

## Demonstrated Experience

***This form requires information about Applicant's demonstrated experience in the provisioning of Broadband across the State of Iowa. Applicant shall include relevant information about their experience that has prepared them to deploy their proposed Project, such as, for example community partnerships and service; number of years in business; number of years' experience provide the types of services sought by this NOFA; if the Applicant is a relatively new provider/market entrant an explanation of the benefits, if any of being a newer provider. Market entrant; or the level of technical experience in providing the types of services sought by this NOFA.***

Established in 1949, Western Iowa Telephone Association (WiaTel) has a proven history of fiber broadband project success and implementation. While the types of services offered has changed over the last 50+ years, WiaTel's commitment to service has remained a top priority. As a cooperative, WiaTel continually strives to provide the most current, technologically advanced services to our members in the 11 northwest Iowa communities that we serve in our ILEC territory including Merville, Climbing Hill, Oto, Lawton, Hornick, Rodney, Bronson, Holly Springs, Smithland, Castana, and Turin. WiaTel also serves the community of Kingsley as well as the rural areas surrounding these communities. We are proud to provide unmatched customer service, technical capabilities, knowledgeable personnel and superior services.

The resumes of Chief Executive Officer, Heath Mallory, and Business Manager, Kim Steffen, are included to provide further evidence of WiaTel's ability to successfully implement the proposed project. WiaTel's Board of Directors includes nine members from its territory.

WiaTel is a financially viable organization with the capability to meet all financial requirements outlined in this project. WiaTel has a history of continued business success and meeting financial obligations within the communities they serve.

# Heath Mallory

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## EDUCATION

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**Buena Vista University** **Storm Lake, IA**  
BA in Corporate Communications with emphasis in Public Relations

**University South Dakota** **Vermillion, SD**  
MBA with emphasis in Management Information Systems/Mathematics

## WORK EXPERIENCE

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**Western Iowa Telecom** **Lawton, IA**  
*Chief Executive Officer* *August 2004-present*

In my role at Western Iowa Telecom, creating annual operating plans that support the strategic direction of our organization and promoting a culture that reflects our values and rewards efficiency and growth are my priorities.

Since my arrival, the entire organization has been rebuilt from the ground up. I've lead the construction of new facilities, the expansion of our fiber optic based data services, launched digital video services and expanded the company's service area footprint. I've managed the creation and implementation of new products and services and have actively expanded company operations into non-telecommunications projects that have provided additional revenue streams to the organization as well as grown the communities we serve. Most importantly, we've implemented a staff education and evaluation program that actively promotes training and clearly defines organizational expectations for everyone on the team. I continually strive to identify growth opportunities for the organization and provide the leadership for us all to reach these goals as efficiently as possible.

### *Key Achievements:*

- Created responsive and market driven organization resulting in delivery of new services and new customer growth
- Sustained financial success of organization through significant shifts in regulation and legislation resulting in reduction in revenue streams of primary products and services
- Managed multiple new service launches to positive cash flow and/or positive income
- Increased overall average revenue per customer and reduced average expense per customer

- Developed operational alliances with neighboring companies resulting in capital investment savings of over \$1,500,000.
- Led site acquisition, design and construction of new operations center and headquarters building resulting in significant gains in efficiency.
- Hold regular meetings with federal, state and local legislators to maintain relationships and discuss current topics relating to telecommunications.

**NECA****Omaha, NE***Regional Tariff Manager**June 2000-August 2004*

- Served as point of contact for all tariff related questions and comments for 350 local exchange carriers (LEC) in Iowa, Minnesota, Nebraska, North Dakota and South Dakota.
- Researched, advised and recommended correct tariff interpretations relating to LEC provisioning, rating and billing of interstate access services.
- Presented tariff guidelines, Average Schedule and Cost company settlement procedures and changes in F.C.C. and Universal Service Fund rules and regulations to various telco audiences.
- Conducted speaking engagements at national seminars, state association meetings and Board of Director meetings to provide industry updates on a variety of telecommunications topics.
- Determined regulatory ramifications of telco deployment of emerging telecommunications technologies and incorporated findings into regional presentations.
- Developed and executed short-term and long-term strategies for the Tariff and Training team to successfully reach corporate goals.

