



2.2.4 Demonstrated Experience

Grand River Mutual Telephone Corporation (GRM) was formed January 31, 1951. The corporation was organized to furnish affordable, dependable telephone service to the rural residents of the area. GRM has been the trusted communications provider in this area for over 69 years.

The organization provides service to 44 exchanges across 21 counties spanning over 4,500 square miles in northern Missouri and southern Iowa. South Central Communications, Inc., a subsidiary of GRM, provides service to three exchanges in southern Iowa. Providing outstanding service and the latest technology remains the goal of the corporation's 100 full-time employees.

Operations began August 1, 1953, with 20 exchanges (12 in Missouri and 8 in Iowa) serving approximately 6,100 telephones. Nine additional exchanges were added by January 1, 1955. The cooperative acquired the Grand River Iowa Telephone Company in February 1979. In September 1984, the corporation purchased the Lathrop Telephone Company, which is operated as a wholly owned subsidiary of GRM. Grand River Mutual purchased the Iowa exchanges of Corydon, Lorimor, and Murray in April 1997. These three exchanges are operated as a wholly owned subsidiary of GRM known as South Central Communications, Inc. (SCC).

The corporation began providing Internet service in both Missouri and Iowa in 1996 and was one of the first rural companies in the nation to offer high speed DSL service in 1999. GRM has worked with as many as thirteen schools to provide fiber-based interactive distance learning in its serving area beginning in 1996. In addition to local telephone and Internet, Grand River Mutual currently provides long distance services, small and large business systems, security cameras, Skitter TV, and a wide range of service features. The corporation, through partnerships, is engaged in offering cellular service in six rural service areas –five in Missouri and one in Iowa.

Management Experience

Grand River Mutual Telephone Corporation

Key employees of Grand River Mutual Telephone Corporation who manage the company and the proposed project include: Ron Hinds, Chief Executive Officer; Anissa Rockhold, Chief Operating Officer; Mitchell Bailey, Controller; Dirk Schwartzkopf, Director of Plant Operations; and Jenni Neff, Director of HR and Marketing.

Previous Projects, Experience Working Together, Complementing Skill Sets

Grand River Mutual Telephone Corporation has extensive experience in constructing state-of-the-art FTTN network deployments. As demonstrated on the management resumes included below, the

management team at Grand River Mutual Telephone Corporation has been working together in various capacities for many years. They have successfully deployed multiple fiber and other projects, working closely together to accomplish the Corporation's goals. The hard work of the management team and all the GRM employees has made it possible to build FTTP in more than half the company to date, and will continue until every GRM customer has access to fiber.

GRM deployed Digital Loop Carrier in the 2002 to 2006 timeframe. GRM deployed Fiber to the Premise (FTTP) in the towns of Princeton and Bethany, MO and the entire exchange of Leon, IA in 2009-2010. In 2011-2014 GRM was awarded funds and completed fiber construction through the Broadband Initiatives Program for five projects in Missouri and Iowa, including 12 GRM exchanges (and 4 subsidiary exchanges). Since the BIP projects, from 2014 to present, GRM has continued to work hard to complete FTTP construction to 13 more exchanges, bringing the GRM company total to 26 exchanges that are completely built out with fiber. At the same time, an additional 8 exchanges were upgraded to VDSL and partial fiber. Currently, FTTP construction is underway for 2 more exchanges. To summarize, GRM has completed the FTTP overbuild in 26 of its 44 exchanges. In addition, it has partially built out FTTP in 10 other exchanges. Of the remaining 8 exchanges, 2 are currently under construction to complete a FTTP network overbuild and 6 exchanges have not been upgraded. All three of the SCC exchanges are 100% built out with FTTP. Grand River Mutual Telephone Corporation is proud to provide the technological infrastructure that residents and businesses need to be competitive in the 21st century.

The management team has worked together in various roles during all the projects mentioned – DLC, FTTP, VDSL and partial fiber, and the BIP fiber projects. Each team member contributes their own individual skills, but when considered as a whole the group has a very comprehensive, wide-ranging, and complementary skill set. The management employees truly work together as a team to meet any challenge that is set before them, helping each other and achieving their mission. Chief Executive Officer Ron Hinds brings broad operational experience from his previous positions as Combination Technician and District Manager, Marketing experience as the former Director of Marketing and Member Relations, and overall knowledge and oversight from his time as Assistant General Manager and Chief Executive Officer. Chief Operating Officer Anissa Rockhold has in-depth financial and regulatory experience as a former Accounting Associate and Assistant Controller, as well as operational knowledge from her roles as Executive Assistant and Chief Operating Officer. Mitchell Bailey has worked in all aspects of the financial and accounting aspects at GRM, as well as understanding of the complex industry environment to ensure regulatory compliance. Dirk Schwartzkopf has worked in every aspect of the Outside Plant at GRM, having been both a Combination Technician in installation and repair and a Switching and Network Technician in the Network Operations Department, before becoming the Assistant Plant Manager and then the Director of the Plant Department where he is in charge of all construction. Jenni Neff brings extensive human resources experience to ensure appropriate staffing and training is in place for all projects, as well as experience in marketing to ensure GRM is competitive.

