



APPLICATION FOR A NEW, AMENDED OR RENEWAL  
CALIFORNIA STATE VIDEO FRANCHISE  
CALIFORNIA PUBLIC UTILITIES COMMISSION

**Definitions for the purposes of this Application:**

A. "Access" means that the holder is capable of providing video service at the household address using any technology, other than direct-to-home satellite service, providing two-way broadband Internet capability and video programming, content, and functionality, regardless of whether any customer has ordered service or whether the owner or landlord or other responsible person has granted access to the household. If more than one technology is utilized, the technologies shall provide similar two-way broad band Internet accessibility and similar video programming.

B. "Affiliate" means any company 5 per cent or more of whose outstanding securities are owned, controlled, or held with power to vote, directly or indirectly either by a state video franchise holder or any of its subsidiaries, or by that state video franchise holder's controlling corporation and/or any of its subsidiaries as well as any company in which the state video franchise holder, its controlling corporation, or any of the state video franchise holder's affiliates exert substantial control over the operation of the company and/or indirectly have substantial financial interests in the company exercised through means other than ownership.

C. "Applicant" means any person or entity that files an application seeking to provide Video Service in the state pursuant to a State Video Franchise.

D. "Application" means the form prescribed by the Commission through which an Applicant may apply for a State Video Franchise, or amend its Video Service Area, or apply for a State Video Franchise renewal.

E. "Application Fee" means any fee that the Commission imposes to recover its actual and reasonable costs of processing an Application.<sup>1</sup>

F. "Area" means a set of contiguous (i) collections of census block groups or (ii) regions that are mapped using geographic information system technology.

G. "Broadband" or "Broadband Service" means any service defined as Broadband, or having advanced telecommunications capability, in the most recent Federal Communications Commission inquiry pursuant to Section 706 of the Telecommunications Act of 1996 (P.L. 104-104).<sup>2</sup>

H. "Census Block Group" has the same meaning as used by the U.S. Census Bureau. I. "Census Tract" has the same meaning as used by the U.S. Census Bureau.<sup>3</sup>

J. "Census Tract Basis" means pursuant to the reporting standards articulated in Appendix D and Appendix E, Section II of D.07-03-014.

K. "Commission" means the Public Utilities Commission.

L. "Company" means the Applicant and its Affiliates.

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<sup>1</sup> CAL. PUB. UTIL. CODE § 5840(c). This fee is not levied for general revenue purposes, consistent with Public Utilities Code § 5840(c).

<sup>2</sup> *Id.* at § 5830(a). The Federal Communications Commission currently uses the term "broadband" and "advanced telecommunications capability" to describe services and facilities with an upstream (customer-to-provider) and downstream (provider-to-customer) transmission speed of more than 200 kilobits per second. FEDERAL COMMUNICATIONS COMMISSION, AVAILABILITY OF ADVANCED TELECOMMUNICATIONS CAPABILITY IN THE UNITED STATES, FOURTH REPORT TO CONGRESS, FCC 04-208, 10 (Sept. 9, 2004). This definition, however, is under review by the Commission, and it may evolve in response to rapid technological changes in the marketplace. *Id.*

<sup>3</sup> CAL. PUB. UTIL. CODE at § 5960(a).

M. "Consultant" means the third party source of census household projections including low income household projections.

N. "DIVCA" means Assembly Bill 2987, the Digital Infrastructure and Video Competition Act of 2006 (Ch. 700, Stats. 2006).

O. "Household" means, consistent with the U.S. Census Bureau, a house, apartment, a mobile home, a group of rooms, or a single room that is intended for occupancy as separate living quarters.<sup>4</sup> Separate living quarters are those in which the occupants live and eat separately from any other persons in building and which have direct access from the outside of the building or through a common hall.<sup>5</sup>

P. "Local Entity" means any city, county, city and county, or joint powers authority within the state within whose jurisdiction a State Video Franchise Holder may provide Video Service.<sup>6</sup>

Q. "Low-Income Household" means a residential Household where the average annual Household income is less than \$35,000, as based on U.S. Census Bureau estimates adjusted annually to reflect rates of change and distribution through January 1, 2007.<sup>7</sup>

R. "State Video Franchise" means a franchise issued by the Commission pursuant to DIVCA.<sup>8</sup>

S. "State Video Franchise Holder" means a person or group of persons that has been issued a State Video Franchise from the Commission pursuant to Division 2.5 of DIVCA.<sup>9</sup>

T. "Telephone Service Area" means the area where the Commission has granted an entity a Certificate of Public Convenience and Necessity to provide telephone service.

