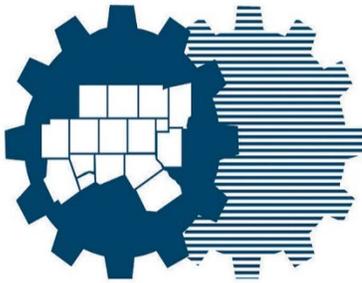


Proposal for 9-1-1 Telecommunications Fee Audit and Compliance

RFP #2025-118 – NCTCOG/TXShare



**North Central Texas
Council of Governments**

TXShare
Your Public Sector Solutions Center

Submitted by:



Nov 10, 2025

To: NCTCOG Purchasing Division

Dear Evaluation Committee,

Thank you for the opportunity to submit our proposal to support NCTCOG and its TXShare members in ensuring accuracy and compliance across 9-1-1 telecommunications fee remittances.

Digital Direction delivers telecom audit, optimization and management solutions trusted by leading enterprises and government agencies alike. For more than 23 years, we've helped organizations gain total visibility, cost accuracy and measurable recovery across complex telecom environments. What sets us apart is how effortless the experience is for our clients – we handle the heavy lifting, from collecting carrier data to validating fees and managing disputes through resolution. Our process is designed to be seamless, transparent and hands-off for the agency while ensuring complete accuracy and accountability.

Our commitment to excellence has earned Digital Direction a Net Promoter Score (NPS) of 95, placing us among the top-performing professional services firms nationwide. That satisfaction is driven by what our clients value most: a true managed solution that goes beyond software, as well as unmatched customer support from a team that treats each client's success as our own.

We also bring proven credibility within the cooperative purchasing space. Digital Direction was awarded the Sacramento County Telecommunications Audit and Management RFP, which led to our inclusion in the SCOPA (Sacramento Cooperative Purchasing Alliance) – a validation of both our performance and ability to deliver exceptional results under public sector contracting standards.

Our proposal reflects that same commitment to quality and transparency. We're confident that our approach will deliver measurable value, accuracy and compliance for NCTCOG and its participating 9-1-1 agencies, ensuring every remitted dollar is properly allocated and every recovery fully documented.

Thank you for considering Digital Direction as your partner for this important initiative. We look forward to the opportunity to serve the NCTCOG community with the precision, responsiveness and results that define our work.

Sincerely,

Wil Shepard
Account Executive, Digital Direction
wshepard@digital-direction.com
(312) 267-4492
(303) 918-8216 (m)
208 N Green St Flr 3
Chicago, IL 60607

Digital Direction Proposal

RFP #2025-118 – 9-1-1 Telecommunications Fee Audit and Compliance

1. Certificate of Offeror and Statement of Understanding

Digital Direction LLC (“Digital Direction”) understands and accepts all requirements contained in RFP #2025-118, with no exceptions taken.

We acknowledge that NCTCOG seeks experienced, results-driven firms capable of independently validating carrier 9-1-1 fee remittances, recovering underpayments and strengthening long-term compliance across the TXShare cooperative network.

Digital Direction recognizes the public safety significance of this initiative and affirms our ability to deliver a turnkey audit and compliance program that ensures:

- Accurate remittance of statutory 9-1-1 surcharges
- Documented financial recoveries and credits
- Sustained compliance through ongoing monitoring and contract normalization

Digital Direction is not a Texas-registered company and does not maintain offices, employees or physical operations in Texas but will provide services statewide and nationwide as indicated in Exhibit 3. We will comply with any and all Texas State registration requirements immediately upon award of contract.

2. References

Loma Linda University/Loma Linda Health

San Bernardino, CA
Bert Chancellor
Executive Director, Technical Services
bchancellor@llu.edu

First Merchants Bank

Muncie, IN
Sara Turner
VP & Director, Information Technology
sturner@firstmerchants.com

Texas Mutual Mortgage

Austin, TX

Brian Hynes

Senior Manager, Infrastructure Service & Operations

brianhynes@texasmutual.com

Magnit Global

Folsom, CA

Glenn Burgess

Senior Manager, Desktop Services

glenn.burgess@magnitglobal.com

3. Project-Related Experience and Qualifications

A. Telecom Audit Experience

For 23 years, Digital Direction has specialized in telecom audit, cost recover and regulatory compliance services for multi-carrier environments. Our core capabilities span wireline, wireless, VoIP and data networks for both enterprise and public-sector clients.

