



FOUNDATION FOR  
RURAL SERVICE

# Students and Schools Toolkit



## Featured Programs

Community Grants

Scholarships for High School Seniors

Guide to Careers in Telecommunications

Youth Tour





A FOUNDATION FOR RURAL SERVICE PROGRAM

# 2024 Community Grant Program

## Funding That Supports Important Projects In Our Community

The Foundation for Rural Service (FRS) is a nonprofit organization that works in cooperation with NTCA-The Rural Broadband Association to sustain and enhance the quality of life in America by advancing an understanding of rural issues.

The FRS Community Grant Program is offered annually through NTCA members, like us, to support local efforts to build and sustain a high quality of life in rural America.

### The Program supports projects in these categories:

- Business and economic development
- Community development
- Education
- Telecommunications applications

## DO YOU HAVE A COMMUNITY PROJECT THAT NEEDS FUNDING?

We are accepting grant requests from \$250 to \$5,000. Ten percent of the total grant award comes from the NTCA member partner:

### FRS will not fund grants to the following:

- Individuals
- Scholarship programs
- International organizations
- Lobbying and political activities
- Ticketed events
- Security cameras
- For-Profit Businesses
- Digital signage
- Endowments or capital campaigns
- Event sponsorships
- Community food programs
- Loan programs
- Religious-based activities
- Employee or contractor salaries

Note: Grants are a one-time only award.

### PROPOSAL DEADLINE:

#### Send your proposal to:

COMPANY: \_\_\_\_\_

CONTACT NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY / STATE / ZIP: \_\_\_\_\_

EMAIL: \_\_\_\_\_

PHONE: \_\_\_\_\_

Please use the application guide on the back of this flyer or visit [frs.org/communitygrant](http://frs.org/communitygrant) to create a complete Community Grant application. Then, return your complete Community Grant application to your NTCA member partner. The application guide has the exact questions that will need to be answered.

**Applications must be submitted through your NTCA member partner.**





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# FRS Scholarship Program

The Foundation for Rural Service (FRS) annually awards scholarships to graduating high school students for their first year of college or vocational school. All applicants require partnership with an NTCA—The Rural Broadband Association member company to be eligible.

FRS has awarded more than \$1 million in scholarships since its inception, empowering students across the country to advance their communities with invaluable skill sets and experiences.

In cooperation with NTCA—The Rural Broadband Association and its members, FRS seeks to sustain and enhance the quality of life in America by advancing an understanding of rural issues. Through its various programs and initiatives, FRS strongly supports the continuing education of rural youth.

## Foundation for Rural Service

4121 Wilson Boulevard, #1000, Arlington, VA 22203

703-351-2026 info@foundation.org

[frs.org/programs/youth-programs/scholarships](https://frs.org/programs/youth-programs/scholarships)



## How to apply for FRS Scholarships

1. Identify the NTCA Member company in your area. It is likely this is your telephone or internet provider.
2. Visit [frs.org/programs/youth-programs/scholarships](https://frs.org/programs/youth-programs/scholarships) to find a link to the scholarship platform, *Kaleidoscope*. You must access the application via the Kaleidoscope link.

**Applications close on February 16, 2024  
and will be announced in May 2024.**

**All scholarship awards are paid directly  
to the educational institution.**

**One application qualifies students for several scholarships.** Submitting one application is sufficient for eligibility of all available scholarships.

### **FRS General Scholarship**

\$2,500 awarded for the first year of 2-year or 4-year college or vocational school.

### **Everett Kneece Scholarship**

\$7,000 awarded in honor of the generous philanthropist Everett Kneece, who had a passion for rural America.

### **Herbert and Isabel Bitz Memorial Scholarship**

\$5,000 to one individual who exhibits a strong dedication to rural America.

### **JSI Scholarship**

\$5,000 awarded to individuals interested in science, math, medicine, or engineering.

### **Sarah Tyree Good Neighbor Scholarship**

\$5,000 awarded to students who demonstrate what it means to be a “good neighbor” through humanitarianism, inclusion, and kindness to others.

### **Cronin Communications Scholarship**

\$2,500 awarded thanks to the generosity of the Timothy Evan Owens Foundation.

### **Diana Jo Dreyer Memorial Scholarship**

\$2,500 awarded thanks to the generosity of INDATEL Services LLC to a woman who intends to study business.

### **Roger Cox Scholarship**

\$1,000 awarded to students living in rural areas of North Carolina and South Carolina.

### **TMS Scholarship**

\$1,500 awarded to customers of Ardmore Telephone and/or West Kentucky and Tennessee Telecommunications Cooperative.



## Who is eligible to apply?

Each applicant must:

- Be a graduating high school senior
- Be a United States citizen
- Be sponsored by a current member of NTCA–The Rural Broadband Association (*Contact your local telecommunications provider to determine if it is an NTCA–The Rural Broadband Association member and if they are participating in the FRS Scholarship Program.*)
- Complete the on-line application
- Express an interest to return to a rural community following graduation

## What is included in the application?

To complete the on-line application you will need the following items:

- A 500-800 word essay about your intended area of study and how it could benefit your rural community. Proofread your essay before submitting because the essay is the most important part of the application.
- Email addresses for two people who can provide a letter of recommendation. Only one of these people may be a teacher, counselor, or educator.
- High school transcript with 7 semesters. It does not need to be an official copy.
- The correct name of the NTCA member company that will sponsor your application.

## Terms and Conditions

- All applications will be reviewed, and awardees selected by a qualified selection committee.
- Scholarships will be awarded without regard to race, ethnicity, national origin, religion, gender or disability.
- Incomplete applications will not be considered.
- Scholarships are a one-time award. Scholarships can be deferred for one year.
- Awards will be paid upon proof of registration at a 2-year, 4-year, or vocational college or university and will be issued by August 2024.
- All awards will be paid directly to the educational institution the student will attend.
- Awardees will forfeit their scholarship if mandatory paperwork is not received by FRS within 60 days of notification that they have been selected.
- Recipients will be contacted directly and names posted to [www.FRS.org/scholarships](http://www.FRS.org/scholarships) in the spring.