U. "Telephone Corporation" means a telephone corporation as defined in Public Utilities Code § 234.

V. "Video Service" means video programming services, cable service, or open-video system service provided through facilities located at least in part in public rights-of-way without regard to delivery technology, including Internet protocol or other technology. This definition does not include (1) any video programming provided by a commercial mobile service provider defined in Section 322(d) of Title 47 of the United States Code, or (2) video programming provided as part of, and via, a service that enables users to access content, information, electronic mail, or other services offered over the public Internet.<sup>10</sup>

W. "Video Service Area" means the area proposed to be served under a State Video Franchise. X.

"Video Service Provider" means any entity providing Video Service.<sup>11</sup>

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<sup>4</sup> *Id.* at § 5890(j)(1).

<sup>5</sup> *Id.*

<sup>6</sup> *Id.* at § 5830(k).

<sup>7</sup> *Id.* at § 5890(j)(2) (defining "low-income households" for the purposes of imposing build-out requirements).

<sup>8</sup> *Id.* at § 5830(p).

<sup>9</sup> *Id.* at § 5830(i).

<sup>10</sup> *Id.* at § 5830(s).

<sup>11</sup> *Id.* at § 5830(t).



**Build-Out Information**

*Answer questions 9 through 12 only if the Applicant or one of its Affiliates is a Telephone Corporation. Other Applicants should go to Question 13.*

9. Does the Applicant alone or together with its Affiliates have more than 1,000,000 telephone customers in California?

Yes  No

10. Does the Video Service Area include areas outside of the Telephone Service Area of the Applicant and its Affiliates?

Yes  No

11. Is the Applicant primarily deploying fiber optic facilities to the customer's premise?

Yes  No

12. Excluding direct-to-home satellite, is Video Service currently offered by another Video Service Provider in the Video Service Area proposed in this Application?

Yes  No

**Existing Local Cable or Video Franchise Holder Information**

13. Does the Applicant alone or together with its Affiliates currently hold a local franchise, or has the Applicant held a local franchise in the Video Service Area in the last six months?

Yes  No

*If "Yes," then download and complete the electronic template available on the Communications Division's section of the CPUC's web site at [www.cpuc.ca.gov](http://www.cpuc.ca.gov).*

### Video Service Area Information

Renewal Applicants: If the Applicant has already reported socioeconomic data as part of the yearly DIVCA data collection, this data does not need to be submitted again.

14. a. Utilizing the template (as applicable) provided on the Communications Division's section of the CPUC's web site at [www.cpuc.ca.gov](http://www.cpuc.ca.gov) provide a geographic description of the Video Service Area and input the expected date for the deployment of each Area in the Video Service Area. Please select the method by which the geographic description shall be detailed:

A collection of U.S. Census Bureau Census Block Groups, or

*○ If Applicant chooses "a," then download and complete the electronic template available on the Communications Division's section of the CPUC's web site at [www.cpuc.ca.gov](http://www.cpuc.ca.gov)*

A geographic information system digital boundary meeting or exceeding national map accuracy standards.

*○ If Applicant chooses "b," then submit the geographic information system digital boundary as a polygon shapefile (.shp), in State Plane coordinate system in digital format electronically to the Commission*

b. If a consultant was used to compile the geographic description data, please provide the following:

Consultant Company's Full Legal Name: FRONTIER GEO TEK, INC.

Address: 12354 E. Caley Avenue Suite 106 Centennial, CO 80111

Phone: (303) 350-4104 ext 119

15. Socioeconomic status information of residents within the Video Service Area

*○ If applicable, the Applicant shall provide this information utilizing the templates available on the Communications Division's section of the CPUC's web site at [www.cpuc.ca.gov](http://www.cpuc.ca.gov)*

a. Provide the following baseline description of residents in the Video Service Area:

i. *Number of Households:* The number of Households in each Census Tract included in the Video Service Area. Utilize the most recent U.S. Census projections of households available as of January 1 of the year the Application is submitted to determine the number of Households.

ii. *Number of Low-Income Households:* The number of Low-Income Households in each Census Tract included in the Video Service Area. Utilize the most recent U.S. Census projections of low-income households available as of January 1, 2007 to determine the number of Low-Income Households.