Our team includes certified telecom auditors, billing analysts and regulatory tax experts who have performed audits addressing surcharges and statutes nationwide.

Over our history, we have identified and recovered more than \$950 million in verified savings and credits for our clients, while maintaining post-audit billing accuracy exceeding 99.6%.

B. Documented Client Savings

Representative results:

- **Fortune 500 manufacturer:** \$12.4 M recovered through multi-carrier billing audit in ten months
- **Public utility agency:** \$2.1M in regulatory surcharge credits within six months
- **Healthcare network:** 35% average cost reduction across five carriers
- **Government:** \$70M in annual savings and credits uncovered for largest city in US

With our savings/contingency-based fee structure, Digital Direction guarantees that the savings we deliver will always exceed our fee.

C. Telecom Billing and Contract Expertise

Digital Direction brings a unique combination of audit precision and enterprise-grade TEM capability, making us true experts in both telecom billing and contract governance.

Our team manages telecom billing down to the line-item level – capturing, normalizing and validating every charge across major carrier platforms, including AT&T BusinessDirect, Verizon Enterprise Center, Lumen, Spectrum and others. This process compares and contrasts billed rates to negotiated contracts, tariffs and statutory surcharges, ensuring every invoice reflects the correct rate structure.

Through our NextGen TEM platform, all client contracts, rate tables and terms are digitized and automatically applied to billing validation logic. This transforms static documents into living compliance frameworks that continuously enforce accuracy and reveal discrepancies before they escalate into financial loss.

Our expertise extends beyond identification – our dedicated dispute and recovery team manages the carrier resolution process end-to-end, converting findings into verified financial recoveries. The combination of human audit expertise, regulatory experience and our contract-driven automation, positions Digital Direction as a leader in telecom billing and contract management excellence.

D. Additional Capabilities

Our proprietary **TEM Platform** delivers full visibility into billing tickets, resolution stages, complete inventory and bill pay. Key features:

- AI-driven data validation (Q1 2026)
- Centralized repository for recovery documentation and carrier responses
- Quarterly automated reporting for findings, recoveries and dispute tracking
- Invoice approval workflow
- Secure portal access for NCTCOG and participating entities
- No subcontractors or third-party vendors will be used for any projects associated with the scope of work included in this RFP

4. Technical Proposal

A. Description of Proposed Services

Digital Direction proposes to deliver comprehensive 9-1-1 fee audit and compliance services under Service Category #1 of this RFP. Our scope includes:

- Independent validation of carrier remittance data
- Detection of errors, overcharges and misallocations
- Management of credit and refund recovery through carrier dispute channels
- Quarterly reporting and ongoing monitoring to sustain compliance

Our Managed TEM Services can optionally extend support beyond the audit phase, covering invoice management, inventory accuracy, MACD tracking and contract optimization for continuous governance.

B. Operational Methodology

- **Governance:** A dedicated project manager oversees milestones, deliverables and communication
 - **Quality Assurance:** All findings undergo dual review for accuracy and regulatory compliance
 - **Reporting:** Quarterly reports per Section 5.1 include error summaries, recoveries and open disputes
 - **Communication:** Status meetings and secure portal updates ensure transparency
 - **Escalation:** Our dedicated Dispute and Recovery Team manages carrier escalations through resolution
-

C. Tools, Systems, and Technologies

All services are executed within our audit management platform, featuring:

- Secure document exchange and data intake automation
 - AI-assisted audit and reconciliation modules
 - Carrier interface tracking and alert dashboards
 - Compliance reporting and performance metrics
-