Visit [frs.org/programs/youth-programs/scholarships](http://frs.org/programs/youth-programs/scholarships) to find a link to the scholarship platform, Kaleidoscope. You must access the application via the Kaleidoscope link.



FOUNDATION FOR  
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# EXPERIENCE YOUR NATION'S CAPITAL WITH THE FRS YOUTH TOUR

All expenses paid by

The Foundation for Rural Service (FRS) Youth Tour brings more than 100 high school students and chaperones from rural communities across the nation to Washington, DC, for five days to learn about legislative and agency processes and the important role of broadband services in rural communities. This unique educational experience provides an opportunity to visit Washington, DC, meet high school students from other states, and tour historical sites while also learning about Capitol Hill and the Federal government.

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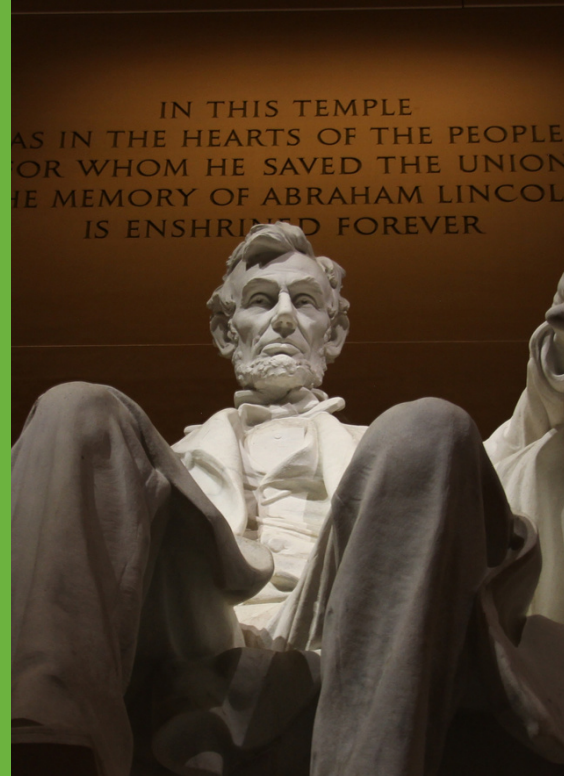
While on the Youth Tour, students and chaperones will:

- Tour famous historical sites and monuments, including Arlington National Cemetery, Mt. Vernon, Lincoln Memorial, Vietnam Veterans Memorial, and World War II Memorial
- Visit Smithsonian Museums
- Meet with Federal Communications Commission and Congressional staff
- Attend a play at the Kennedy Center
- Build relationships with peers that can last a lifetime
- Develop leadership skills

## Foundation for Rural Service

4121 Wilson Boulevard, #1000, Arlington, VA 22203  
703-351-2026 info@foundation.org

[www.FRS.org/youthtour](http://www.FRS.org/youthtour)





### Who is eligible to participate?

Students must be high school students, age 15, 16 or 17 at the time of the tour. Students age 18 or over are ineligible to attend.

### How do I register?

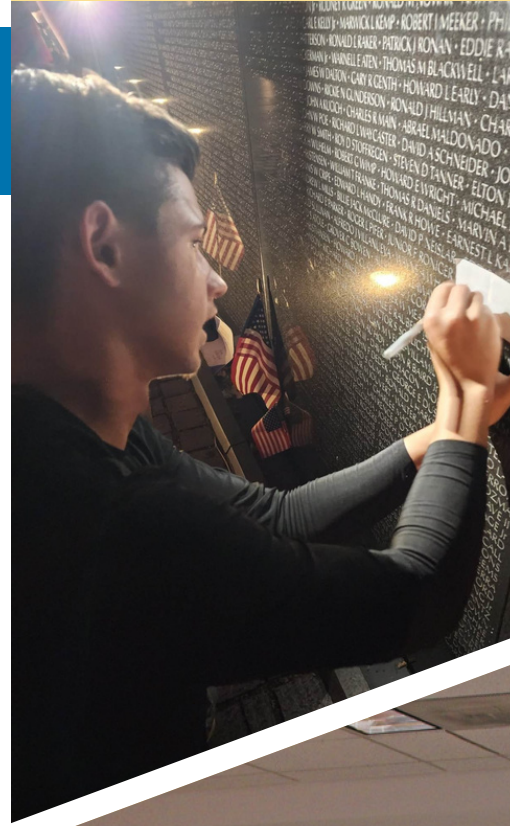
Use the information below to contact your telecommunications company for information about how to apply. Students selected to participate will receive:

- Four nights hotel accommodations (two students per room)
- Round trip airfare
- Three meals a day
- Bus transportation to all activities
- Admission to ticketed events
- Youth Tour t-shirt

For more information, contact

### Deadline:

*The Youth Tour is hosted in partnership with your local telecommunication provider and the Foundation for Rural Service, a non-profit organization whose programs advance rural communities by focusing on education for rural youth, encouraging community development and introducing policymakers to the challenges of providing broadband services in rural communities. Students participating in the Youth Tour will be under the supervision of chaperones and FRS staff at all times.*

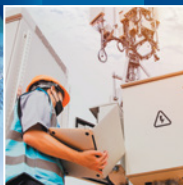




FOUNDATION FOR  
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# GUIDE TO CAREERS

IN RURAL TELECOMMUNICATIONS





FOUNDATION FOR  
RURAL SERVICE

The Foundation for Rural Service (FRS), in cooperation with the National Telecommunications Cooperative Association (NTCA) and its members, promotes, educates, and seeks to advance an understanding of rural telecommunications issues in order to sustain and enhance the quality of life throughout rural America.