b. Provide or attest in the attached Affidavit that Applicant shall provide, no later than 90 calendar days after the date of the Commission's issuance of a State Video Franchise to the Applicant, the following description of residents in the Video Service Area on a Census Tract Basis:

i. *Wireline Broadband:*

1. The number of Households in each Census Tract to which the Company makes wireline Broadband available.
2. The number of Households in each Census Tract that subscribe to wireline Broadband that the Company makes available.

ii. *Non-Wireline Broadband:*

1. If the Company uses non-wireline technology to provide Broadband, specify the type(s) of technology used in each Census Tract.
2. The number of customers in each Census Tract that subscribe to non-wireline Broadband that the Company makes available.
3. Using geographic information system digital boundaries that meet or exceed national map accuracy standards, provide maps that delineate (i) Census Tract boundaries and (ii) where the Company typically makes non-wireline Broadband available.

iii. *Video service:* The number of Households in each Census Tract that are offered Access by the Company.

iv. *Low-Income* (Utilize the most recent U.S. Census projections of low-income households available as of January 1, 2007 to determine the number of Low-Income Households): The number of Low-Income Households that are offered Access by the Company.

16. Socioeconomic status information of residents within the Telephone Service Area

○ *If applicable, the Applicant shall provide this information utilizing the templates available on the Communications Division's section of the CPUC's web site at [www.cpuc.ca.gov](http://www.cpuc.ca.gov).*

a. If the Applicant or any of its Affiliates is a Telephone Corporation, provide the following baseline description of residents in the Telephone Service Area:

i. *Number of Households:* The number of Households in each Census Tract included in the Telephone Service Area. Utilize the most recent U.S. Census projections of households available as of January 1 of the year the Application is submitted to determine the number of Households.

ii. *Number of Low-Income Households:* The number of Low-Income Households

in each Census Tract included in the Telephone Service Area. Utilize the most recent U.S. Census projections of low-income households available as of January 1, 2007 to determine the number of Low-Income Households.

b. If the Applicant or any of its Affiliates is a Telephone Corporation, provide or attest in the attached Affidavit that Applicant shall provide, no later than 90 calendar days after the date of the Commission's issuance of a State Video Franchise to the Applicant, the following description of residents in the Telephone Service Area:

i. *Wireline Broadband:*

1. The number of Households in each Census Tract to which the Company makes wireline Broadband available.
2. The number of Households in each Census Tract that subscribe to wireline Broadband that the Company makes available.

ii. *Non-Wireline Broadband:*

1. If the Company uses non-wireline technology to provide Broadband, specify the type(s) of technology used in each Census Tract.
2. The number of customers in each Census Tract that subscribe to non-wireline Broadband that the Company makes available.
3. Using geographic information system digital boundaries that meet or exceed national map accuracy standards provide maps that delineate (i) Census Tract boundaries and (ii) where the Company typically makes non-wireline Broadband available.

iii. *Video service:* The number of Households in each Census Tract that are offered Access by the Company.

iv. *Low-Income* (Utilize the most recent U.S. Census projections of low-income households available as of January 1, 2007 to determine the number of Low-Income Households): The number of Low-Income Households that are offered Access by the Company.

17. If a consultant was used to compile the geographic description data, please provide the following:

Consultant Company's Full Legal Name: FRONTIER GEO TEK, INC.

Address: 12354 E. Caley Avenue Suite 106 Centennial, CO 80111

Phone: (303) 350-4104 ext 119

**Financial, Legal, and Technical Qualifications**

18. a. New Applicants must provide or attest in the attached Affidavit that Applicant shall provide a copy of a fully executed bond in the amount of \$100,000 per 20,000 households in the Video Service Area, with a \$100,000 minimum and a \$500,000

maximum per State Video Franchise Holder, to the Executive Director prior to initiating video service and no later than 5 business days after the date of the Commission's issuance of a State Video Franchise to the Applicant. The bond must list the Commission as obligee and be issued by a corporate surety authorized to transact a surety business in California.

b. Renewal Applicants must have already provided to the Commission a copy of a fully executed bond in the required amount or else this Application will be considered incomplete.

**Local Entity Contact Information**

19. Utilizing the template provided on the Video Franchise main page of the CPUC website, the Applicant shall provide the contact name and information for a representative from each Local Entity within the Video Service Area.

**Application Fee**

20. Attach to this Application a check in the amount of \$2,000 made payable to the "California Public Utilities Commission."