D. Alignment with Section 5.0 Specifications

Our solution meets or exceeds every requirement listed in the Scope of Work, with no exceptions taken:

- Comprehensive audit of voice, data and wireless remittances under applicable statutes
- Usage pattern analysis against contractual obligations
- Dispute initiation and recovery management
- Quarterly reporting per NCTCOG standards
- Continuous monitoring and contract normalization for long-term accuracy

E. Additional Value-Added Features

- Continuous monitoring dashboards and automated anomaly alerts
 - Regulatory and tax expertise ensuring alignment with state and federal requirements
 - Scalable framework for nationwide TXShare members
 - Proactive root-cause correction to prevent recurrence of errors
 - Our team will also go back up to 24 months to find any carrier billing errors and dispute all /get credits issued on the participating agency's behalf
-

F. Above-and-Beyond Methodology

Our audit methodology extends beyond the minimum scope by integrating validation and continuous contract normalization. Proprietary algorithms in the NextGen TEM platform automatically detect recurring surcharge anomalies, verify jurisdictional allocations and initiate dispute workflows. This framework creates lasting financial integrity and sustained compliance for NCTCOG and TXShare participants.

G. Administrative and Reporting Compliance

Digital Direction will fully comply with TXShare's quarterly sales reporting requirements and remit the 2.5% administrative fee on all qualifying sales. Our internal Microsoft Dynamics CRM and accounting system tracks engagements by client and region to produce auditable management reports, consistent with Sections 2.4 and 2.5.

5. Pricing and Catalog Information

A. Compensation Model Description

Digital Direction offers a flexible pricing model under **Discount Pricing** structure per Section 5.12.1:

- **Primary Option – Contingency-Based Audit Fee:** A percentage of funds successfully recovered for the agency; no fees are due until savings are realized
- **Alternate Option – Fixed or Hybrid Fee:** Available for agencies preferring a predictable budgeted engagement based on scope and volume

Both options can be tailored within Supplemental Agreements executed under the Master Contract.

B. Cost-Effectiveness and ROI Justification

Digital Direction's contingency-based model ensures measurable financial value for every TXShare participant. Clients typically realize verified savings or recoveries equal to 8–25% of audited spend, translating to a 5:1 to 10:1 return on investment. Because fees are tied directly to confirmed recoveries, participating agencies incur no risk – costs are only paid after funds are secured. This approach guarantees cost-effectiveness, while ensuring that all recoveries exceed the total engagement fee.

C. Additional Fees or Charges

Digital Direction's pricing model is performance-based – no fees are billed unless verified recoveries are realized. Accordingly, standard engagement fees do not include travel expenses, as most services are delivered remotely and electronically through our secure NextGen TEM platform.

If in-person meetings, onsite data collection or training sessions are specifically requested by a participating entity, reasonable travel expenses (transportation, lodging, per diem) will be billed at cost in accordance with the entity's travel reimbursement policy and pre-approved in writing prior to travel.

No other administrative, technology or platform fees apply. All costs are transparent, auditable and agreed upon in advance, through the participating agency's Supplemental Agreement.

D. Assumptions and Exceptions

No exceptions taken. All pricing is exclusive of sales tax and inclusive of freight and portal access costs as per Section 5.12.6.

5.7 Warranty/Guarantee

Digital Direction stands fully behind the quality and accuracy of the audit and compliance services we provide. We guarantee that the verified savings or recoveries identified through our audit will always exceed our associated fee; if that threshold is not achieved, we will adjust our fee accordingly.

Following completion of each audit, Digital Direction provides a 90-day support period during which we will, at no additional cost, re-review data, validate corrections and resolve any previously undetected discrepancies that fall within the project scope. This ensures that every participating agency receives the full benefit of the audit results.

Our guarantee applies to findings and recoveries within the client’s operational control and dependent on carrier cooperation. This warranty covers the accuracy and completeness of our audit deliverables, not the independent actions or billing practices of third-party carriers. We continuously monitor outcomes to promote ongoing compliance and transparency for all participating entities.