For more information about FRS, please visit us on the web at [www.frs.org](http://www.frs.org).

*This publication was produced by the Foundation for Rural Service in 2023.*



# Introduction

Access to affordable, high-quality broadband has never been more important, particularly for rural communities across the country. To deliver that service, we are seeing tremendous growth in the telecommunications industry. As such, the Foundation for Rural Service (FRS) has created this booklet to show the job opportunities in your rural telecommunications company.

These positions are not from a specific company and titles vary from company to company, but the job titles and descriptions provide an idea of the various roles at a rural telecommunications company.

Often positions at telecommunications companies can allow a person to remain in their rural community. Typically, companies are willing to train new employees to develop skills needed for the industry. These technical and administrative skills can be transferable within the same company to new positions or to other industries.

Positions at rural telecommunications companies require a variety of levels of education. For example, executive-level roles are likely to require advanced degrees and years of experience. Employees in accounting and administration are likely to have two- and four-year degrees in their fields of employment. Employees in customer relations are likely to have a two- or four-year degree, or equal experience at previous positions. Employees in business development likely have two- and four-year degrees in their field of employment. Employees in information systems and engineering likely have a wide range of education, from advanced four year degrees, two year degrees or trade school educations. However, requirements vary by company, some may want advanced degrees and training, while others may want education, experience, and training.

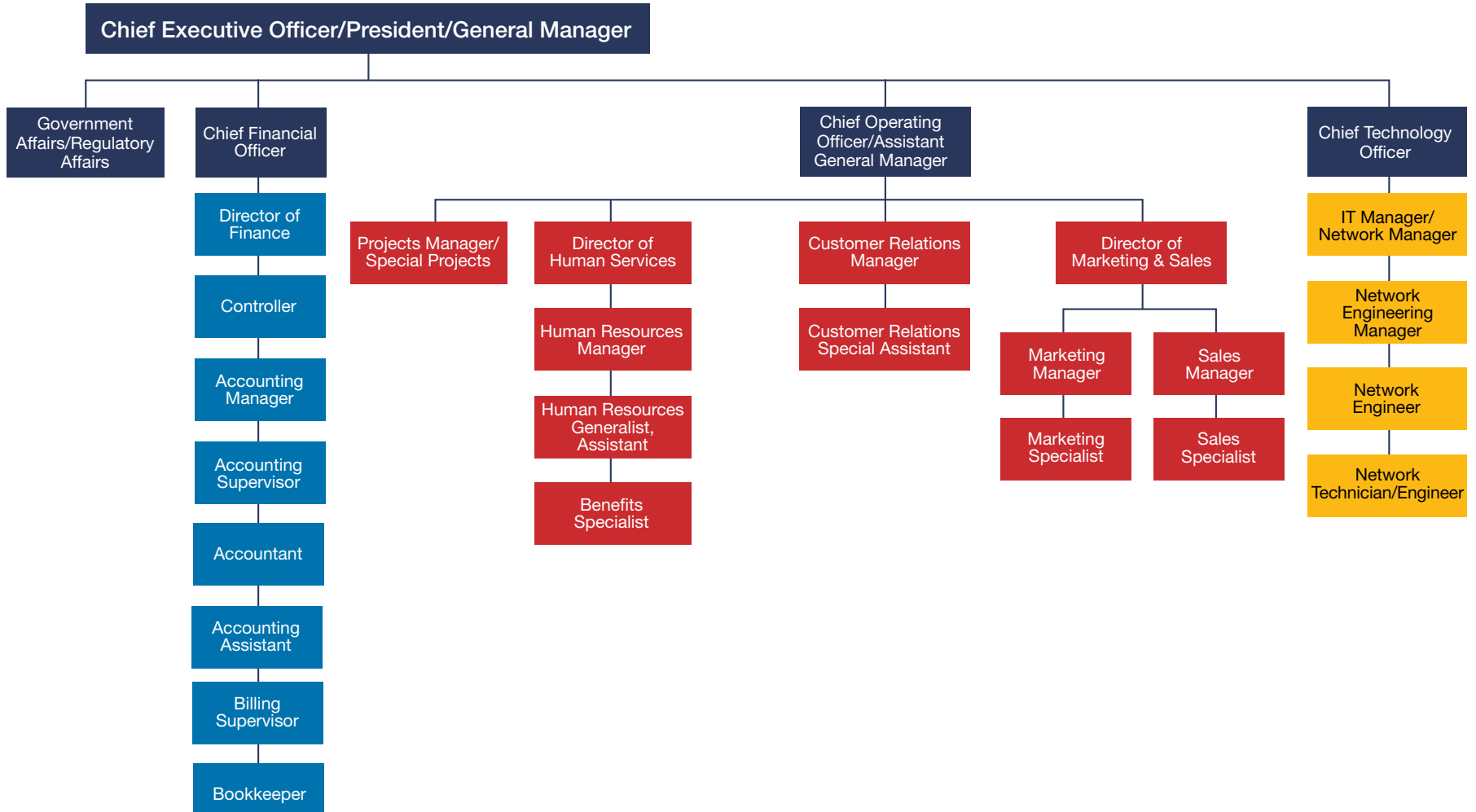
You may never have considered or known about a career in telecommunications — that's ok. Take Abbey Middleton, for example. While waiting to turn 21 to apply for a position with the Virginia State Police, Abbey entered a 15-week power lineman program with Scott County Telephone Cooperative (SCTC) and grew to enjoy the work. After completing the training program SCTC hired Abby as one of their first female line workers. Abby now enjoys her career in a quickly progressing and constantly changing industry.

Additionally, demand for these positions is growing. For example, the U.S. Bureau of Labor Statistics predicts that from 2021 to 2023 the number of positions available for telecommunications equipment installers and repairers will grow 8%, in a position where average salary is \$60,370 per year. These statistics show an industry that is growing and that pay a living wage.\*

We hope you find this resource helpful.

