ANNUAL REPORT
2015/2016

Joining together to improve the lives of Americans through delivery of wireless communications
CCA Mission & Vision

Mission: CCA is committed to being the premier advocacy organization for competitive wireless carriers and stakeholders. CCA will use advocacy leadership, education, and networking opportunities to help rural, regional and nationwide competitive carriers grow and thrive in the wireless industry.

Vision: CCA will be the leading advocacy organization for competitive wireless carriers and stakeholders, joining together to improve the lives of Americans through the delivery of wireless communications.
I am very pleased with CCA’s progress over the past year, as we have made great strides in the policy arena on behalf of competitive carriers. Our common goal of ensuring all carriers can continue to compete and thrive in the changing wireless landscape is what drives CCA’s policy agenda, and in a year of continued industry consolidation, CCA devoted significant time, energy and resources to ensure this important goal was achieved.

I thank the Board of Directors, fellow members and the CCA staff for another year of hard work and dedication on behalf of the association. CCA’s policy focus certainly has remained strong, which benefits all members and, importantly, our customers.

While there is still more to be done on the policy front, the year has been full of positive changes and progress, and I would like to highlight a few items from the last year.

**Advocacy**

2015 marked the start of the historic 600 MHz Incentive Auction. The Federal Communications Commission (FCC or Commission) and Congress worked tirelessly for years to ensure this first-of-its-kind auction started on time, and I am especially proud of CCA’s involvement in the planning process of the auction, as we were successful on many fronts in ensuring competitive carriers had a meaningful opportunity to bid on and win much-needed low band spectrum. There is no doubt that competitive carriers will benefit from smaller license sizes, the spectrum reserve, mandated interoperability and the 20 MHz cap on the amount of reserve spectrum any one carrier can buy in smaller markets. CCA members are a critical part of the mobile ecosystem, and we were pleased to play an instrumental role working with Congress and the Commission to ensure these components were adopted. We are all hopeful for a successful outcome when the auction comes to a close in the months ahead.

CCA also remained astutely focused on the Universal Service Fund (USF) program, which many competitive carriers depend on to provide robust services to their customers. CCA members serve rural areas and have invested private capital, along with USF support, to deploy mobile broadband services to some of the most remote regions of the country, and any reduction in this support would only harm consumers living, working and traveling in these areas. The FCC must ensure rural areas are not left behind, and CCA will continue to advocate for a USF program that supports expanding mobile broadband.

In addition to the Incentive Auction and USF, CCA continued to work diligently on our members’ most pressing issues including:
- Devices, including unlocking and hearing aid compatibility issues
- Text telephony (TTY)
- Number portability
- Data roaming
- Public safety, including text-to-911 and cybersecurity
- And consumer issues including text-to-911 and privacy

**Industry Development**

In addition to our advocacy work, CCA also made progress helping carriers find business solutions to their most pressing needs. The Data Services Hub saw growth with additional carriers, including T-Mobile, joining the program. With well over a dozen carriers participating in the Data Services Hub, customers of these carriers are reaping the benefits of nationwide data and voice roaming capabilities.

The Device Hub is moving forward as well, offering participating carriers an efficient and effective centralized point to acquire the devices their customers need and want. All CCA members are invited and encouraged to learn more about the Data Services Hub and Device Hub, which are designed by the carriers to “help us help ourselves.”

It has been an honor to serve as Chairman of the Board over the past year, and I am very pleased with the Board’s commitment to ensure CCA continues to be the leading voice for competitive carriers and stakeholders in the mobile ecosystem. With more wireless carriers than any other association, CCA truly is the “home” for competitive carriers, and our shared commitment to ensuring our companies can thrive and continue to innovate keeps the association strong. I encourage you to stay involved and continue our collective work to achieve more success in the upcoming year.

Best Regards,

Slayton Stewart
CEO, Carolina West Wireless
From the President & CEO

2015 proved to be another busy, challenging and positive advocacy year for CCA. It continues to be an honor and pleasure to serve as President & CEO; thank you for the opportunity and for your support. I extend a special thanks to Slayton Stewart, the 2015/2016 Chairman of the Board, the entire Board of Directors and all CCA members and staff for a productive and successful year.

