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April 4, 2003

Florida Public Service Commission  
Commission Clerk, Administrative Services  
2540 Shumard Oak Blvd.  
Tallahassee, FL 32399-0850

RECEIVED FPSC  
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COMMISSION  
CLERK

Re: Application of Consolidated Communications Operator Services, Inc.  
Docket No. 030109-TI  
Date Docketed: 01/31/2003

Dear Sir or Madam:

Since the date of submission of the application of Consolidated Communications Operator Services, Inc, Donald R. Shassian has resigned as Chief Financial Officer. The new Chief Financial Officer is Steven L. Childers. Attached is a copy of his resume for Attachment B to the application regarding managerial and technical capability.

Could you please return the enclosed copy of this letter in the postage prepaid envelope. Thank you very much for your assistance. If you have any questions concerning this application, please do not hesitate to contact me at 202-585-8344.

Respectfully submitted,

Valerie S. Johnson  
Special Legal Consultant  
Admitted Only in New York and  
New South Wales, Australia  
Supervised by Principals of the Firm

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# STEVEN L. CHILDERS

13758 Beam Ridge Drive  
McCordsville, IN 46055

Home: (317) 335-3472  
Cell: (317) 490-1050

## EXECUTIVE SUMMARY

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**Results oriented, proven and effective leader. Diverse general manager and leadership experience enhanced by a strong finance background.**

### STRENGTHS:

#### ACCOUNTING / FINANCE

- 15 years of combined accounting experience in public and industry arenas.
- Designed and implemented financial reporting systems and controls for several start-ups companies.
- Excel in the reporting of results, trends, and key business issues for corporate and business unit leadership.

#### GENERAL MANAGER

- Consistently achieved company goals for revenue, lines, and retention for a multi-state sales organization with a competitive local exchange telecommunications company.
- Implemented transformational change in strategic direction for a third party Teleservices Company, while significantly increasing revenue and earnings.
- Effective customer interface for sales and service.

## PROFESSIONAL EXPERIENCE

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**CONSOLIDATED COMMUNICATIONS, INC.** – Diversified telecommunications company that includes Illinois Consolidated Telephone Company, the 25<sup>th</sup> largest telephone company in the USA and several deregulated enterprises.

### VICE PRESIDENT – FINANCE – Mattoon, Illinois

4/03 to Present

Responsibilities include:

- Directing the accounting, tax, regulatory, treasury and backoffice functions of CCI.
- Maintain key relationships with banks and equity partners.
- Member of senior leadership team of CCI.

### DIRECTOR OF CORPORATE DEVELOPMENT – Mattoon, Illinois

1/03 to 3/03

Responsibilities include:

- Facilitated financial and operational reviews of access line acquisition opportunities including financial.
- Researched and evaluated other business development opportunities as directed by senior management team.

**PROFESSIONAL EXPERIENCE** continued 

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**McLEODUSA INCORPORATED** - a leading integrated communications service provider. 3/86 to 12/02

**DIRECTOR OF REVENUE ASSURANCE - Cedar Rapids, Iowa** 10/01 to 12/02

Created and implemented new Revenue Assurance Organization and end-to-end assurance process.

- Led Revenue Assurance sub team as member of Billing & Cost Efficiency Business Process Team.
- Identified revenue leverage opportunities and resolved cross-functional process gaps.
- Designed and implemented critical controls and metrics.
- Achieved \$13 million incremental EBITA contribution for 2002.
- Key interface to external and internal customers for billing issues and customer credit process.

**VICE PRESIDENT & GENERAL MANAGER - Indianapolis, Indiana** 3/99 to 10/01

Directed sales, account management, and field support teams to the achievement of company goals for revenue, lines, retention, and headcount.

- Indiana was the number three region for 1999 results and exceeded 100% of quota for revenue and lines.
- Indiana was the number one region in 2000 for lines sold at 115% of goal.
- Helped launch Ohio emerging markets and Indiana expansion markets.
- Due to high number of customer and employee issues in Michigan markets, asked by Region GVP to play leadership role for Michigan sales channels from 9/00 to 7/01.
- "Local" point of contact for major customer escalations.
- Served on Board of Directors of the Indiana Telecommunications Association.
- Testified before the Indiana Utilities Regulatory Commission in the Special Construction Complaint against Ameritech.

**VICE PRESIDENT OF CUSTOMER SERVICE - Cedar Rapids, Iowa** 3/98 to 3/99

Responsibilities included managing the Business and Residential Call Centers, Customer Support, and Credit & Collections functions in Cedar Rapids and Mattoon, Illinois.

- Led team that reduced residential bad debt from over \$1 million a month to within acceptable company thresholds. Implemented credit scoring, blocked most pass through services, overhauled treatment process, and aggressively purged high risk-accounts.
- Played a key role in building the business cases that launched the Stellar Project. This project was a comprehensive, end-to-end review of customer service processes, policies, and systems.
- Addressed front-line CSR turnover by rolling out new compensation plan that introduced career steps and a bonus plan tied to customer satisfaction.

**PRESIDENT & GENERAL MANAGER - Consolidated Market Response, Charleston, Illinois** 3/93 to 3/98

CMR was a provider of outsourced integrated teleservices to Fortune 500 companies, including several RBOC's. Complete responsibility for bottom line and strategic direction.

- Changed business strategy from being a residential outbound telemarketing shop to an integrated marketing support organization. Focus changed to inbound sales, customer service and order fulfillment.
- Increased revenue from \$3.5 million in 1993 to over \$12.5 million in 1997.
- After tax earnings increased from break even in 1992 to over \$1 million in 1996.
- Won 5 straight national quality awards.
- Appointed to Consolidated Communications Inc. (CCI) Corporate Committee to provide leadership and oversight for all CCI business units.

**PROFESSIONAL EXPERIENCE** continued 

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**DIRECTOR OF ACCOUNTING - Consolidated Communications Inc., Mattoon, Illinois**

3/86 to 3/93

Responsibilities included directing the internal and external financial reporting and budgeting process for all CCI affiliates (regulated and non-regulated).

- Key financial consultant to business unit leadership and lead interface to external auditors.
- Served as co-chair, with IBEW union president, for Health Care Containment Committee. Selection of new carrier and change to PPO plans resulted in a first year savings of approximately \$500,000.
- Designed and implemented financial reporting packages, internal control systems, and forecasting models for all CCI non-regulated companies.

**VESUVIOUS USA - manufacturer of alumina-graphite refractory products.**

1983 - 1986

**PLANT CONTROLLER - Charleston Illinois**

Responsibilities included preparing monthly financial statements for corporate review. Developed recovery rates for standard costs and reviewed financial evaluations for all capital projects.

**MURPHEY, JENNE & JONES, CERTIFIED PUBLIC ACCOUNTANTS**

1978 - 1983

**SENIOR ACCOUNTANT - Mattoon and Taylorville, Illinois**

In-charge for audits of financial institutions and manufacturing concerns. Supervised fieldwork. Evaluated internal controls and prepared management letter comments. Prepared individual and corporate returns.

**EDUCATION, CERTIFICATIONS** 

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- Bachelor of Science in Business - Eastern Illinois University
- Certified Public Accountant - State of Illinois
- Certified Management Accountant