\*U.S. Bureau of Labor Statistics, 1/12/23, <https://www.bls.gov/ooh/installation-maintenance-and-repair/telecommunications-equipment-installers-and-repairers-except-line-installers.htm>

This company organization chart is an example of how a rural telecom provider may be organized. This chart does not show every employee of a company, nor every position that might exist. Companies also use different titles and may organize teams differently than shown.



# Job Titles & Descriptions

The jobs and descriptions below are in alphabetical order. The colored dot to the left of the job title correlates to the organizational chart on pages 2 and 3, to give an idea of where a position might fall within a company.

- **Accountant:** Maintains financial records of the organization. Reviews, analyzes and interprets financial data. Prepares various financial statements and reports. Maintains general ledger by posting entries, ensuring balances are accurate and reconciling bank statements. Ensures compliance with generally accepted accounting principles. Generally requires a bachelor's degree.
- **Accounting Assistant:** Performs clerical duties in support of an accounting function. Typical duties include reconciling bank accounts and cash accounts, posting entries to specified accounts and preparing journal entries. Checks transactions to eliminate discrepancies.
- **Accounting Manager:** Maintains all or a significant portion of telco accounts and accounting records. Maintains general and subsidiary ledgers and prepares operating and financial statements. Examines a variety of financial statements and transactions for completeness, internal accuracy and conformity with established accounting classifications. May directly or indirectly manage clerical and bookkeeping activities as well as accountants or bookkeepers.
- **Accounting Supervisor:** Oversees accounting activities by supervising daily activities of accounting clerks/technicians. Ensures all transactions are recorded in accordance with generally accepted accounting principles and industry regulations. Generally reports to an accounting manager or accounting director.
- **Assistant Plant Telecom Network Manager:** Manages day-to-day activities of plant personnel in the construction, operation and maintenance of telco plant and equipment. Trains plant staff in preventive maintenance, trouble reporting and emergency operation, and makes field checks to ensure that crews adhere to established standards and safety requirements. May recommend system improvements and upgrades.
- **Benefits Specialist:** Administers employee benefits working with vendors to quote new and renewal coverage, schedules open enrollment and resolves billing issues. Completes industry and governmental wage and benefits surveys to establish baseline benefits, competitiveness and cost vs. benefit analysis. Assists employees with benefit questions and works with vendor to settle them.
- **Billing Supervisor:** Supervises daily operations of billing services. Monitors all aspects of end-user billing. Works with billing software providers and information technology department to improve billing processes and find solutions to billing problems. Works with customer service department to resolve escalated billing issues. May oversee collection activities.
- **Bookkeeper:** Maintains records of business transactions by posting entries and reconciling accounts. In larger telcos may be responsible for an area of bookkeeping such as accounts payable, payroll, etc. Generally requires a high-school diploma plus additional specialized training.

● **Broadband Deployment Installer/Repairer:** Installs, maintains, and services customer premises equipment. Typically installs drop wires, station protectors, and network interface devices, and performs initial wiring or rewiring for new subscriber systems. May also work at the business office, repairing CPE (customer provided equipment) dropped off by customers. May install and maintain multi-line key systems, May install and maintain multi-line key systems and other unregulated equipment.

● **Broadband Deployment Supervisor:** Supervises and coordinates activities of installer/repairers and combination technicians to ensure appropriate installation, repair, maintenance and testing of communications equipment. Prepares service order schedules and work assignments to ensure prompt response to customer trouble reports.

● **Broadband Operations Manager:** Responsible for the planning, implementation and administration of the telco's broadband systems. Oversees the service, maintenance and upgrades to the network infrastructure. Develops strategies for delivering leading edge services to a wide range of subscribers. Works with vendors to implement appropriate systems.

● **Broadband Support Specialist:** Provides customer service and technical support to Internet customers. Researches complex internet problems and issues to determine solutions. Updates customer internet account information as appropriate.

● **Business Analyst – Financial:** Analyzes impact of changes in pricing and product changes. Prepares new product and project feasibility studies. Prepares budgets and forecasts. Analyzes monthly variances in sales and financial statements.

● **Business Analyst – IT:** Responsible for overall IT project management and planning activities and all business aspects of the requirements and analysis phase of projects. The project manager/business analyst ensures that the final deliverable of a software development project meets all the intended needs of the business.

● **Business Systems Technician:** Monitors and manipulates computer console controls following established procedures. Operates peripheral equipment such as printers. Maintains routine records, including disk archives and system logs. Performs system maintenance including backup and recovery, test/disk reformatting and data archiving. Schedules data processing requests. May communicate with remote terminal users and provide assistance to personal computer users.

● **Cable Locator Technician:** Locates underground cable plant and utilities in support of construction, rebuilds and existing upgrades. Marks located utilities according to set standards. Responsible for interpreting system maps (paper and electronic) to accurately locate underground facilities. Assists in correcting system mapping information when discrepancies are discovered while performing locates by reporting the finds to supervisor.



● **Cable Splicer:** Splices, terminates, and maintains cable, including fiber-optic cable. Identifies, counts, and prepares groups of pairs for splicing. Maintains central office cable system. Maintains cable air pressures. Splices cable to protector devices and the main distribution frame at the central office. Splices customer drop cable to the central office cable system. Mounts demarcation devices and protectors at customer premises. Wires lead coil of other devices into subscriber's loop plant. Transfers service from one cable or terminal to another.

● **Cashier:** Receives cash, checks and other tender from customers in payment of bills and purchases. Posts amounts to customer accounts and issues receipts, if requested. Searches records to verify accuracy of billings and payments. May perform other records maintenance incidental to the receipt of payments.

