is closing a lot of sales. We are growing—and experiencing growing pains around supply chains. It has me thinking about the future of the land mobile radio and private wireless business and the role of the Enterprise Wireless Alliance. EWA is celebrating its 70th year, and it has me wondering what the next 70 years will bring to EWA and its members.

In the private wireless business, lead times for getting equipment is sometimes unbearable. Supply chains for many items can be months long. Supply chain issues are global, unpredictable, and affect every sector of the economy, not just land mobile radio. Food and other consumer goods suffer from similar, unpredictable delays. One good thing about this is that your customers may be forgiving—at least for a little while.

In the years before COVID, we experienced a brief period of near instant gratification—of being able to get what you want when you want it. Taking radios off the shelf and programming them spoiled us. Now, we have returned to a world in which one must wait for delivery. This “new reality” feels a little like a return to the early days of land mobile radio. When I started in this business, the new radio sales cycles were much longer as radios were made and tuned to order. Then, you communicated with the customer regularly to schedule visits for tuning the system and other portions of the system installation. Now, regular communication with the customer is key—but for several reasons. We need to keep the customer informed of product flows and the effect on delivery.

FROM THE VICE CHAIR OF THE BOARD

So, what is the future of a business reliant on licensed spectrum? We are busy now, but will there be innovative technologies that continue to rely on private wireless spectrum that keep our companies busy for years to come? Technology is changing, and the ways businesses use it is also changing. Some shifts we could have easily predicted: small companies that used private land mobile radio ten years ago may switch to cellular for ease of use and to reduce operational costs. On the other hand, and depending on the outcome of current regulatory proceedings at the Federal Communications Commission, utilities and other companies that currently use expensive truck rolls to monitor rights-of-way may embrace the use of private wireless spectrum for drones. I think this type of shifting will continue to occur—and will result in new opportunities for companies like mine and yours.

This shifting environment makes the Enterprise Wireless Alliance more relevant than ever. EWA brings together the disparate voices of its members—users of licensed spectrum, private carriers, radio dealers, and equipment manufacturers; listens carefully; and tells the FCC what rule changes are best for the industry as a whole. EWA is for everyone that has a stake in this industry and plays no favorites. If you are not a member, you trust that someone is going to represent you. If you are a member, you know that EWA is taking your interests to Washington and fighting for the spectrum you need to run your business.

I thank Geno Viviano for his service as Chair of the EWA Board of Directors for the past two years. I thank the members of the Executive Committee for their perspectives on the strategic direction of the Alliance. And I thank you for your membership in EWA.

Sincerely,

A handwritten signature in black ink that reads "Frank Anderson". The signature is written in a cursive style with a large, stylized "A" and "F".

Frank Anderson



LETTER FROM THE PRESIDENT/CEO

ROBIN J. COHEN

In 2023, the Enterprise Wireless Alliance celebrates 70 years of serving the spectrum needs of private wireless users. This anniversary marks a significant milestone in EWA's mission to assist business enterprise users and those that support them in the deployment of wireless communications solutions that promote corporate productivity in the enterprise wireless space. EWA provides unrivaled products and services, delivers outstanding customer service, and is the market leader in providing frequency coordination to private carriers and Business/Industrial licensees.

EWA has not earned its reputation by remaining content with past successes. EWA has a history of seeking ways to improve the process of frequency coordination, of advocating for spectrum efficiency that results in improved spectral utilization for Business/Industrial and private carrier entities, and of developing industry leading services that simplify the process of finding and securing spectrum. EWA continues this history with the release of Spectrum Intel™, a sales lead-generation service that enables fast and easy searching for FCC licensing information.