I am especially pleased with the policy successes throughout the year. Thanks to the hard work and dedication of our members, CCA was involved in almost every competitive wireless policy issue in Washington and furthered the membership’s shared goal of ensuring competitive carriers may continue to compete, innovate and thrive in the industry.

This past year, the Board of Directors remained focused on CCA’s advocacy work and reaffirmed a strong commitment to ensuring competitive carriers have access to critical inputs including spectrum, devices, roaming and USF support, among others. The 600 MHz Incentive Auction was a particularly important issue as competitive carriers need access to additional spectrum, especially valuable low-band spectrum. CCA remained passionately involved in the auction rule-making process and successfully helped secure smaller license sizes, a spectrum reserve, mandated interoperability and the 20 MHz cap on the amount of reserve spectrum any one carrier can buy in smaller markets.

To continue our success on the policy-front, we must not let up on our collaborative efforts to make our voice heard by policymakers. I encourage all members to stay actively involved or to become involved if you are not already. Join the Washington Reps Group, participate in Capitol Hill Day, attend policy-focused webinars, serve on the Events Committee or the Associate Member Committee, learn and ask questions during educational sessions at the Convention – there are many easy ways to get involved that will make an impact on the policy front.

As a complement to our advocacy work, CCA continued to make progress on the industry development programs, which were designed by CCA carrier members for the carrier members. New carriers joined the Data Services Hub, which now includes more than a dozen participants that can take advantage of expanded 4G roaming relationships for the benefit of all participants. CCA also made steady progress on the Device Hub, which gives carriers access to a large assortment of in-demand, state-of-the-art devices. All members are encouraged to look into these programs and to talk with CCA about other ideas and business solutions that will benefit the entire membership.

While CCA saw significant progress, especially on our advocacy agenda, this past year did not come without its challenges. Consolidation continued to plague the industry, for both carriers and associate members, which in turn, affected membership. While the association was impacted by consolidation, overall membership remained strong, and I am pleased members maintained a pro-active mindset. CCA welcomed new carrier and associate members and worked diligently to ensure they became engaged and enjoyed the many benefits CCA offers, including unique opportunities at the annual trade show events.

CCA’s 2015 Global Expo in Atlanta, the Annual Convention in Fort Lauderdale, and the Mobile Carriers Show in Nashville were outstanding events, and it was wonderful to see so many members and new attendees. The events featured dynamic speakers, including FCC Commissioners, and provided attendees with access to industry thought-leaders in the educational sessions as well as created unmatched networking opportunities with peers and potential clients. CCA events not only benefit attendees, but the events are also one of CCA’s largest sources of revenue. The more successful the shows, the more resources CCA will have to pursue our members’ advocacy goals.

It clearly has been a busy and productive year for CCA. We saw success in the advocacy arena, moved forward with the industry development programs and held two successful tradeshow events. I am proud of what we have accomplished together, and as always, I encourage you to get involved. Please do not hesitate to contact me or CCA staff at any time – we are here on your behalf! I look forward to another successful year.

Sincerely,

Steven K. Berry
President & CEO, CCA

2015 proved to be another busy, challenging and positive advocacy year for CCA. It continues to be an honor and pleasure to serve as President & CEO; thank you for the opportunity and for your support. I extend a special thanks to Slayton Stewart, the 2015/2016 Chairman of the Board, the entire Board of Directors and all CCA members and staff for a productive and successful year.

I am especially pleased with the policy successes throughout the year. Thanks to the hard work and dedication of our members, CCA was involved in almost every competitive wireless policy issue in Washington and furthered the membership’s shared goal of ensuring competitive carriers may continue to compete, innovate and thrive in the industry.

This past year, the Board of Directors remained focused on CCA’s advocacy work and reaffirmed a strong commitment to ensuring competitive carriers have access to critical inputs including spectrum, devices, roaming and USF support, among others. The 600 MHz Incentive Auction was a particularly important issue as competitive carriers need access to additional spectrum, especially valuable low-band spectrum. CCA remained passionately involved in the auction rule-making process and successfully helped secure smaller license sizes, a spectrum reserve, mandated interoperability and the 20 MHz cap on the amount of reserve spectrum any one carrier can buy in smaller markets.