Individual Members of the Management Team – resumes attached

Ron Hinds, Chief Executive Officer**Professional Experience**

Grand River Mutual Telephone 1980 to present

Chief Executive Officer 2012 to present

CEO of Grand River Mutual Telephone Corporation and its subsidiaries of Lathrop Telephone Company, Grand River Communications, Inc. and South Central Communications, Inc. Also serve as director of these subsidiaries, Northwest Missouri Cellular, Chat Mobility of Iowa, Missouri Telecommunication Industry Association, and NTCA.

Assistant General Manager 2010 to 2012

Assist the General Manager in the day-to-day operation of the Corporation. Participate in short and long term planning. Ensure policies and procedures are followed. Identify, research, and evaluate new technology, industry trends, and business opportunities.

Director of Marketing and Member Relations 1996 to 2010

Developed and executed marketing plans and strategies. Satisfied customer needs and handled elevated customer issues. Promoted effective member and public relations. Worked directly with customers and employees on special circuit, Internet, security camera, and business system sales and maintenance issues. Managed the Corporation's Internet department from 1996 to 2008. Represented the Corporation at meetings on the state and national level with industry associations. Researched and assisted with new Corporation projects and services.

District Manager 1987 to 1996

Managed district office activities while promoting customer service and satisfaction. Supervised seven Combination Technicians and five Customer Service Representatives in handling issues with maps, outside plant information, Internet, buried cable, carrier, long distance, billing and collection, and key systems. Visited job sites for new service installation to collect information and obtain right-of-way if necessary. Worked on projects with engineers, contractors, local government and school officials, and 911 agencies. Assisted other departments in cutting over to new outside plant and key systems and maintained plant records.

Combination Person 1980 to 1987

Installed and maintained a variety of communication devices on multiple delivery systems. Repaired telephone trouble. Plowed drops and located buried cable. Installed business key systems and installed wiring in homes and businesses.

Education

Associates of Applied Science – Business Management, 1997
North Central Missouri College, Trenton, MO

Market-Based-Management course
Kansas University School of Business

Various Industry Leadership and Management Conferences and Seminars

Anissa Rockhold, Chief Operating Officer

Professional Experience

Grand River Mutual Telephone 2008 to present

Chief Operating Officer 2015 to present

Assist the Chief Executive Officer (CEO) in the day-to-day operation of the Corporation. Provide direction and leadership to the individual departments. Facilitate the flow of information between the CEO and management staff. Assist CEO with long range planning, short term business plans and goals, budgeting, forecasting, and capital expenditures, and hiring and supervising staff.

Assistant Controller 2015 to 2015

Assisted the Controller in managing all accounting and financial operations. Make and review some journal entries and review ledger accounts. Review financial statements. Respond to numerous data requests from inside and outside the Corporation. Understand and apply regulatory changes and ensure compliance. Assist with the preparation of annual budgets. Prepare information for annual cost studies.

Executive Assistant 2013 to 2015

Support the CEO and management team. Performed duties of a highly confidential nature requiring analysis, judgment, and broad knowledge of the company's policies and operations. Create and develop board reports and track monthly operating and access line reports. Research, compile and analyze data for special projects.

Accounting Associate 2008 to 2013

Perform various plant and revenue accounting functions such as general and plant ledger accounts, journal entries, accounts payable, billing, and payroll.

Premium Standard Farms 2002 to 2008

Administrative Assistant and Accounting Clerk II

Various office and accounting duties, increasing in responsibility.

Dun-Lap Manufacturing 2001 to 2002

Data Entry/Customer Service

Various office duties.

Education

Indian Hills Community College – Microcomputer Specialist and Accounting
Centerville, IA

Mitchell Bailey, Controller

Professional Experience

Grand River Mutual Telephone 2014 to present

Controller 2020 to present

Manage all accounting and financial operations for Grand River Mutual Telephone Corporation, Lathrop Telephone Company, South Central Communications, Inc. and Grand River Communications, Inc. Oversee all general ledger functions. Review income statements and balance sheets and present to the Board of Directors. Understand, apply, and analyze the effects of regulatory changes in the industry, and assure compliance with new procedures required. Prepare annual budgets for income and expenses and cash flows. Accumulate and/or prepare information for data entry to NECA settlements. Prepare or review data for annual cost studies and federal and state income tax returns. Monitor working cash positions, invest cash as needed and monitor maturities and reinvestment. Prepare or review annual reports to RUS and FRS forms to RUS for loan draws.

Assistant Controller 2015 to 2020

Assisted the Controller in managing all accounting and financial operations. Make and review some journal entries and review ledger accounts. Review financial statements. Respond to numerous data requests from inside and outside the Corporation. Understand and apply

regulatory changes and ensure compliance. Assist with the preparation of annual budgets. Prepare information for annual cost studies.

Accounting Supervisor

2014 to 2015

Direct the day-to-day activities of the accounting department, including directly supervising 8 or more accounting associates. Analyze and balance accounts and ledgers, and prepare journal entries and reports.