**Affidavit**

21. Complete and submit the affidavit attached as Appendix B to this Application.

**A COMPLETE APPLICATION MUST INCLUDE:**

Completed Application form  
CD(s) containing completed templates available on the Commission website  
Appendix A: Applicant's Principal Officers  
Appendix B: Affidavit  
Check in the amount of \$2,000

**APPLICANT'S PRINCIPAL OFFICERS**  
**NAME** \_\_\_\_\_ **TITLE**

SEE ATTACHED OFFICER LIST



**AFFIDAVIT**

STATE OF MISSOURI

COUNTY OF ST. LOUIS

My name is MICHAEL J. ZARRILLI. I am VP GOVERNMENT RELATONS (Title)  
of CEQUEL III COMMUNICATIONS I, LLC (Company).

My personal knowledge of the facts stated herein has been derived from my  
employment with Cequel III Communications I, LLC (Company).

I swear or affirm that I have personal knowledge of the facts stated in this Application  
for a California State Video Franchise to provide Video Service, I am competent to  
testify to them, and I have the authority to make this Application on behalf of and to  
bind the Company.

New, Transfer and Renewal Applicants:

I further swear or affirm that Cequel III Communications I, LLC [Name of Applicant] is not in violation of any  
final non-appealable order relating to either the Cable Television and Video Providers  
Customer Service and Information Act (California Public Utilities Code Article 3.5  
(commencing with § 53054) of Chapter 1 of Part 1 of Division 2 of Title 5 of the Government  
Code) or the Video Customer Service Act (California Public Utilities Code Article 4.5  
(commencing with § 53088) of Chapter 1 or Part 1 of Division 2 of Title 5 of the Government  
Code) or the Digital Infrastructure and Video Competition Act of 2006 (California Public  
Utilities Code §§ 5800 *et seq.*).

I further swear or affirm that a court of competent jurisdiction has / has not [circle one] found  
Cequel III Communications I, LLC [Name of Applicant] in violation of that order.

I further swear or affirm that a court of competent jurisdiction has / has not [circle one] given  
Cequel III Communications I, LLC [Name of Applicant] formal notice containing allegations that it is in  
violation of a final non-appealable court order.

If a court of competent jurisdiction finds that the Applicant is in violation of a non-appealable  
court order, it must provide, with this Application, a further court order or ruling demonstrating  
that the violation has been cured, if one exists. If no such order exists, the Applicant must attest  
to the following:

I further swear or affirm that Cequel III Communications I, LLC [Name of Applicant] has cured the violation of a  
non-appealable court order.

All Applicants:

I further swear or affirm that Cequel III Communications I, LLC  
[Name of Applicant] shall fulfill the following requirements:

1. Applicant has filed or will timely file with the Federal Communications Commission all forms required by the Federal Communications Commission before offering Video Service in this state.
2. Applicant agrees to comply with all lawful city, county, or city and county regulations regarding the time, place, and manner of using the public rights-of-way, including but not limited to, payment of applicable encroachment, permit, and inspection fees.
3. Applicant will concurrently deliver a copy of this Application to any Local Entity in the Video Service Area.
4. Applicant possesses the financial, legal, and technical qualifications necessary to construct and operate the proposed system and promptly repair any damage to the public rights-of-way caused by Applicant.
5. If it has not done so in the Application, or has not submitted socioeconomic data during this year, Applicant shall provide the Commission, no later than 90 calendar days after the date of the Commission's issuance of a State Video Franchise to the Applicant, a complete description of residents' socioeconomic status information, as required by and detailed in Questions 14 and 15 of the Application.
6. If it has not done so in the Application, Applicant shall provide a copy of a fully executed bond in the amount of \$100,000 to the Executive Director prior to initiating video service and no later than 5 business days after the date of Commission issuance of a State Video Franchise to the Applicant. The bond shall list the Commission as obligee and be issued by a corporate surety authorized to transact a surety business in California.