To continue our success on the policy-front, we must not let up on our collaborative efforts to make our voice heard by policymakers. I encourage all members to stay actively involved or to become involved if you are not already. Join the Washington Reps Group, participate in Capitol Hill Day, attend policy-focused webinars, serve on the Events Committee or the Associate Member Committee, learn and ask questions during educational sessions at the Convention – there are many easy ways to get involved that will make an impact on the policy front.

As a complement to our advocacy work, CCA continued to make progress on the industry development programs, which were designed by CCA carrier members for the carrier members. New carriers joined the Data Services Hub, which now includes more than a dozen participants that can take advantage of expanded 4G roaming relationships for the benefit of all participants. CCA also made steady progress on the Device Hub, which gives carriers access to a large assortment of in-demand, state-of-the-art devices. All members are encouraged to look into these programs and to talk with CCA about other ideas and business solutions that will benefit the entire membership.

While CCA saw significant progress, especially on our advocacy agenda, this past year did not come without its challenges. Consolidation continued to plague the industry, for both carriers and associate members, which in turn, affected membership. While the association was impacted by consolidation, overall membership remained strong, and I am pleased members maintained a pro-active mindset. CCA welcomed new carrier and associate members and worked diligently to ensure they became engaged and enjoyed the many benefits CCA offers, including unique opportunities at the annual trade show events.

CCA’s 2015 Global Expo in Atlanta, the Annual Convention in Fort Lauderdale, and the Mobile Carriers Show in Nashville were outstanding events, and it was wonderful to see so many members and new attendees. The events featured dynamic speakers, including FCC Commissioners, and provided attendees with access to industry thought-leaders in the educational sessions as well as created unmatched networking opportunities with peers and potential clients. CCA events not only benefit attendees, but the events are also one of CCA’s largest sources of revenue. The more successful the shows, the more resources CCA will have to pursue our members’ advocacy goals.

It clearly has been a busy and productive year for CCA. We saw success in the advocacy arena, moved forward with the industry development programs and held two successful tradeshow events. I am proud of what we have accomplished together, and as always, I encourage you to get involved. Please do not hesitate to contact me or CCA staff at any time – we are here on your behalf! I look forward to another successful year.

Sincerely,

Steven K. Berry
President & CEO, CCA
Over the past year, the Board of Directors has been focused on strengthening CCA’s advocacy capabilities and building revenue opportunities. In 2014 the Board adopted a plan designed to explore new revenue sources in anticipation of a changing industry landscape, and to help sustain both the association’s short-term and long-term goals. Currently, CCA revenues are derived from membership dues, two annual shows, and industry development programs. This past year proved to be successful in our advocacy efforts, however meeting our revenue goal was challenging. Issues that contributed to making this a challenging year were industry consolidation and less participation in industry development programs.

Industry consolidation affected both carrier and associate members. This not only impacted membership, but events as well. Consolidation on the carrier side was expected, and as a result the Board voted to raise membership dues to help compensate for a loss in revenue. However, CCA did not foresee such significant consolidation on the associate member side, which ultimately resulted in slightly lower than predicted revenue.

Similarly, the consolidation of associate members and vendor/suppliers in the industry impacted the biannual events. With companies closely watching their bottom line, CCA saw slightly fewer exhibitors than predicted. Although sponsorship levels were below budget at CCA’s 2015 Annual Convention in Fort Lauderdale, I am pleased to report that sponsorship levels exceeded anticipated numbers for the Mobile Carriers Show. Overall, the 2015 events and the Mobile Carriers Show in Nashville were highly successful and well-attended by members. The goal for both events is to continue to attract new participants, sponsors, and exhibitors alike.

At the direction of the Board, CCA will continue to promote the industry development programs as a potential revenue source. This will include the Data Services Hub and the CCA Device Hub. The Data Services Hub saw progress with additional new members including T-Mobile and Union Wireless. We now have more than a dozen carriers participating in the program.

CCA’s total income for 2015 was $4,765,540, compared to the 2014 total income of $4,891,599. This is a decrease of $126,059. This decrease can be attributed to industry consolidation which resulted in a ten percent loss of dues, as well as a loss of revenue from the tradeshows events. We are working to strengthen our efforts to seek new members along with partnership opportunities. These efforts are designed to drive additional revenues to the association.