5.8 Catalog

Digital Direction submits this catalog of services in accordance with Section 5.8 of RFP #2025-118. The catalog represents all offerings available under Service Category #1: 9-1-1 Telecommunications Fee Audit and Compliance and Service Category #2: Other Ancillary Goods or Services.

Only the services listed below are eligible for purchase under the awarded TXShare contract.

All pricing is offered under a flexible hybrid model that allows participating entities to choose the structure that best fits their budgeting and procurement preferences:

- Contingency-Based Fee – A percentage of verified recoveries; no fees are invoiced until recoveries are realized.
- Fixed or Hybrid Fee – A fixed base fee per agency or project plus a reduced contingency percentage on verified recoveries.

Pricing is fixed for the first 24 months of the Master Agreement and may thereafter be adjusted annually in accordance with the most recent 12-month CPI-U index, per Section 5.12.5. All pricing listed below reflects Digital Direction’s cooperative rate schedule, discounted and scaled appropriately based on each participating agency’s annual telecom spend. This structure ensures that every TXShare member receives fair, volume-based pricing consistent with our standard commercial rate schedule.

Exhibit 1 – Digital Direction Discounted Pricing/Service Catalog

<u>Service Line</u>	<u>Description</u>	<u>Pricing Model</u>	<u>Category</u>
Fee Remittance Audit - Contingency	Comprehensive analysis of 9-1-1 fee collections and carrier remittances; identification of under-remittance, misallocations, errors and resolution	45% Contingency of 18 months future savings and credits *Based on \$1 of annual carrier billing up to \$360,000 annual carrier billing	#1

Fee Remittance Audit - Contingency	Comprehensive analysis of 9-1-1 fee collections and carrier remittances; identification of under-remittance, misallocations, errors and resolution	35% Contingency of 18 months future savings and credits *Based on \$360,001 of annual carrier billing up to \$1,000,000 annual carrier billing	#1
Fee Remittance Audit - Contingency	Comprehensive analysis of 9-1-1 fee collections and carrier remittances; identification of under-remittance, misallocations, errors and resolution	25% Contingency of 18 months future savings and credits *Based on \$1,000,001 of annual carrier billing up to \$5,000,000 annual carrier billing	#1
Fee Remittance Audit - Contingency	Comprehensive analysis of 9-1-1 fee collections and carrier remittances; identification of under-remittance, misallocations, errors and resolution	20% Contingency of 18 months future savings and credits *Based on \$5,000,001 of annual carrier billing up to \$10,000,000 annual carrier billing	#1
Fee Remittance Audit - Fixed Fee	Comprehensive analysis of 9-1-1 fee collections and carrier remittances; identification of under-remittance, misallocations, errors and resolution	\$62,581 Fixed Fee *Based on \$1 of annual carrier billing up to \$360,000 annual carrier billing	#1
Fee Remittance Audit - Fixed Fee	Comprehensive analysis of 9-1-1 fee collections and carrier remittances; identification of under-remittance, misallocations, errors and resolution	\$74,263 Fixed Fee *Based on \$360,001 of annual carrier billing up to \$1,000,000 annual carrier billing	#1
Fee Remittance Audit - Fixed Fee	Comprehensive analysis of 9-1-1 fee collections and carrier remittances; identification of under-remittance, misallocations, errors and resolution	\$178,365 Fixed Fee *Based on \$1,000,001 of annual carrier billing up to \$5,000,000 annual carrier billing	#1

Fee Remittance Audit - Fixed Fee	Comprehensive analysis of 9-1-1 fee collections and carrier remittances; identification of under-remittance, misallocations, errors and resolution	\$296,003 Fixed Fee *Based on \$5,000,001 of annual carrier billing up to \$10,000,000 annual carrier billing	#1
Managed TEM Services	Comprehensive, fully managed Telecom Expense Management (TEM) solution delivered through Digital Direction's proprietary SaaS-based platform. Includes inventory management, invoice processing, bill pay-consolidated billing, contract governance, rate optimization, trouble ticket and MACD support under one unified service model.	Fixed monthly fee per client environment. Pricing based on annual spend, invoice count and location count. Ranges from 1-3% of monthly spend.	#2