Home Exchange Bank

2010 to 2014

Chief Financial Officer

Prepare, review and evaluate monthly financial statements. Oversee cash flow and cash management. Conduct the investment of available assets. Prepare and file all state and federal tax, and other employment related forms. Prepare and file the quarterly Consolidated Report of Condition and Income. Aid in projection and preparation of annual budgets. Adapt processes and reporting to regulatory changes in the industry.

Education

Bachelor of Science –Business Management
Northwest Missouri State University, Maryville, MO
Associate of Arts – General Studies
North Central Missouri College, Trenton, MO
Various Industry Leadership and Management Conferences and Seminars

Dirk Schwartzkopf, Director of Plant Operations

Professional Experience

Grand River Mutual Telephone **1996 to present**

Director of Plant Operations **2013 to present**

Director of Outside Plant **2007 to 2013**

Manage the construction, maintenance, and emergency repair of aerial and buried cable, both copper and fiber facilities, through employees and/or contractors. Administer the RUS certification program for the Corporation and its subsidiaries. Analyze plant operations and identify and research changing technology and construction techniques. Develop and maintain plant records. Work with Director of Network Operations to coordinate fiber cutovers, splices, and to obtain equipment to terminate fiber optic cables. Prepare a cable pair audit each year for

all 44 exchanges, including fiber and toll route identification. In 2013 also began supervising the network operations department with 14 additional employees.

Assistant Outside Plant Supervisor**2004 to 2007**

Directed the day-to-day activities of employees in the construction, maintenance, and emergency repair of aerial and buried cable from copper to fiber facilities. Surveyed job sites to determine needs for workers, equipment, materials, parts, One Call, and safety provisions. Ensured quality customer service by responding to customer complaints and complaints concerning construction projects. Assisted in planning and scheduling projects.

Network Technician I**2003 to 2004**

In addition to duties performed as a Switching Equipment Technician, installed and maintained interconnected transport, switching, and access networks. Aided in the training and development of Switching Equipment Technicians.

Switching Equipment Technician**1998 to 2003**

Installed and maintained switching, transmission, and power equipment. Performed simplex translations on digital switches. Installed and turned-up special circuits. Supported SS7 network. Maintained and installed DLC and analog subscriber carrier.

Combination Technician**1996 to 1998**

Installed and maintained a variety of communication devices on multiple delivery systems. Repaired telephone trouble. Plowed drops and located buried cable. Installed business key systems and installed wiring in homes and businesses.

Education

Numerous Electronic and Radio courses, 1984-1985

United States Marine Corps, 29 Palms, CA

Associate in Science – Agriculture, 1983

Blackhawk College, East Campus, Kewanee, IL

Various Technical and Vendor provided training courses including Nortel DMS-10 Switch, Fiber Equipment, Digital Loop Carrier Equipment, LAN Networks, Test Equipment, Special Data Circuits, and Fiber Splicing and Restoration

Jenni Neff, Director of HR and Marketing**Professional Experience**

Grand River Mutual Telephone 2002 to present

Director of HR and Marketing 2019 to present

Director of HR and Regulatory Affairs 2015 to 2019

Director of Human Resources 2002 to 2015

Manage all human resources activities for the Corporation, including recruiting and hiring, developing personnel policies and procedures, administering the collective bargaining agreement, maintaining personnel records, and ensuring compliance with federal, state, and local employment laws. In 2015 also began oversight of the Corporation's regulatory compliance. Guide the Corporation through new regulatory issues such as evaluating participation in the A-CAM and CAF II programs. Various projects including RUS Community Connect Grant and new business development. In 2019 traded regulatory duties for oversight of the Corporation's marketing efforts.

Premium Standard Farms 1999 to 2002

Human Resources Manager 2000 to 2002

Enforced HR policies, ensured consistency, and maintained legal compliance. Received and resolved employee complaints in a non-union environment. Advised managers in employee coaching and discipline. Conducted professional level recruiting. Supervised Administrative Assistant and College Recruiter.

Training Specialist 1999 to 2000

Assisted Training Manager in developing materials and facilitating management training sessions. Administered and coordinated all Education Center activities and functions.

Nestle/Trenton Home Foods 1997 to 1999

Human Resources Manager 1998 to 1999

Managed Human Resource function for 480 person manufacturing facility, including administering union labor contract, ensuring EEO compliance, and supervising Safety Manager, Plant Nurse, and 2 Human Resources Clerks.

Human Resources Coordinator 1997 to 1998

Coordinated plant-wide staffing in accordance with labor contract. Assisted with benefits issues.

Premium Standard Farms

1996 to 1997

Human Resource Specialist

Conducted new hire orientation weekly. Maintained personnel files, I-9 forms, etc.

Education

Master of Business Administration, 1998

William Woods University, Fulton, MO

Bachelor of Science – double major – Business Administration & Agricultural Economics, 1995

University of Missouri, Columbia, MO

Certified Senior Professional in Human Resources

Human Resources Certification Institute

SHRM Senior Certified Professional

Society for Human Resource Management

Various Industry Leadership and Management Conferences and Seminars