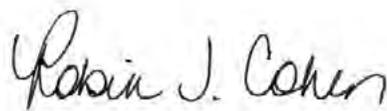
In 2022, EWA's pursuits on behalf of its members include not only the launch of Spectrum Intel but also substantial upgrades to EWA's Secure License Management service. EWA continued to be a reliable and trusted frequency advisory committee for Business/Industrial users and continued to seek additional spectrum access efficiencies through inventive requests for FCC rule changes. For example, EWA submitted a Petition for Rulemaking that requests consolidation of

the 800 MHz pools into a single “General Category” allocation, and simultaneously suggested that the FCC eliminate the carve out of Sprint-vacated channels. This rule change would make this spectrum available to all classes of eligible applicants, remove administratively burdensome licensing impediments for applicants and the FCC, and reduce spectrum access costs.

In its advocacy efforts, EWA routinely collaborates with private wireless industry associations on a number of initiatives, such as the proceedings that will define the future of the 4.9 GHz and 6 GHz bands. Other efforts championed by EWA that may result in reclaiming unused spectrum in the Part 90 bands during 2023 are proposals for the recertification of site and frequency-specific spectrum use at five-year intervals and a process for triggering FCC investigation into facilities that have permanently discontinued operation.

The success the Alliance enjoys and its ability to achieve its mission directly results from the support of its members. Thank you for your membership and support of the Alliance. We look forward to serving your needs for many years to come.

Sincerely,



Robin J. Cohen



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TECHNOLOGY DEVELOPMENT TASK FORCE

EWA formed the Technology Development Task Force (TDTF) in 2021 to identify initiatives that would update historical spectrum management protocols, eliminate spectrum access limitations, promote spectrum sharing, and facilitate the introduction of new applications and technologies. In 2022, the TDTF identified several programs that would support these objectives:

- Confirm license accuracy at five-year intervals;
- Terminate licenses of inoperable systems;
- Consolidate the various 800 MHz pools; and
- Eliminate the requirement for spectrum concurrences.

A group of Business/Industrial frequency advisory committees, tagged as the ULS Accuracy Task Force, held productive discussions with the FCC Wireless Telecommunications Bureau (WTB) regarding proposals for the recertification of site and frequency-specific spectrum utilization at five-year intervals and a process for triggering FCC investigation into

facilities that have permanently discontinued operation. It is anticipated that these activities will be conducted on a voluntary basis by several Business/Industrial frequency advisory committees subject to the execution of a formal Memorandum of Understanding with the FCC.

4.9 GHZ

The FCC adopted a 7th Report and Order (R&O) and 9th Further Notice of Proposed Rulemaking (FNPRM) in early 2022. The FCC will be establishing a committee of public safety (PS) and other parties to select a national band manager that will be responsible for developing a band plan, incorporating the latest commercially available technologies in the band, and for facilitating leasing of spectrum by non-PS entities, all conditioned on maintaining PS protection and priority. The rulemaking process will determine how the committee will be selected, how the band manager will operate, what oversight the FCC will retain, which of two lease models should be used, how lease revenues will be distributed, and how systems should be licensed going forward.

EWA, American Petroleum Institute (API), Forestry Conservation Communications Association (FCCA), International Municipal Signal Association (IMSA), National Sheriffs' Association (NSA), and the Utilities Technology Council (UTC) formed the 4.9 GHz Public Safety/Business Enterprise Coalition which resulted in joint comments being filed in the proceeding in response to the FCC's FNPRM. The Coalition agreed that it was optimal to centralize management in a national Band Manager and to adopt rules that identify current and future licensing of public safety systems in the band. The Coalition also recommended rules to promote non-public safety utilization of the band, thereby supporting a more robust equipment marketplace, without compromising public safety's primary position and investment in the band.

Among other suggestions, the Coalition urged the FCC to adopt rules providing for private entity eligibility for 4.9 GHz leasing and licensing opportunities. Non-commercial enterprise entities, including those classified as critical infrastructure industry (CII), frequently work hand-in-hand with public safety during emergencies. The Coalition recommended against expanding eligibility in this band to include commercial carriers.