● **Central Office/Telecom Network Installer/Repairer:** Installs, maintains, and tests all types of central office facilities, toll and subscriber carrier systems, and associated equipment. Monitors quality of toll, extended area service (EAS), special circuits and other subscriber carrier facilities. Takes trouble reports and clears trouble.

● **Central Office/Telecom Network Supervisor:** Supervises all central office and remote switching unit operations, including acceptance testing of new equipment, ensuring that subscriber loops are properly connected and maintained, and directing daily checks of toll, extended area service (EAS) and other types of trunks. Conducts traffic studies, reviews equipment trouble records, prepares specifications for new equipment, and makes periodic maintenance and progress reports to plant manager or general manager.

● **Central Office/Telecommunications Network Engineer:** Performs engineering functions relative to the design, construction, modification and maintenance of central office, network and transmission equipment.



● **Chief Executive Officer/General Manager:** Responsible for improving efficiency and increasing departmental profits while managing the company's overall operations. They oversee several elements in a business, including hiring staff, operating budgets, and launching price promotions that could attract more customers.

● **Chief Financial Officer:** Oversees budget process, audit functions, and all long-term investments. Prepares financial forecasts, acquisition analysis or merger planning, develops

financial policies and processes. Analyzes financials and presents to general manager and possibly the board of directors. Contributes to strategic planning process by serving as the organizational expert in financial management.

● **Chief Operating Officer/Assistant General Manager:** Assists the general manager in designated operating areas. Responsibilities may include day-to-day administration of all internal operations. Typically prepares long- and short-range budgets and work plans. Monitors adherence of the telco to approved budgets and work plans. Evaluates new technologies and service offerings.



Reviews compensation arrangements to ensure that settlements, pooling and access revenues are maintained and that regulatory changes affecting revenue requirements are understood by appropriate staff. Normally the telco's second-highest ranking position. May serve as acting general manager in the absence of the general manager.

● **Combination/Telecom Network Technician:** Installs, maintains, and services broadband network, cable, subscriber carrier systems, terminal, protection device, and customer owned equipment. May also diagnose and repair trouble in switching equipment, voice frequency repeaters, loop extenders and cable loading systems and other broadband equipment. Handles wireless issues at companies without dedicated wireless positions.

● **Computer Programmer:** Designs, codes, tests, and maintains telco's applications software and programs. May prepare program documentation and materials for users. Works with users to ensure programs perform to specifications. Assists in setting up and monitoring computer operations.

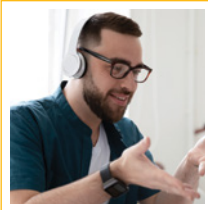
● **Construction Supervisor:** Supervises all telco construction projects, including improvement and maintenance of telephone facilities. Supervises cable splicers, line and ground workers, heavy equipment operators and mechanics. Trains and directs aerial and buried cable construction crews. Pre-surveys job sites to determine needs for workers, equipment, materials, parts and safety provisions. Schedules personnel for projects and makes site inspections to check public safety precautions and use of prescribed safety equipment and procedures. Responds to outside plant emergency calls. May oversee contractors installing underground conduit.

● **Construction Worker:** Places and maintains cable within underground conduit system. Maintains right-of-ways, including patching roadways and backfill areas. Installs and removes aerial cable. Installs and maintains pedestals, poles, carrier sites and equipment at subscriber locations. Operates digging and trenching equipment.

● **Controller:** Manages all accounting and financial operations. Specific responsibilities typically include receipts and disbursements, accounting and financial record keeping and reporting, short-term investments and management of cash flow, and tax return preparation. May negotiate terms of purchase and arrange for any necessary financing of major equipment and supplies. May research, recommend and administer long-term investments.

● **Cost and Separations Analyst:** Coordinates completion of cost separation studies, NECA settlements and tariff filings. Gathers information and prepares various traffic analyses, plant data reports, revenue projections, and accounting and regulatory reports. Ensures reports are filed in accordance with regulatory deadlines.

● **Customer Account/Billing Specialist:** Compiles and maintains subscriber billing records to include final updates from service order activity, calculating and posting adjustments and other charges and credits, adjusting final accounts including bad debt write-offs and salvage, updating directory information, handling customer security deposits, preparing reports and other miscellaneous customer billing activities.



● **Customer Relations Assistant:** Serves as primary point of contact for new customers. Assists customers with billing inquiries, new service requests, disconnects and special deposits. Completes paperwork for service applications and disconnects. Investigates credit references of new customers and performs collection functions on delinquent accounts. Sells and promotes services of the company while dealing with new and existing customers.

● **Customer Relations Manager:** Directs the activities of the commercial department. Promotes and oversees sales of CPE (customer provided equipment) and other equipment. Establishes and implements the telco's public relations policy. Ensures that sales staff is informed of proper service and equipment charges. Forecasts system and subscriber growth. Advises plant and engineering departments on service area needs. May establish and administer credit policies for new subscribers. May ensure the accuracy of billing data and the security of customer accounts. May establish collection procedures and direct collection activities.

● **Customer Relations Specialist:** Carries out marketing plans and strategies to increase the use and sale of equipment and services. Assists with customer relations. Sells and promotes advertising for telephone directory. May assist with area coverage surveys. May respond to public inquiries on the selection and availability of services.

● **Customer Relations Supervisor:** Supervises customer relations staff. Assigns daily work to ensure that customer service standards and goals are met. Trains new staff. Ensures that customer service activity is documented as required and compiles reports to management. May perform delegated activities for customer service manager.

● **Director of Business Development:** Gathers competitive information on products and services and makes recommendations for new business development activities. Maintains knowledge of industry changes and developments and directs efforts to identify, research and capitalize on business trends. Manages product design, development and economic analysis and product lifecycle. Seeks out potential partnerships, joint ventures, new product lines, and other business opportunities.



**Kristi Westbrook**, now the chief executive officer of CTC (Brainerd, Minn.), was first attracted to the fast-paced nature of the telecommunications industry when she got out of college.