On the advocacy side, CCA had a stellar year. We devoted more resources to advocacy issues, including additional filings and economic studies. CCA was involved in nearly every competitive wireless policy issue in Washington, and the sheer volume of issues required additional resources. For the Incentive Auction alone, CCA participated in over a dozen rulemakings and filings. These resources were well-spent as we saw successful results, ensuring competitive carriers have meaningful opportunities to bid on and win much-needed additional spectrum.

We have our work cut out for us, and the Board is very focused on ensuring 2016 will be a more prosperous year. At the direction of the Board, with the support of the membership, CCA will allocate a significant portion of its resources to addressing critical policy challenges. These include Universal Service Fund reform, Spectrum Frontiers, business data services reform, 600 MHz auction, and roaming.

On behalf of the Executive Committee and the Board, I would like to thank all members for your support and encouragement this past year. The association remains on sound financial footing, which is encouraging after another challenging year. I look forward to another year of success for CCA.

Best Regards,

Brian Spurgeon
General Manager, Chat Mobility
Financials
(Modified Cash Basis)

2015 Income
- Conferences & Meetings: 53.10%
- Membership Dues: 39.02%
- Interest income/investment/rental income: 1.52%
- Member/PR/advocacy assessment: 5.91%

2015 Expenses
- Salaries & General Administrative: 57.48%
- Convention & conferences: 15.79%
- Membership/advocacy: 26.73%

Statement of Financial Position
Assets
- Cash & cash equivalents: $314,114
- Investments: 1,218,757
- Prepaid expenses: 45,870
- Fixed assets, net of accum. deprec.: 43,978
- Other assets: 42,312
- Total Assets: $1,665,031

Liabilities & Net Assets
- Other current liabilities: $397
- Deferred revenue: 995,512
- Unrestricted net assets: 669,122
- Total Liabilities & Net Assets: $1,665,031

Statement of Activities
Ordinary Income
- Conferences & meetings: $2,530,602
- Directory & advertising: 21,482
- Membership dues: 1,859,764
- Member PR/advocacy assessment: 281,466
- Interest income/investment/rental income: 72,226
- Total Income: $4,765,540

Expenses
- Salaries, general & administrative: 3,126,479
- Convention & conferences: 1,453,551
- Total Expenses: 5,438,742

Total Increase/(Decrease) in Net Assets
- (673,202)

Unrealized gains/(losses) on investments
- (38,811)

Total Increase/(Decrease) in Comprehensive Net Assets
- $(712,013)
CCA’s goals – to advocate, facilitate, educate and communicate – are what the Association is all about. These goals serve as a foundation for our planning efforts each year, providing representation to our member companies through our advocacy efforts in Washington, D.C., our annual meetings, webinars and email alerts.

I. ADVOCATE - Represent the interests of member companies before public and private entities involved in the formulation and or enforcement of wireless service policy.

Objectives:
1. Monitor the activities of Congress and make direct contact with members of Congress and their staffs on legislation impacting member companies.
2. Monitor the activities of the FCC and make direct contact with the Commissioners and staff on rules and regulations impacting member companies.
3. Monitor the Courts and respond accordingly on decisions impacting member companies.
4. Monitor and respond to other government entities as it relates to rural wireless service policy decisions.

II. FACILITATE - Provide an environment wherein member companies can share and benefit from common efforts, experiences and expertise.

Objectives:
1. Create and participate in joint efforts to influence legislation and regulation.
2. Provide informal networking opportunities for members in and around CCA meetings.
3. Establish opportunities for formal dialogue through the CCA website, newsletters, and requests for member information.
4. Provide programming that includes member experiences as part of all CCA seminars.
5. Maintain active member list and make available to CCA members when requested.
6. Develop and maintain dialogue with industry affinity groups on issues, meetings and other industry information.

III. EDUCATE - Provide and coordinate opportunities for member companies to receive pertinent and helpful knowledge and learning relative to the various aspects of providing wireless services in the rural and regional marketplace.