6 GHZ

EWA members rely on 6 GHz microwave links, and sharing spectrum with unlicensed users poses interference opportunities with little or no resolution at the moment. The FCC recently informed 6 GHz microwave incumbent licensees that the Commission will not revisit its decision to permit unlicensed devices in the band. The focus of incumbents is now directed towards technical and process changes, including interference identification, mitigation and resolution processes resulting from potential interference from unlicensed operations to fixed incumbent systems. EWA has communicated with its members regarding the need to establish a base “noise floor” of systems so that they can recognize interference when it occurs.

Earlier this year, EWA joined with APCO, AT&T, Comsearch, Edison Electric Institute (EEI), Fixed Wireless Communications Coalition (FWCC), Verizon, and UTC in an *ex parte* filing urging the FCC to clarify that conditionally approved Automated Frequency Coordination (AFC) providers must comply with recently adopted industry consensus specifications for the operation of AFC systems, including the propagation characteristics on which they make their determinations of available spectrum.

800 MHZ

EWA is an advocate for rule changes that would enable simplified access to spectrum in the 800 MHz band. In 2022, EWA urged the Commission to release the 12.5 kHz bandwidth channels promptly so that the private land mobile community could make productive use of the additional 800 MHz capacity. The FCC subsequently issued a Public Notice in June 2022 releasing 318 12.5 kHz channels.

In October, EWA filed a Petition for Rulemaking (PRM) that seeks to consolidate the 800 MHz pools into a single allocation that will significantly promote spectrum efficiency, simplify certification and licensing processes, and reduce spectrum access costs. The consolidation would reclassify all frequencies in the 809-816/854-861 MHz band as General Category, thereby making them available for all classes of eligible entities. In the southeastern United States and Atlanta, Georgia area, the range to reclassify would be 809-813.5/854-858.5 MHz only. EWA also urged the FCC to terminate the rule reserving “Sprint-vacated” spectrum for use by PS and then by PS/CII.

NATIONAL SPECTRUM STRATEGY

In April of 2023, the National Wireless Communications Council (NWCC) filed comments responding to a Request for Comment released by the National Telecommunications and Information Administration (NTIA) on a National Spectrum Strategy (NSS). The request identifies industrial and commercial applications as among those services requiring spectrum but focuses significantly on what spectrum bands should be studied for potential repurposing. In its comments, NWCC agreed that a national strategy for spectrum can be a valuable tool for ensuring a spectrum pipeline that addresses future spectrum requirements and economic security.

However, NTIA's inquiry into determining which spectrum approaches will maximize the efficient utilization of spectrum must also take into consideration that the optimal approach will vary depending upon the affected frequency band. For example, the frequency bands allocated under Part 90 and Part 22 Subpart E are not suitable for repurposing as contemplated by NTIA since imposing further spectrum sharing models on them would not add to a national spectrum pipeline. NWCC noted that

this spectrum already supports appropriate usage levels nationwide, both in major markets and in more rural areas. The uses for which this spectrum has been deployed cannot be replicated easily in other bands should these critical operations need to be relocated. Further, the cost of doing so would be “prohibitive and the disruption to public safety and business communications disastrous.” Spectrum sharing in the Part 90 services is already accomplished through a long-established, effective frequency coordination process. NWCC also stated that these band segments do not have the technical characteristics that would make them useful for the types of operations for which NTIA’s planning is intended.

LICENSE RENEWAL OBLIGATIONS

The FCC proposed standards for private enterprise entities with geographic licenses to meet their construction and renewal obligations. EWA supported the FCC’s proposal but recommended that licensees whose core usage zone, plus any expansion zone or protection zone, which did not cover the entire licensed area be permitted to partition the uncovered area and return it to the FCC while retaining the geography within those three zones.

470-512 MHZ

EWA continues to work on issues that limit land mobile licensees' ability to maximize their use of this spectrum, including an ongoing effort to mitigate the potential for interference from TV stations to Part 90 licensees operating in adjacent bands. In 2022, EWA filed in support of the NWCC Petition for Rulemaking to amend the T-Band rules so that land mobile applicants would be required to protect the digital, not analog contour of co-channel and adjacent channel TV stations. In its comments, EWA reminded the FCC of the need to correct the list of TV stations to reflect only those that actually require protection.