“I loved how fast things changed and the technology associated with it,” Westbrook said. “Things don’t stay the same for very long. I loved that.”

After first starting as an administrative assistant in the wireless industry, working on site acquisition for towers, she found herself entrenched in the industry and looking to do more. She began working in human resources (HR).

Kristi rose through the HR ranks, going from HR assistant to director at different companies, before coming to another crossroads in her career. Kristi knew quickly that it was time to get out of corporate HR and into different roles in the community-based telecommunications industry. It was then that she found CTC.

After starting as HR Director, Kristi took on new roles, including Sales and Marketing Director, before ultimately being selected to lead CTC by its board.

“Working in telecom has been the best decision of my life,” Westbrook said, “other than marrying my husband, of course. I never left the industry once I started. Maybe it’s my personality, but I love that there haven’t been many days in my career that aren’t fast paced. It’s been great.”



● **Director of Finance:** Duties include managing all accounting, financial and regulatory operations. Oversees budget process, audit functions and all long-term investments. Prepares financial forecasts, acquisition analysis, investment planning. Develops financial policies and processes. May negotiate terms of purchase and arrange for any necessary financing of major equipment and supplies. May research, recommend and administer long-term investments. Analyzes financial reports. Contributes to strategic planning process by serving as an organizational expert in financial management. May file all company compliance reports.

● **Director of Human Resources:** Directs all human resources activities for the corporation, including recruiting and hiring, developing personnel policies and procedures, maintaining personnel records, and ensuring compliance with federal, state, and local employment laws. Serves in an advisory role to members of the management team, providing professional advice on a wide range of human resource management related topics and activities.

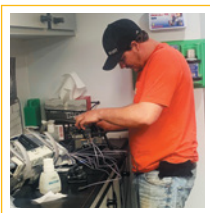
● **Director of Marketing and Sales:** Directs all marketing and sales activities through subordinate managers. Develops marketing and sales plans and oversees implementation of marketing and sales strategies and objectives. Develops sales forecasts and quotas.

● **Director of Operations:** Directs activities of outside plant, engineering, central office and installation/repair through subordinate managers. Develops short- and long-range business plans. Develops budgets, authorizes expenditures and oversees projects to ensure business plan objectives are met. Researches new products, services and technologies. Evaluates market demand and makes recommendations to top management. May direct activities of purchasing and network operations.

● **Dispatching/Operations Specialist:** Maintains radio and trouble logs, and notifies toll center of installations, removals, and directory listing changes. Establishes and maintains plant accounts and central office equipment records, including maps that display telephone number assignments, wire profile ledgers with pole numbers, work and service order records and forms, cable records, subscriber record cards and service request ledgers. Follows proper filing procedures for all RUS specifications.

● **Engineer:** Plans and prepares drawings for construction of new and removal or rearrangement of existing aerial and underground lines, cables and conduits. Analyzes traffic loads and available and existing lines, and forecasts or

estimates projected traffic to determine new construction or rearrangements of removals required. Selects routing of lines and determines equipment requirements. Prepares detailed construction and installation drawings and estimates equipment, labor and material costs. May supervise inspection of work orders and contract construction.



● **Executive Assistant:** Performs secretarial and administrative duties for the general manager or senior executive. Performs duties of a highly confidential nature that require broad and comprehensive knowledge of the company's policies and operations. Responsibilities require discretion, judgment, tact and poise. Incumbent may have considerable latitude and flexibility in carrying out assigned tasks.

● **Facilities Maintenance Technician:** Maintains mechanical equipment and structures, including environmental systems and emergency power generators. Maintains buildings and grounds. May construct out-buildings and storage sheds. May assist plant maintenance technicians. Duties may include welding, machining, machine and equipment repairing, carpentry and electrical work.

● **Facilities Manager:** Oversees the upkeep and maintenance of company buildings and grounds. May supervise custodians or facilities technicians. Manages building renovations and related projects. Assigns maintenance work to company personnel or obtains bids from outside contractors.

● **Financial Analyst:** Performs data analysis, assistance with budget preparations and variance explanation preparations. Supports the organization in financial, operational and strategic planning goals.

● **Government Affairs/Regulatory Affairs:** Monitors and analyzes local, state and federal regulatory and legislative proceedings, and keeps senior management informed of activities and outcomes that affect the telco's operations. Prepares reports and filings. Provides information and testimony to regulators. Works with senior management and third parties to analyze financial impact of proposals and regulations. Coordinates financial planning to comply with regulations and optimize telco's revenues. May represent telco at state and national meetings.

● **Graphic Designer:** Designs and produces print and electronic communications materials as well as publications. Selects and manages outside design and creative vendors where such work cannot be performed internally, and coordinates with marketing to meet distribution deadlines, quality standards and cost objectives. Participates on planning teams as needed.

● **Heavy Equipment Operator:** Typically operates bulldozers in burying cable plant and trenchers in burying service drops at customer locations. May operate other heavy equipment. Generally responsible for routine care and scheduling of maintenance of assigned equipment.

● **Human Resources Assistant:** Assists in various human resources functions typically including areas of employment, benefits, personnel records, interviewing, preparing job descriptions, conducting orientations, other training and safety programs.

● **Human Resources Generalist:** Responsible for a variety of professional level human resources functions, which may include compensation and benefits administration, recruiting, employee relations, training and development, policy development and administration, and compliance.



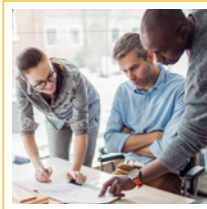
● **Human Resources Manager:** Directs all HR/personnel activities.

Responsibilities typically include recruiting and hiring professional, technical and support staff; developing and monitoring personnel policies and procedures; ensuring compliance with relevant federal, state and local laws affecting human resources; developing salary ranges and compensation administration programs; developing and coordinating performance appraisal programs; administering employee benefits; and maintaining personnel records.