Objectives:
1. Conduct an annual seminar built around educational presentations in the fields of wireless service marketing, customer service, business planning, and the state of the industry.
2. Conduct an annual seminar built around educational presentations in the fields of wireless technology, engineering and network planning.
3. Hold an annual meeting of all members focusing on opportunities for member companies to keep apprised of the latest public policy issues, wireless market and business issues and the latest industry technology and products available to them, as well as a place for product and service providers to share with members the latest innovations in technology and support services.

IV. COMMUNICATE - Serve as a course of information, material and data as to the important place competitive wireless communications service providers occupy in the marketplace.

Objectives:
1. Maintain active information exchange between members through utilization of member notices, newsletters, website or other means.
2. Develop annual informational handbook and make available to all CCA members.
3. Develop and distribute to appropriate audiences information on CCA, its history, purpose and membership.
4. Develop and maintain active website for CCA members and the general public and share pertinent information as to the who, what, when, where and why of CCA.
CCA represents the interests of its members before Congress, the FCC, as well as other federal policy-making bodies and organizations. This outreach, coupled with sustained member participation and active involvement in the political process, enables CCA to advocate on legislative, regulatory, and related issues of importance to its members.

CCA advocates before Congress, the Federal Communications Commission (FCC), and other relevant federal agencies on all issues impacting the competitive wireless market. Consumer demand for mobile broadband continues to grow while policymakers face key decisions to make sure the United States is the world leader in 5G deployments and innovations. These decisions will impact whether consumers enjoy the benefits of competition for years to come and whether there will be comparable services in urban and rural America. Mobile broadband is an essential component to unleashing future economic growth opportunities, increased public safety, civic, and social engagement, educational opportunities, and telemedicine, and impacts every aspect of American life. CCA will continue to be the voice for competition for carriers and consumers alike.

SPECTRUM: All carriers – whether rural, regional or nationwide – need access to usable spectrum. CCA leads the policy fight in Washington to ensure competitive access to spectrum whether acquired at auction or on the secondary market. For example, as a result of CCA advocacy, the Incentive Auction includes a spectrum reserve for low-band spectrum and spectrum will be available in smaller Partial Economic Area geographic sizes. Importantly, all blocks will be interoperable. Additionally, CCA will advocate for 5G spectrum to be auctioned in smaller geographic license sizes likes PEAs, and should be interoperable across auctioned bands and subject to spectrum aggregation limits so every carrier may have the opportunity to remain competitive.

CCA will continue to advocate for policies that provide all carriers with a meaningful opportunity to gain access to and limit excessive concentration of spectrum in low, medium, and high bands.

UNIVERSAL SERVICE FUND (USF): Congress created USF to provide reasonably comparable services to urban and rural consumers alike, requiring that support be predictable and sufficient. These policies have enabled years of deployment and expansion of mobile wireless services in rural America. Uncertainty regarding existing and future USF support has the chilling effect of stalling deployments and forcing carriers to make difficult decisions regarding existing and planned mobile broadband services. In addition, this uncertainty has the potential to strand existing investments, leaving behind a legacy of stranded investment and compromised services. CCA will continue to urge policymakers to ensure that USF support is sufficient and predictable to support mobile broadband throughout rural America.

NETWORKS: In addition to spectrum and devices, competitive carriers need access to physical infrastructure to complete and connect their networks.

The FCC, Congress and other relevant agencies have made significant policy decisions over the last year including, perhaps the most impactful, the decision to reclassification of mobile broadband as a telecommunications service. CCA supports an open Internet for competitive carriers and consumers alike, while allowing mobile operators maximum flexibility to manage their networks. Going forward, CCA will continue to advocate for fair roaming terms and conditions. As technology transitions continue, CCA calls on policymakers to reaffirm strong interconnection requirements as part of the transition to all-IP networks, to ensure reasonable terms and conditions for business data services, and to streamline siting and deployment of infrastructure.

COMPETITION AND CONSUMER CHOICE: CCA supports other policies that enhance competition in the industry and is active on several policy issues including updating roaming policies, number portability, device access, 911, accessibility, privacy, cybersecurity, patent reform, and deploying FirstNet, a nationwide broadband network for public safety.
Each year, CCA recognizes members’ outstanding contributions to the industry or community. Award recipients are selected based on member nominations, and CCA presents awards in special ceremony at the Annual Convention.