E-RATE PROGRAM

EWA filed comments in September of 2022 urging the FCC to adopt either a Declaratory Ruling that would allow the use of Federal funding for Wi-Fi on school buses through the E-Rate Program or add Wi-Fi on school buses as an eligible service in the E-Rate proceeding seeking comment of services that should be included. On December 14, the FCC identified eligible services for 2023 E-Rate funding but declined to

include Wi-Fi on school buses, stating that if the Declaratory Ruling is adopted, comments will be requested on that issue separately.

RECEIVER PERFORMANCE STANDARDS

EWA filed comments in response to an FCC Notice of Inquiry noting that, given the continued demand for wireless service, the FCC should consider looking at both sides of wireless systems to derive maximum use of limited spectrum resources and not rely on wasteful guard bands to mitigate potential interference. EWA further noted that this is an extraordinarily complex issue with no one-size-fits-all solution and that a transition process will be essential if receivers must be modified or replaced. EWA recommended a voluntary, industry-driven consensus process but advised that FCC action through policy pronouncements or regulations may be required.

OFFSHORE OPERATIONS

In June of 2022, the FCC adopted a Notice of Inquiry to investigate whether rule changes are needed to facilitate the development of offshore commercial and wireless networks. EWA urged in comments that the FCC adopt

offshore rules to address the needs of the energy industry for uses such as windfarms and oil/gas exploration and drilling. Issues the FCC will address include whether offshore spectrum rights should become part of coastal licensees' geographic authorizations or made available on demand to others, and how far offshore licenses may be issued.

UAS

EWA members seek spectrum that will support unmanned aircraft systems (UAS), or drones, in their operations. On January 4, 2023, the FCC adopted an NPRM proposing service rules for UAS operation in the 5030-5091 MHz band. The NPRM also sought comment on the possibility of authorizing UAS operations on "flexible use" spectrum. While that term is not defined in the FCC rules, the FCC now applies it to certain commercial allocations in which licenses have been awarded by auction and in which base/mobile, fixed, and other operations are allowed. The NPRM provides a list, although not definitive, of allocations the FCC considers flexible use. A number of NWCC members responded favorably to EWA's recommendation for the FCC to allow UAS operations in other than flexible-use allocations.

VIRGINIA STATE POLICE WAIVER

The NWCC submitted comments supporting a waiver request from the Commonwealth of Virginia that seeks to increase the power level on a Part 22, single site-based call sign that was inadvertently omitted from the Commonwealth’s original waiver request, which the FCC granted. The comments also urge the FCC to reconcile the Part 22, Subpart E rules with the rules governing Part 90, by requesting that the FCC adopt a Notice of Proposed Rulemaking in WT Docket No. 14-180 to eliminate technical distinctions between the rules governing Part 90 and Part 22, Subpart E frequencies either by revising the latter or by moving the Part 22 spectrum into Part 90 so that all frequencies operate under a common set of technical standards.

ONE LESS CONCURRENCE

EWA filed a Petition for Rulemaking requesting that the FCC initiate a rulemaking proceeding to modify Rule Sections 90.35(b)(1)-(3) and Rule Section 90.175(b) eliminating what have become unnecessary economic and administratively burdensome requirements for I/B frequency coordinators to secure concurrence on “primary use” VHF/UHF channels.