I further swear or affirm that Cequel III Communications I, LLC

[Name of Company] agrees to comply with all federal and state statutes, rules, and regulations, including, but not limited to, the following:

1. As provided in Public Utilities Code § 5890, Applicant will not discriminate in the provision of Video Service.
2. Applicant will abide by all applicable consumer protection laws and rules as provided in Public Utilities Code § 5900.
3. Applicant will remit the fee required by California Public Utilities Code § 5860(a) to the Local Entity.
4. Applicant will provide public, educational, and governmental access channels and the required funding as required by Public Utilities Code § 5870.
5. Applicant and any and all of its Affiliates' operations in California now and in the future shall be included for the purposes of applying Public Utilities Code §§ 5840, 5890, 5960, and 5940. Applicant specifically attests to the following:
  - a. Reporting Requirements: Either (i) Applicant or (ii) the parent company of Applicant shall produce Commission-mandated reports for and on behalf of Applicant and any and all of its Affiliates that operate in California. Only one report required pursuant to Public Utilities Code § 5960 shall be filed annually, such report to include all pertinent data for the Company.

b. Antidiscrimination:

i. If Applicant and its Affiliates together have more than 1,000,000 telephone customers in California, Applicant shall satisfy the build-out requirements set forth in Public Utilities Code § 5890(b) & (e).

ii. If Applicant and its Affiliates together have less than 1,000,000 telephone customers in California, Applicant shall satisfy any build-out requirements established pursuant in Public Utilities Code § 5890(c).

c. Cross-subsidization: If Applicant or its Affiliates provide stand-alone, residential, primary-line basic telephone service, Applicant shall refrain from using any increase of the rate of this service to finance the cost of deploying a network to provide video service.

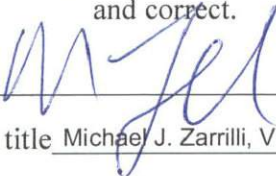
d. "Affiliate," as referenced herein, means any company 5 per cent or more of whose outstanding securities are owned, controlled, or held with power to vote, directly or indirectly either by a state video franchise holder or any of its subsidiaries, or by that state video franchise holder's controlling corporation and/or any of its subsidiaries as well as any company in which the state video franchise holder, its controlling corporation, or any of the state video franchise holder's affiliates exert substantial control over the operation of the company and/or indirectly have substantial financial interests in the company exercised through means other than ownership.

6. Applicant shall fulfill all other requirements imposed by the Digital Infrastructure and Video Competition Act.

7. Cequel III Communications I, LLC [Name of Applicant] is a single identifiable entity that is qualified to do business in California and has verifiable assets. This entity shall accept service of process, either directly or through an agent, and submit to the jurisdiction of California courts.

I swear or affirm that all of the statements and representations made in this Application are true and correct.

Signature and title \_\_\_\_\_



Typed or printed name and title Michael J. Zarrilli, Vice President Government Relations

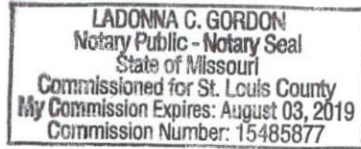
**AFFIDAVIT**

State of ~~CALIFORNIA~~ MISSOURI

County of ST. LOUIS

Subscribed and sworn to (or affirmed) before me on this 6th day of  
JUNE 2016,

by, Michael J. Zarrilli, VP Government Relations personally known to me or  
proved to me on the basis of satisfactory evidence to be the person(s) who appeared  
before me.



Seal \_\_\_\_\_

Signature Ladonna C Gordon

**(END OF ATTACHMENT B)**

## **Board of Managers**

Craig L. Rosenthal

Charles Stewart

Abdelhakim Boubazine

## **Officers**

Dexter Goei – Executive Chairman

Charles Stewart – co-President and Chief Financial Officer

Abdelhakim Boubazine – co-President and Chief Operating Officer

David J. Agnew - Vice President, Information Technology

Timothy H. Archer - Vice President, Commercial and Advertising Operations Services  
Delivery

Christopher W. Arft - Vice President, IT Infrastructure

Rhonda L. Billingslea - Vice President, Sales and Marketing, North Carolina Region

Jeffrey Blaszak – Vice President, Media Operations, Commercial and Advertising  
Operations