Annual Achievement Awards

Distinguished Leadership Award – Jonathan Foxman, Cellular One
The Distinguished Leadership Award is presented to the outgoing Chairman of the Board in recognition for his/her dedicated service to the association over the past year.

Outstanding Achievement Award – Brian Spurgeon, Chat Mobility
The Outstanding Achievement Award honors the efforts of a carrier company individual in the wireless telecommunications industry who has made extraordinary contributions to the wireless industry and CCA over the past year.

Outstanding Service Award – Carolina West Wireless (carrier member) & Andi Cook (associate member)
The Outstanding Service Award is presented annually to one carrier member and one associate member in recognition of a person or company’s notable work for their community or a charity.

Neko Hamlett Associate Member of the Year Award – Clay Bodnarek, eSecuritel, a Brightstar Company
The Neko Hamlett Associate Member of the Year Award is named in honor of Neko Hamlett, a longtime friend of CCA. This award honors an associate member who has demonstrated exceptional service and dedication to CCA and the broader wireless industry.

Industry Innovation Award – C Spire (carrier member); Josh Matthews, Apkudo (associate member)
The Industry Innovation Award is presented to an individual and/or company that has made an outstanding innovative contribution to the wireless industry.
Clear and effective communication, both internally within the membership and externally with reporters and media outlets, is an important part of achieving CCA’s mission. Over the past year, CCA enhanced efforts in the media and communications department to ensure the membership remained well-informed and policy positions were known throughout the industry, with media outlets and key government policymakers.

Primary communications initiatives included:

**ENHANCED MEDIA OUTREACH:** CCA remained active in the press and made numerous regular appearances in trade publications, especially with respect to the 600 MHz Incentive Auction, USF, business data services and CCA’s annual events. CCA issued more than 90 press releases, editorials and blog posts this past year, further solidifying the Association as a “go-to” source for reporters and media outlets for issues concerning competitive carriers. Members were encouraged to release news at CCA events, when coverage is greater and reporters are available for in-person interviews.

**CCA WEBSITE AND SOCIAL MEDIA:** The CCA website is the digital face of the Association, and serves as the primary hub where members can connect. CCA posted association and member press releases throughout the year and continued to provide essential information about CCA including membership benefits, publications and advocacy items. CCA increased its web presence this year through the launch of the new Mobile Carriers Show website and enhanced social media efforts, especially surrounding the events, to include Facebook, Twitter, LinkedIn and more.

**MEDIA PARTNERS:** CCA increased efforts to attract more and new members of the press to the annual shows and partnered with media groups to increase awareness of the events. As a result, more stories were generated from CCA events than ever before.

**THE CCA VOICE:** Both issues of The CCA Voice were tremendously successful thanks to the participation and support of members and advertisers. The submitted articles included topics such as Wi-Fi calling, net neutrality, small cells, the realization of 5G and more. The CCA Voice also is an excellent advocacy tool, and every member of Congress and the FCC receives a copy.

**MEDIA RECAP:** Each week, CCA sent Media Recaps to the Board of Directors and Washington Reps Group. The Recaps contained CCA press releases from the week, filings and advocacy pieces as well as news stories that mentioned the Association.

**CCA SMARTBRIEF:** CCA continued to publish the CCA SmartBrief, a weekly publication that carries important competitive carrier and industry news. The publication is available free-of-charge to all subscribers, both member and non-member.

**PRESS BULLETIN:** CCA published its Press Bulletin the first Monday of each month and included association and member press releases. Banner ads were also featured from advertisers and media partners.

**EMAIL ALERTS:** This past year, CCA sent a number of emails regarding advocacy updates, events and membership. Email alerts are the fastest, most effective way to communicate directly with members, potential new members, and others interested in CCA’s issues and events.

CCA will continue to bring up-to-date information on what’s happening in the Association and the industry as a whole. Keep current through the CCA website, follow our Blog, read The CCA Voice - you’ll know about industry developments as soon as we do.
Each year CCA provides opportunities for education, collaboration and networking through two primary trade show events held throughout the U.S.

CCA Annual Convention
CCA’s Annual Convention brings together mobile industry experts, innovators, stakeholders and policymakers for networking, learning and sharing best business practices. Held each fall, this event is the “go-to” event for carriers and important players in the competitive wireless ecosystem. Educational sessions include in-depth presentations on business, technology, marketing, competitive policies and the latest trends in mobile. Companies from all over the globe display their latest technologies, products and services in the exhibit hall, where attendees gather to see the industry’s best.