Catalog Notes

- **No Additional Fees:** All services – including but not limited to: onboarding, dispute and recovery management, quarterly compliance reporting, post-audit 90-day support warranty, etc. – are included in the pricing catalog; no additional fees would apply. No exceptions taken.
- **Geographic Availability:** Digital Direction will service the entire State of Texas and all 50 states under TXShare, as designated in Exhibit 3
- **Price Protection:** No price increases for the first 24 months; subsequent changes limited to CPI-U or less
- **Administrative Compliance:** Digital Direction will remit the required 2.5 % TXShare administrative fee and provide quarterly sales reports per Sections 2.4 and 2.5
- **Catalog Updates:** New or improved services within the awarded scope may be added during the contract term by mutual written amendment with NCTCOG
- **Warranty:** All services include the 90-day post-audit warranty described in Section 5.7

5.12.1 Catalog Pricing

Exhibit 1 – Digital Direction Service Catalog and Pricing Structure

All pricing is presented as either contingency-based or fixed-fee options, scaled by the participating agency’s annual 9-1-1 carrier billing volume. This structure ensures fairness and proportionality – larger agencies benefit from lower percentage rates, while smaller agencies maintain affordable entry points.

Under the contingency model, fees are calculated as a percentage of 18 months of projected future savings and credits identified during the audit. No fees are billed until verified findings are documented.

Discount pricing is available for multi-agency cooperative audits and annual retainer agreements executed through TXShare. All rates are fixed for the first 24 months of the master agreement and may thereafter be adjusted only in accordance with the Consumer Price Index for All Urban Consumers (CPI-U), as specified in Section 5.12.5 of the RFP.

Digital Direction agrees that:

- The minimum discount percentage will remain fixed for the first 24 months of the contract term
- Any future price adjustments will comply with the CPI-U cap as described in Section 5.12.5 and will require written amendment approval from NCTCOG
- Price decreases or greater discounts may be offered at any time without prior approval
- The catalog may be updated to include new or improved services that remain within the awarded scope, subject to NCTCOG review and written approval
- All catalog pricing, discounts and changes will be fully auditable and transparent to NCTCOG and TXShare members

Digital Direction’s pricing methodology ensures that agencies pay only for verified results or clearly defined services, with no markups or hidden fees. This flexible model provides both cost-effectiveness and long-term price protection while maintaining compliance with all cooperative purchasing requirements.

Success Measurement

Consistent with Section 5.2 of the RFP, success will be measured by:

- Total dollars recovered for NCTCOG and TXShare members
- Timeliness of dispute resolution and fund recovery
- Sustained accuracy and compliance in future carrier remittances

Proposed Ancillary Service: Managed Telecom Expense Management (TEM)

In addition to our 9-1-1 Fee Audit and Optimization expertise, Digital Direction offers a comprehensive, fully managed Telecom Expense Management (TEM) solution designed for organizations that want ongoing visibility, control and cost assurance across their entire telecom environment. Delivered through our proprietary SaaS-based managed TEM platform, this service provides real-time insight into spend, inventory, contracts and performance – allowing clients to move beyond one-time audits and into continuous management and optimization.

Our managed TEM offering is built around Digital Direction’s Five Pillars of Excellence:

1. Audit & Optimization – Continuous validation to ensure all billing is accurate and every dollar is justified
2. Inventory Management – Complete, real-time visibility into every circuit, device and service
3. Invoice Management – Automated validation and processing for 100% accuracy and efficiency
4. Contract Management – Centralized storage and monitoring of all carrier agreements to enforce negotiated rates and renewal discipline
5. Support & MACD Management – End-to-end order, change and trouble-ticket handling through our dedicated operations team.

Each pillar is delivered through our aUS-based staff, giving clients a hands-free, fully managed experience, supported by experts who understand the complexities of telecom. With a Net Promoter Score of 95, Digital Direction’s clients consistently rank us among the top professional service providers nationwide – a reflection of our responsiveness, transparency and proactive carrier management that drives continuous improvement month after month.