Brian Borthwick - Vice President, Operations, Southwest Region

Gordon M. Bourne - Vice President, Programming

Garry Bowman – Vice President, Systems Operations, Mid-South Region

Peter Brown – Vice President, Operations, Atlantic Region

Jeffrey F. Bryant - Vice President, Marketing

Rodney W. Cates - Vice President, Human Resource, Southwest Region

Kenneth W. Conner - Vice President, Business Services

Bradley L. Cooke - Vice President, Technical Operations, Central Region

Terry M. Cordova - Senior Vice President and Chief Technology Officer

Michelle L. Cutler - Vice President, Sales Call Center, Southwest Region

Robert P. Daleo - Vice President, Sales and Marketing, Atlantic Region

Aimee C. Doane - Vice President, Network Operations, Southwest Region

Jerrold A. Dow - Senior Vice President and Chief Marketing and Sales Officer

Dan J. Drysdale - Vice President, Information Technology

Mark D. Edwards - Vice President, Operations, Southwest Region

Daniel K. Fitzgibbon - Vice President and Senior Counsel

Justin M. Freesmeier – Senior Vice President, Fiscal Operations/Sales

Beverly J. Gambell - Vice President, Commercial Marketing

Jason Gebhart - Vice President, Operations, Southwest Region

Marsha L. Gee - Vice President, Billing

David Gilles - Senior Vice President, Operations, Southwest Region

Jeffery L. Gould - Vice President, Technical Operations, Mid-South Region

Gregory B. Graff - Senior Vice President, Sales

Erick H. Guzman - Vice President, Operations Support

Norman E. Harris - Vice President, Commercial Sales, East

Pamela D. Hermann - Vice President, Business Intelligence

Reginalt A. Jaramillo - Vice President, Fiscal Operations, Central Region

Mario A. Jimenez, Jr. - Vice President, Customer Care, Southwest Region

Don Johnson - Vice President, Human Resources

Stevens Gibbs Jones - Senior Vice President, Customer Experience

Katharine Gardner Kelly - Vice President, Customer Care, Atlantic Region  
Larry L. LaFreniere - Vice President, Network Operations, Southwest Region  
Ivan Lamoureux - Vice President, Network Engineering  
Rodney Lanham - Vice President, Engineering Operations  
Robert Lee - Vice President, Systems Operations, Mid-South Region  
Robert Legg - Vice President, Technical Operations, Atlantic Region  
Brian B. May - Vice President, Information Technology  
Christopher McLennan - Vice President, Programming  
John M. McNelly - Vice President, Sales and Marketing, Southwest Region  
John E. Menendez - Vice President, Marketing Retention  
Mark M. Mihalevich - Vice President, Marketing  
James N. Mosher - Vice President, Technical Operations, Southwest Region  
Tyler Nau - Senior Vice President, Finance and General Manager, Commercial and Advertising Operations  
Mark Nelson - Vice President, Shared Services  
Michael R. Nelson - Vice President, Fiscal Operations, Southwest Region  
Catherine D. O'Bryant-Freeman - Vice President, Sales and Marketing, Mid-South Region  
Patrick J. O'Connor - Senior Vice President, Operations, Central Region  
Bill Paramore - Vice President, Technical Operations, North Carolina Region  
Andrew D. Parrott - Vice President, Technical Operations and Training  
Katherine S. Payne - Senior Vice President and Chief Programming Officer  
Beth Ann Petti - Vice President, Information Technology  
Michael A. Pflantz - Senior Vice President, Corporate Finance  
Robert L. Putnam - Senior Vice President and Chief Information Officer  
Frederick S. Ricker - Vice President, Corporate Taxes  
Craig L. Rosenthal - Senior Vice President and General Counsel and Secretary  
Karen A. Sharkey - Vice President, Customer Care  
Michael K. Shelton - Vice President, Fiscal Operations, North Carolina Region  
Brent Skinner - Vice President, Advertising Sales, Central Region  
Daniel R. Spoelman - Vice President, Operations, Southwest Region  
Kevin A. Stephens - President, Commercial and Advertising Operations  
Charlotte Strong - Vice President, Operations, Southwest Region  
Richard Strong - Vice President, Fiscal Operations, Atlantic Region  
Chandni Thakrar-Ochoa - Vice President, Technology Integration  
Jason H. Thomas - Vice President, Customer Care, North Carolina Region  
Timothy A. Thompson - Vice President, CLEC Operations  
Stephen E. Tulloh, Jr. - Vice President, Commercial Sales, West  
Fred Walkover - Vice President, Operations, Atlantic Region  
Sabrina A. Warr - Vice President, Accounting and Controller  
Thomas A. Wheeler - Vice President, Direct Sales  
Kerry W. White - Vice President, Fiscal Operations, Mid-South Region  
Amy M. Wildgrube-Atkins - Vice President, Training and OD  
Richard W. Young - Vice President, Fiscal Operations, Atlantic Region  
Michael J. Zarrilli - Vice President, Government Affairs, and Assistant Secretary