The 2015 Annual Convention was held in Fort Lauderdale, FL. CCA hosted key policymakers including FCC Commissioners Mignon Clyburn and Michael O’Reilly, as well as top industry strategist Chetan Sharma. Technical experts from top companies including T-Mobile US, Cellcom, Sprint, and Oracle shared their expertise on technology opportunities and challenges for competitive carriers while attendees also heard about the state of the industry from a panel of leading women in wireless. The educational sessions discussed important topics including:

- Strategies for Deploying Small Cells
- The Internet of Things
- CRM & the Changing Landscape of Marketing
- Cybersecurity
- Building Your 5G Strategy
- 600 MHz Incentive Auction

Mobile Carriers Show
This year, CCA launched the Mobile Carriers Show (MCS), aimed at expanding the scope and scale of the annual springtime event previously known as CCA’s Global Expo. As the landscape of the mobile industry changes, CCA’s events are evolving to stay on top of the latest strategies, innovations and business opportunities for competitive carriers. MCS focuses on connecting high level decision makers from carrier markets with technology and business innovators, thus moving the industry forward.

MCS 2016, held in Nashville, offered an expanded educational program including an Internet of Things (IoT) track, increased partner sessions, a redesigned exhibit hall floorplan and enhanced networking opportunities. Attendees heard keynote remarks from panels of technical, network and industry experts as well as FirstNet president and CEO TJ Kennedy. Session discussions included:

- Revenue Opportunities in IoT
- Marketing to Stay Relevant
- Hot Topics on the Hill
- Network Optimization
- Empowering Your Brand
- Finishing the Job in Rural America

Upcoming Events:
CCA’s 2016 Annual Convention takes place September 20-22 at the Washington State Convention Center in Seattle. Mobile Carriers Show 2017 will take place April 5-7 at Caesar’s Palace in Las Vegas.
The backbone of any successful organization is its volunteers who give their time and energy to participate as committee members. CCA is no exception. Supported by a strong volunteer base, CCA’s committees oversee the important work of the Association on a regular and planned basis.

**Associate Member Committee Report**
Ron Whaley, Chair

Charge: The Committee serves as a liaison between the associate member segment of CCA’s membership and the leadership of the Association by working directly with and through the associate member board member. The goal is to maintain a positive partnership with and between the associate and carrier members of CCA.

2015/2016 proved to be another productive year for the Associate Member Committee. The committee continued to provide CCA with useful feedback, new solutions and fresh ideas to address industry challenges and improve association activities and events.

The committee is pleased to report the following contributions this year:
- Continued efforts to identify and recruit potential new CCA members and retain existing CCA associate members among continued industry consolidation
- Provided CCA with innovative ways to enhance CCA’s trade show events, including implementing increased exhibit hall hours and hosting additional networking activities on the tradeshow floor to drive booth traffic.
- Encouraged associate member participation in CCA programs including submitting articles to The CCA Voice and attending Capitol Hill Day, among others.

**Events Committee Report**
Lucy Hodas and Ildiko Rozembersky, CCA Liaisons

Charge: Oversees the development and planning of the Annual Convention and CCA’s Mobile Carriers Show, including speakers, format, agenda and exhibits. Membership is open to all CCA members.

In 2015/2016, the Events Committee continued to work alongside the CCA staff to plan the next phase of CCA’s trade show events. The committee met for two face-to-face meetings to plan the 2015 Annual Convention in Fort Lauderdale and the rebranded 2016 Mobile Carriers Show in Nashville, including selecting session topics, recruiting speakers for the educational program and suggesting potential new partners. Session topics focused on pressing policy issues, industry trends including the Internet of Things, and implementable business and marketing strategies.

The Events Committee plays an important role in ensuring the success of CCA’s events. Their dedication and diligent work resulted in two successful and highly attended events.

**Business Innovation Group**
Brad Blanken, CCA Liaison

Charge: The carrier-led Business Innovation Group (BIG) is tasked with addressing various technical and business challenges and finding solutions for carrier members. Alongside CCA staff, CCA’s BIG explores and develops programs and seeks new solutions and capabilities to help carrier members address urgent needs in an increasingly consolidated market. All carrier members are invited to join the BIG.