● **Information Technology Manager/Network Manager:** Plans, develops, and maintains all network operations including routers, firewalls, switches/hubs, access, servers and company applications. Gives advice and support to local support staff and assists with correcting local PC problems. May supervise lower level computer or network technicians.

● **Internet Administrator:** Plans, installs and upgrades ISP network devices. May troubleshoot second level customer internet issues. May perform customer installations.

● **Internet Technician/Website Developer:** Develops websites and authors web documents for business customers, including programming and implementing scripts. Troubleshoots software and hardware problems related to Internet applications. May serve as telco's webmaster. May conduct internet seminars and training.



● **Marketing Manager:** Drafts, develops and executes marketing plans and strategies. Defines service plans for market segments. Conducts continuing appraisal of selling prices and market penetration. Maintains company's competitive position.

● **Marketing Specialist:** Coordinates the development and release of information about the telco's services and products. Researches and analyzes the market to

determine appropriate strategies and may assist the marketing manager in delivering on those results. May produce brochures, advertisements, newsletters or other public announcements. Represents the telco to the public at events or meetings.

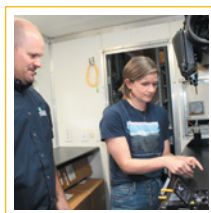
● **Mechanic:** Repairs and maintains diesel and gasoline vehicles, following manuals and using hand tools, power tools, and knowledge of electrical, power transmission, brake and other vehicle systems.

● **Multifunctional Network Worker:** Performs all non-supervisory outside network operations as needed. Responsibilities typically include installation and repair of customer premises equipment, diagnosing and repairing trouble in outside network and telephone facilities, and performing line work and groundwork as necessary. May be the only nonsupervisory outside network worker in a smaller telco. Proficient in all tasks and activities necessary to service and maintain company's outside network and facilities.

● **Multifunctional Office Worker:** Performs a wide variety of office activities, typically including secretarial, bookkeeping, clerk-typist and customer service functions. May be the only administrative/clerical staff person in a smaller telco.

● **Network Administrator:** Designs, installs, maintains and coordinates telco's or customers' Local Area or Wide Area Network (LAN/WAN). Evaluates hardware and software, including peripheral, output and internal telecommunications equipment. As a network administrator, enforces security procedures, installs network software, and manages network performance. Troubleshoots and resolves problems. Implements and coordinates network policies, procedures, and standards. May train users.

● **Network Engineering Manager:** Supervises or manages all engineering activities, including designing projects and staking lines to be built, in compliance with RUS\* specifications. Consults with the general manager and plant manager on outside plant and engineering design. Approves new installations and coordinates switched and special-access facilities. May assist in coordinating the installation of subscriber carrier and other transmission systems.



*\*RUS (Rural Utilities Service) is an USDA program that provides infrastructure and improvements to rural communities, water and waste treatment, electric power, and telecommunications services.*

● **Network Ops Center Manager:** Manages the daily operation of network operations center (NOC). Ensures the required infrastructure and element management and monitoring systems are available, operationally stable, and whose functions and capabilities meet the requirements of internal staff and customers. Works closely with other departments and outside vendors to identify, recommend, implement, and operate functional and cost-effective infrastructure management solutions for all aspects of the services managed by the NOC. Manages the development and support of the corporate notification, change, and problem management systems, as well as the supporting policies, processes, and procedures.

● **Network Ops Center Supervisor:** Supervises daily activities of network operations center technicians. Coordinates service order assignments and troubleshooting of customer reports. Monitors calls for quality assurance. Recommends processes and procedures to ensure efficient network monitoring, ticketing and trouble resolution.

● **Network Ops Center Technician:** Answers and responds to customer calls regarding service orders, trouble tickets and general service information. Provides basic technical support to customers and performs basic digital switch troubleshooting. Sets appointments, dispatches technicians and coordinates repairs with customers. Monitors network alarms and clears trouble according to designated procedures.

● **Office Manager:** Supervises office and clerical staff. Purchases office machines, equipment and supplies. Oversees maintenance of machines and equipment and dispensing of supplies. Ensures reliable filing and safekeeping of corporate records. May direct routine accounting, bookkeeping and customer service activities. May serve as the manager of customer service and the billing process, and handle complex customer issues and complaints.

● **Plant Maintenance Supervisor:** Supervises collection of trouble reports, related requests for service and preparation of work orders. Oversees initial response to problems reported by subscribers and others, ensures that detailed information about customer complaints is appropriately recorded, and monitors dispatches to ensure that all repairs and related service requests have been completed.



● **Plant Telecom Network Manager:** Directs all telco plant operations, including managing the construction, replacement, removal and maintenance of aerial and buried cable, transmission equipment and switching facilities. Ensures that telco personnel understand RUS specifications, safety procedures and preventive maintenance operations, including bonding and grounding of digital switching equipment installations. Develops and maintains records to allow reference, analysis and

monitoring of all plant components and equipment. Recommends major improvements to plant and equipment. Initiates or recommends purchases of equipment, tools and supplies.

● **Projects Manager/Special Projects:** Plans, directs and coordinates activities for existing or newly assigned projects to ensure that project goals are accomplished within the prescribed time frame. This would include but is not limited to developing supporting documentation, the management of all customer facing activities and new program support as required. Assigned to multiple concurrent projects of a routine nature, a small number of projects of moderate complexity, or a mixture. Manages daily aspects of projects. Manages changes in project scope and goals, and revises project plans. Manages budgets and timelines.

● **Public Affairs Specialist:** Informs and educates community, state and industry leaders about the company's services, achievements and plans. Attracts media coverage of telco activities. Prepares news releases and similar materials for local media, including newspapers, radio and television. Prepares or oversees the preparation of subscriber newsletters, bill stuffers, annual reports and service promotions. Conducts customer opinion surveys. Networks with state utility commission members and other industry leaders. Acts as a liaison between the telco and state and community groups to advance and promote local economic development projects.