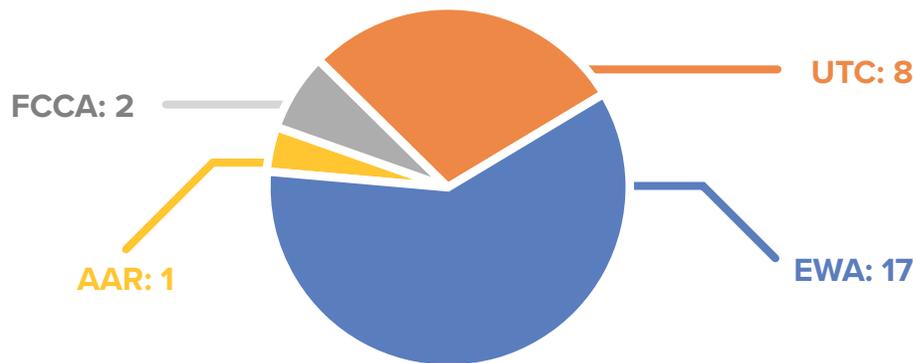
NWCC

EWA is an active member of the National Wireless Communications Council (NWCC), a not-for-profit association of seventeen organizations that represent the wireless communications interests of public safety, critical infrastructure, business, industrial, transportation, private and common carriers, and manufacturers of wireless communications equipment. Mark Crosby serves on the NWCC Board of Directors and as Secretary/Treasurer. In 2022, NWCC submitted seven filings to the FCC.



2022 PART 90 FILINGS

EWA remains active in Part 90 FCC rulemaking proceedings regarding spectrum and regulatory policy.



EWA MEMBER
ONLY REGULATORY
TELECONFERENCES

22

FILINGS
BY EWA

17

FILINGS BY
THE NWCC

7

SPECTRUM MANAGEMENT

EWA continues to be the market leader in frequency coordination and license preparation services for the Business/Industrial Land Transportation (Business/Industrial) sector.

In 2022, EWA processed 7,021 requests for frequency coordination, which represents 46.2% of the industry application volume for certified Business/Industrial applications of 15,188. In addition, EWA prepared 8,610 licensing transactions in 2022, including license renewal, special temporary authority, and construction notifications.

Application volume and spectrum availability analyses for the 800 and 900 MHz bands increased by 10% in 2022. This growth can be attributed to demand from utility entities at 800 MHz and certifications for 900 MHz transitions.

900 MHZ INCUMBENT SYSTEM TRANSITION SERVICES

EWA continues to manage 900 MHz Incumbent System Transition Services through its agreement with Anterix, Inc., which was renewed in 2022. The agreement authorizes EWA to facilitate the relocation of affected 900 MHz licensees to support the development of broadband capabilities and retention of narrowband technologies. The agreement includes a financial incentive program that rewards EWA members that are instrumental in completing spectrum transitions in accordance with contractual deadlines.

EWA EQUITY, INC. (EEI)

EEI, EWA's wholly owned subsidiary holds two Regional Economic Area Grouping (REAG) licenses in the 220 MHz band. As a band manager, EEI leases this spectrum primarily to utilities and municipalities.

PUBLIC SAFETY COORDINATION ASSOCIATES

Pursuant to its Mutual Services Agreement executed in 2012, EWA processes its public safety applications through PSCA for review, certification, and submittal to the FCC. EWA's volume represents more than 10% of all public safety FCC license applications per year.

SPECTRUM INTEL™

EWA launched Spectrum Intel™ in late 2022, a new service that generates sales leads using FCC Universal Licensing System (ULS) license and application databases. Spectrum Intel presents two FCC ULS data mining services: emailed Weekly Reports containing sales leads within a customer-defined market area, and License and Application Search tools permitting nationwide search of ULS records.



Spectrum Intel is available by annual subscription, which includes Weekly Reports for one market area (100-mile radius from center point coordinates or by one or more counties). Additional market areas are available for an additional annual fee.



LICENSE MANAGEMENT

EWA offers a secure license management service to assist members with monitoring their FCC licenses for compliance with build-out deadline and renewal requirements. The service has grown from ten to one hundred subscribers, and from 300 to 27,000 call signs. In 2023, EWA introduced further automation capabilities resulting in service enhancements.

LICENSE BANK™

Launched in 2020, License Bank™ provides a secure mechanism for licensees to store all “Official Copies” of a subscriber’s FCC licenses, regardless of the number of FRNs or how many staff require access. Through the service, a company’s licensing personnel have a single source for all license asset information with more than 3,000 easily accessible licenses.