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**AFFILIATIONS**

- Appointed by Governor Reynolds to the Office of Consumer Advocate Consumer Advisory Panel
- Served as President of the Rural Iowa Independent Telephone Association (RIITA) Board of Directors
- Served on the Iowa Institute for Cooperatives Board of Directors
- Served as President of the Iowa Communications Alliance Legislative Committee
- Served on the Iowa Department of Economic Development's Infrastructure Strategy Telecommunications Sector Committee
- Served as President of Merville Community Development Association Incorporated

# Kimberly R. Steffen

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## *Professional Experience*

### **Western Iowa Telecom – Lawton, IA**

**11/11-Present**

#### **Business Manager**

Serve as Business Manager for telecommunications company providing phone, broadband, and cable television services.

- *Responsible for all accounting functions including accounts payable, accounts receivable, cash management, investment strategies, financial reporting, and payroll*
- *Full responsibility for managing day-to-day office operations including customer service supervision*
- *Oversee all company benefit programs*
- *Responsible for supervising the dispatch of plant technicians*
- *Responsible for all regulatory reporting*
- *Responsible for all HR functions including recruiting, hiring, discipline, termination, and HR reporting*

### **USW UTILITY GROUP – Sioux City, IA**

**8/07 – 11/11**

#### **Office Manager**

Serve as Office Manager for water/wastewater contract operation company.

- *Full responsibility for managing day-to-day office operations at the regional office of U.S. Water Services Corporation*
- *Develop and implement corporate-wide marketing strategies through trade shows, magazine advertising, and corporate website updates*
- *Responsible for all accounting functions including accounts payable, accounts receivable, and payroll for the Central and Texas Regions*
- *Provide budgets and forecasting to corporate office for the Central and Texas Regions*
- *Maintain monthly financial spreadsheets that are utilized for the fiscal year end reconciliation with our larger clients*
- *This position requires business development skills such as preparing technical proposals for prospective clients and maintaining a database of potential clients*

### **Orpheum Theatre – Sioux City, IA**

**8/07**

#### **Development Director**

**8/02-**

Serve as Development Director for a 2,500-seat restored historic theatre that provides live, cinematic, and cultural events to the community of Siouxland.

- *Full responsibility for managing day-to-day office operations at the Orpheum Theatre*
- *Implement marketing strategies including maintaining theatre's website and media advertising of specific shows*
- *Developing and organizing fundraising events/projects*
- *Project management*
- *Responsible for all accounting functions including reporting/analysis on a monthly basis*
- *Donor relations*
- *Work with the board of directors to develop and implement short and long-term strategies*

**MCI Call Center Services - Sgt. Bluff, IA & Austin, TX**  
**1/94-8/02**

**Communications Manager**

Serve as Communications Manager for 1,000- seat call centers handling both outbound and customer service call types in Sgt. Bluff, IA and Austin, TX.

- Responsible for a staff of up to six employees
- Implement all national contests, recognition programs, and sales kickoffs
- Develop and implement center specific contests, recognition programs and community service events
- Handling project budgets and oversee purchasing decisions for the entire department
- Filled in for corporate communication personnel as needed, handling outbound sales contests with budgets in excess of \$15M each fiscal quarter
- Received numerous awards, including the top award across the country within my peer group

## ***Education***

**Morningside College – Sioux City, IA**  
**1988-1991**

Bachelor of Science majoring in Accounting with minors in Business Administration and Computer Science

## ***Affiliations***

Woodbury Central PTO Past President  
Woodbury Central School Improvement Committee  
Menville Community Development Association, Inc. Treasurer