- **Purchasing Coordinator:** Purchases material and equipment to support plant operations. Distributes materials and equipment as authorized, and maintains inventories and internal controls. Prepares and places orders for both standard and nonstandard materials and equipment, within budgetary authority. May negotiate returns of defective materials or equipment. Controls, monitors and analyzes vendor quality.
- **Receptionist:** Greets and screens visitors. Receives and routes telephone calls. Assists with placement of outgoing calls. Provides appropriate information to callers. Refers visitors to appropriate parties, contacts parties by telephone and keeps a log of visitors. Performs related typing and clerical duties.
- **Right of Way Agent:** Negotiates and secures landowner's right of way consent for construction projects. Completes and files appropriate paperwork and easements. Assesses property damage and coordinates payments to landowners following completion of projects.
- **Safety Officer:** Coordinates organization's safety program by ensuring implementation of safety policies and procedures. Completes and files accident reports. Conducts safety training and inspections.
- **Sales and Marketing Coordinator:** Researches and analyzes sales and disconnects or terminations to determine customer response to telco products and services. Assists marketing manager in developing and writing proposals. Develops and coordinates customer surveys. Coordinates telco participation in fairs and exhibitions. Assists in test marketing of new products and services. May maintain marketing/sales database and provide support to sales and service technicians.
- **Sales Engineer:** Assesses customer network and/or internet system requirements and designs LAN/WAN networks and/or internet systems to meet customer needs. Researches products, services and pricing, and provides information to sales department for inclusion in proposals. Serves as a technical resource to sales department regarding network system requirements.
- **Sales Manager:** Manages sales activities, trains sales representatives, tracks and analyzes sales trends, develops a sales strategy for each line of business and determines customers to target. May provide service to the largest customers, conduct business sales and supervise lower-level sales staff.



● **Sales Specialist:** May sell more complex telecommunications equipment to residential customers. Researches and determines likely customers for equipment and services and engages in consultative sales practices and customer service. Responds to inquiries. Informs and educates potential customers of services available. Follows up installations and alterations to ensure customer satisfaction. May assist with general marketing activities.

● **Secretary/Administrative Assistant:** Performs secretarial and administrative tasks that require analysis and judgment. Prepares letters, memos and reports. Compiles data and maintains files for one or more supervisors. Keeps schedules and coordinates meetings. May record and transcribe minutes of meetings and conferences. May also perform routine tasks using database or spreadsheet programs.

● **Security Systems Installation Technician:** Installs, tests and repairs alarms and security systems in residential and commercial buildings. Connects systems for alarm monitoring.

● **Senior Customer Account/Billing Specialist:** Reviews and approves entries for subscriber billing records to include final updates from service order activity, adjustments and other charges and credits, and adjusts final accounts including bad debt write-offs and salvage. Handles customer security deposits and prepares specialized reports and other miscellaneous customer billing activities. May attempt to collect overdue bills. May supervise customer account representatives.



● **Service Order Coordinator:** Coordinates responses to customer service requests. Sets appointments with customers for installation and repairs. Assigns service orders and routes installer and repairer. May also assign subscriber lines, perform service order and related activity in digital switching machines, monitor service quality and respond to customer complaints. May coordinate customer information and presubscription balloting for equal-access conversions.

● **Subsidiary Manager/Line of Business Manager:** Manages all activities of a subsidiary company. Reports to general manager or presidents of the parent company. Establishes operating procedures and ensures the success of the enterprise within the prescribed responsibilities and authority of the position. Evaluates new business opportunities and recommends new services. Ensures that subsidiary operations comply with applicable federal, state and local regulations. If the telco does not operate a subsidiary then this position would manage all operations for a particular line of business.

*\*A subsidiary is a company that is owned or controlled by another company. The controlling company is often referred to as the parent company.*

● **Systems Administrator:** Provides systems support to ensure integrity of company operating systems and software. Facilitates operating and software system installations, updates and upgrades. Troubleshoots system-related problems and issues and works with vendors to resolve technical issues. Utilizes software support tools to generate various reports.

● **Video Production Editor:** Responsible for taping, editing, scheduling and arranging for the airing of video content, including local community events, business advertisements, commercials and/or TV shows on the telco's cable television service channels. Develops concepts and scripts. Schedules content. May be responsible for or work with other telco positions on advertising local content or selling advertising to area businesses to support video production efforts.

● **Video Service Technician:** Installs and maintains cable television cables and equipment on customer's premises. Follows up sales leads obtained from advertising, telemarketing, promotions and referrals. Explains cable service fees and operations. Installs terminal boxes and strings lead-in wires. Measures signal strength at amplifiers and terminal boxes and determines resistance needed for appropriate signal impedance. Adjusts and repairs cable system to ensure optimum reception. Collects installation fees. Responds to customers' inquiries and complaints.

● **Video Supervisor:** Supervises collection of trouble reports and related requests for service. Prepares work orders and schedules appropriate personnel resources. Ensures cable systems, including headend, terminal boxes, amplifiers, etc., are operational. Forecasts subscription penetration, researches and implements system upgrades. May participate in the marketing and promotion of cable TV products.



● **Warehouse Worker:** Uploads and stocks materials including plant supplies, tools and equipment. Loads supplies, tools and equipment to be dispatched. Operates forklifts, overhead cranes and similar equipment. Ensures that materials are properly received, moved, stocked, accounted for and protected. Conducts inventories. Keeps logs and assists in preparing reports.

● **Wireless/Cellular Technician:** Installs, troubleshoots, tests, and maintains equipment associated with wireless operations including switching equipment, tower site, microwave radio systems and related applications. May interact with customers to troubleshoot, educate or support related equipment.





FOUNDATION FOR  
**RURAL SERVICE**

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