CEVO® AND CEVO GO®

Use of EWA’s spectrum licensing tools, Cevo® and Cevo Go®, continues to grow. Cevo, the frequency coordination portal, simplifies applying for an FCC license and puts all the tools needed to file an application at the user’s fingertips. The Cevo Go mobile app allows users to identify and secure certified frequencies in minutes. In 2022, EWA rebuilt the Cevo Go app to provide enhanced security.

EWA CONNECT

EWA Connect provides members with an online community and networking forum in which members share expertise and technical assistance. Discussion groups are open to all members and include an Open Forum as well as topic specific groups for licensing and technician training.

LICENSE TERMINATIONS

EWA assists licensees with retaining their licenses before they are terminated by the FCC for failure to confirm system construction. EWA prepared nearly 150 Petitions for Reinstatement in 2022, which enabled licensees to restore their FCC authorizations and continue operations in accordance with FCC rules.

WIRELESS SOLUTIONS CENTER

This online “buyers guide” showcases the businesses of EWA vendor, manufacturer, and private carrier operator members. The Wireless Solutions Center offers these members four levels of participation, including a basic, no-cost listing and three paid tiers that offer additional and increased levels of exposure.

WIRELESS LEADERSHIP SUMMIT

EWA's annual conference returned in 2022 as an in-person event. Sessions included cybersecurity issues for industrial control systems, in-building wireless issues, overcoming challenges in hiring, and success stories of business diversification.



From top to bottom, left to right: Gary Lorenz, Robin Cohen, Joe Rohlic, Jenna Riess, Scott Umemoto, Kyle Entz, Adam Severance, David Caston, Mark Crosby, Nick Pennance

EDUCATION & OUTREACH



From top to bottom, left to right: Brian Tomooka, Tim Duckworth, Tara Poe, Jon Paul Beauchamp, Marc Eltoft, Matt Baker, Jenna Riess, Vince Perez, Perry Vincent, Cyndi Fischer, Eric Hill, Stacy Brown, Roy Smoker

EWA-JOSEPH B. VESTAL ENDOWED SCHOLARSHIP

In 2022, Mr. Jalon Lynch, a student at Old Dominion University (ODU), located in Norfolk, Virginia, was awarded the EWA-Joseph B. Vestal Endowed Scholarship, which provides financial aid to a full-time ODU student who is enrolled in Electrical Engineering Technology or Information Systems Management.



Mr. Lynch is a senior in Information Systems and Technology who plans to work for the United States Department of Defense, where he currently serves as an intern in the Information Systems department.

EWA-JOSEPH B. VESTAL SCHOLARSHIP RECIPIENTS

2022: Jalon Lynch

2017: Jacob Wilson

2021: Malik Pearson

2015: Jerel Miles

2020: Jeffrey Boadi

2014: Jakwan Johnson

2019: Amanda Palmer

2013: Chris Bowles

2018: Jeremy Sklute

2017: Akeyvianna Rembert

THE CONSORTIUM FOR CERTIFIED SERVICE CENTERS (C-CSC)

Managed by EWA, C-CSC recognizes service organizations that strive to provide professional services which exceed customer expectations and experience. In its second year of managing the C-CSC, EWA implemented changes and has planned initiatives that will highlight the Certified Service Center program. EWA has updated Consortium member communications and publications, including onboarding messaging, solicitation efforts, marketing, and advertising. Major initiatives for 2023 include a new website to showcase the certification program and the development of additional certification opportunities.



SPONSORSHIPS

Wireless Hall of Fame

The Wireless Hall of Fame honors those who over their careers have contributed to the advancement of wireless services, products, and programs. Mark Crosby was inducted into the Wireless Hall of Fame in 2021.



Team Maryland

EWA sponsored Team Maryland, a Junior Eastern Hockey League team for the 2022-2023 season. The sponsorship includes funding the acquisition of special red team jerseys with an embossed “EWA” logo patch and a large banner with the EWA logo affixed on the lower board at Piney Orchard Ice Rink, Odenton, Maryland, Team Maryland’s home rink.