In 2014, the Business Innovation Group made significant progress in launching and implementing various programs including:

1. **Data Services Hub**: The Data Services Hub, powered by TNS, provides a technical and business framework for simplifying LTE and other next generation data connectivity and roaming needs among participating operators. The Hub model allows operators to roam with any other member of the Hub by establishing a single connection. This year, T-Mobile joined over a dozen other participating carriers to expand data and voice roaming capabilities across each other’s regions.
2. **CCA Device Hub**: The CCA Device Hub (CDH) serves as a gathering point for CCA carrier members to gain access to tested and certified devices thereby easing the burden of acquiring devices and provide end-to-end device management. CCA made significant achievements with the CDH this year, including the shipment of the first CDMA/Sprint device. CCA is working with Sprint to develop timelines for on-boarding nine additional carriers.

Additional programs have been implemented or are in development including: iSelectMD, Text to 9-1-1, mobile phone theft protection (MTPT), Email to SMS spam filtering program and SMS spam reporting.
Current Board of Directors

Chairman
Slayton Stewart*
Carolina West Wireless

Vice Chairman
Michael Prior*
Atlantic Tele-Network, Inc.

Secretary
Ron Whaley*
OSG Billing Services

Treasurer
Brian Spurgeon*
Chat Mobility

President & CEO
Steven K. Berry*
Competitive Carriers Association

Officers

John Dwyer
Interop Technologies, Inc.

Ed Eichler
Thumb Cellular, LLC

Jonathan D. Foxman*
Cellular One

Allen Gillum
Appalachian Wireless

John Gockley*
U.S. Cellular

James Groft
James Valley Wireless

Brent Groome
HTC, Inc.

Mike Keegan
Transaction Network Services

Jonathan Kriegel
NTT Docomo Pacific

Jon Lightle
Nex-Tech Wireless

Directors

Terry Addington
MobileNation

Tami Barron
SouthernLINC Wireless

Jay Bluhm*
Sprint

Kelly Bond
Public Service Wireless, Inc.

Dan Boyette
GCI Communications Corp.

Steven Marshall
American Tower Corp.

Amy McCune*
Ericsson

David Miller*
T-Mobile US

Ben Moncrief
C Spire

Danny Parker
Verizon, Inc.

Roger Bundridge
Northwest Missouri Cellular

Michael Calabrese
Nokia

John Chiorando
Quality One Wireless, Inc.

Mary Clark
Syniverse

Tom Cullen
DISH Network, LLC

Willy Pirtle
Shentel

Patrick Riordan
Cellcom

Craven Shumaker
iWireless

Ron Smith*
Bluegrass Cellular

Eric Woody
Union Wireless

*Executive Committee
The Value of CCA Membership

CCA provides a unique platform for carriers and stakeholders in the competitive mobile ecosystem to come together to connect, advocate, and share ideas. Membership benefits include:

- Access to a strong advocacy platform and a network of carriers who share the same policy concerns and support competitive wireless industry initiatives
- Substantial discounts on CCA’s annual trade shows, webinars and other educational and networking events
- Discounts on goods and services offered by other CCA members
- Access to CCA Industry Development Programs
- Listing in the CCA Membership Directory, made available to all CCA members
- Access to policy experts, legal and FCC filings, regulatory requirements, and new and anticipated regulatory and policy changes that may impact business activities
- Insight on cutting-edge information on regulatory threats, compliance issues, funding sources and other helpful resources through the members-only portal of the CCA website
- Exclusive access to CCA publications, webinars and members-only issue briefings
- Easy access to fellow member experts through directories, networking and events
- Key information about marketing metrics and carrier networks and systems
- A heads-up on industry wants and needs, enabling you to learn about new opportunities for product development, growth and sales
- Opportunities to submit articles and advertise in our publications
- Sponsorship and/or speaking opportunities at special events and webinars
- The chance to serve on a CCA committee
- Being part of the key forum for all competitive carriers to network, participate in advocacy and business development activities
- To find out more information and to see the full range of membership benefits, visit www.ccamobile.org