Lincoln Crosby, Team Maryland goalie, showcases the “EWA” jersey.

PRIVATE WIRELESS EDUCATION COUNCIL

The Private Wireless Education Council develops educational training programs that support the informational and technical knowledge requirements of private wireless-oriented organizations. Each year, the Council selects the program topics for the Wireless Leadership Summit.

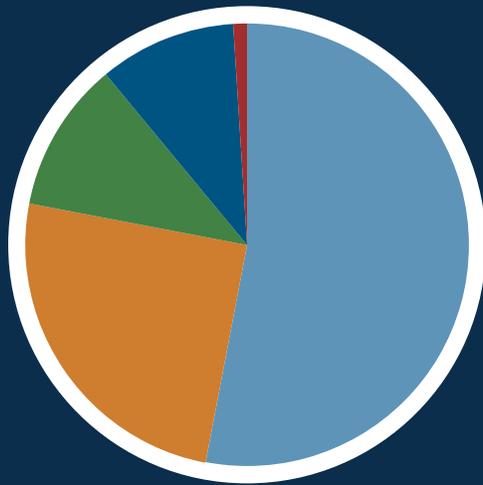


INDUSTRY OUTREACH

EWA is invited to share its spectrum expertise at a number of events, including those listed below, during which EWA exhibits and presents.

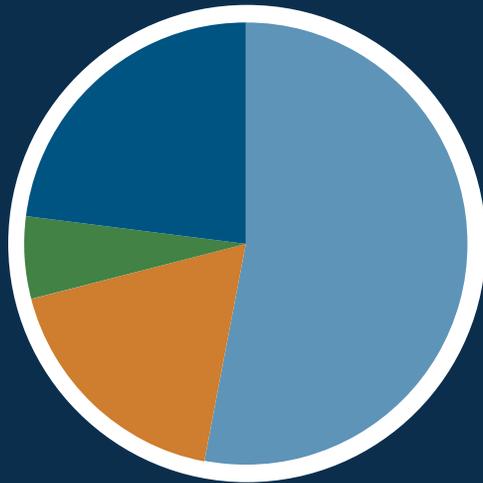
- Icom America Dealer Meeting
- International Wireless Communications Expo (IWCE)
- JVCKENWOOD USA Corp. Road Show and MR Events
- Motorola Channel Partner Expo
- National Service Partner Conference
- Tait Communications Dealer Summit

FINANCES



SOURCES OF REVENUE

- Spectrum Solutions 53%
- Research and Application Preparation 25%
- Membership and Membership Services 11%
- Education and Management Services 10%
- EWA Equity, Inc. 1%



USES OF REVENUE

- Staff and Benefits 53%
- Operating Surplus 23%
- Operations 18%
- IT Infrastructure 6%

The Enterprise Wireless Alliance engages the accounting firm of Dembo Jones, North Bethesda, Maryland, to conduct an annual audit of its financial activities. The percentages listed do not include non-operational activities. Audited financial statements may be obtained by contacting EWA's Accounting Department at 800-482-8282.

LEADERSHIP & STAFF

SENIOR LEADERSHIP



Robin J. Cohen
President/CEO



Mark Crosby
Chief Strategy Officer



Ila Dudley
Associate Vice President,
Strategic Initiatives



Kyle Entz
Executive Director,
Strategic Initiatives



Eric Hill
Executive Vice President,
Operations



William Mulholland
Chief Financial Officer

STAFF



Back Row Robin Cohen, Karen Holmes, Karen Fouchie, Raghu Kanchi, Ila Dudley, Cyndi DeVecchis, Amanda Miller, Andrea Cumpston, Tim Joseph, Ranferi Rabiela, and Kyle Entz.

Front Row Liz Sachs (Regulatory Counsel), Mark Crosby, William Mulholland, Carol Pullis, Eric Hill, and Judy Wilson.

Not pictured in staff photo



Cecilia Hayes



Carla Hurtubise



Andrew Burkholder



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