The benefits of partnering with Digital Direction extend well beyond cost savings. Clients reduce telecom administration workload by more than 60%, achieve sustained savings year over year and gain the confidence that their entire environment – contracts, billing, support, etc. – is actively managed by professionals who care as much about accuracy as they do about service. Our managed TEM model delivers exactly what TXShare members value most: simplicity, reliability and measurable outcomes backed by unmatched customer support.

These services are available to TXShare participants under Category #2 – Ancillary Goods and Services, giving agencies a streamlined path to adopt ongoing telecom management and optimization without the need for additional procurement. Whether through a single audit or an ongoing managed engagement, Digital Direction ensures every client experiences the same seamless process, accountability, and results that define our reputation.

Conclusion

Digital Direction is uniquely positioned to serve as a strategic partner for both NCTCOG and TXShare, with respect to their 9-1-1 Telecommunications Fee Audit and Compliance. With 23 years of telecom audit leadership, proven financial recovery results and our NextGen TEM platform providing unmatched visibility and control, we offer a solution that delivers accountability, transparency and sustained compliance across all participating agencies.



REQUEST FOR PROPOSALS
For
9-1-1 Telecommunications Fee Audit and Compliance
2025-118

October 2025

EXHIBIT 1: CATEGORIES OFFERED AND PRICING PROPOSAL

Select the categories you are offering in your proposal:

- Service Category #1: 9-1-1 Telecommunications Fee Audit and Compliance
- Service Category #2: Other Ancillary Goods or Services (List Below)

Telecom Expense Management (TEM)

Catalog Submission

Responding Offerors must submit a current catalog for the goods or services proposed under each applicable category. Catalogs must be provided electronically, either as an excel document, PDF document or via a web link, and must include searchable pricing information. Hard copy catalogs will not be accepted.

Catalog pricing may include percentage discounts, fixed unit pricing, or tiered pricing based on quantity. Only goods or services listed in the submitted catalog will be eligible for sale under any awarded contract category.

Catalog Submission Format – Check One:

- Excel or PDF Catalog Attached
- Web Link to Catalog: _____

Pricing Submission Requirements

Respondents must provide a pricing model in accordance with the guidance in **Section 5.12**, clearly indicating whether the pricing is based on **Discount Pricing** or **Fixed Pricing**. Pricing must be clearly delineated for **Service Categories**.

Label your pricing proposal as “**Exhibit 1 – Pricing**” and use as many pages as necessary.

Important Note: This RFP is not tied to any specific project at this time. The purpose is to secure pricing for potential future use by public sector entities. Respondents are encouraged to provide pricing models that are as descriptive and flexible as possible to accommodate the varied needs of potential users.

EXHIBIT 2: SAMPLE MARKET BASKET FORM

A Sample Market Basket Form is not required for this RFP.

EXHIBIT 3: SERVICE DESIGNATION AREAS

Texas Service Area Designation or Identification			
Proposing Firm Name:	Digital Direction		
Notes:	Indicate in the appropriate box whether you are proposing to service the entire state of Texas		
	Will service the entire state of Texas	Will not service the entire state of Texas	
	Yes		
	If you are not proposing to service the entire state of Texas, designate on the form below the regions that you are proposing to provide goods and/or services to. By designating a region or regions, you are certifying that you are willing and able to provide the proposed goods and services.		
Item	Region	Metropolitan Statistical Areas	Designated Service Area
1.	North Central Texas	16 counties in the Dallas-Fort Worth Metropolitan area	
2.	High Plains	Amarillo Lubbock	
3.	Northwest	Abilene Wichita Falls	
4.	Upper East	Longview Texarkana, TX-AR Metro Area Tyler	
5.	Southeast	Beaumont-Port Arthur	
6.	Gulf Coast	Houston-The Woodlands- Sugar Land	
7.	Central Texas	College Station-Bryan Killeen-Temple Waco	
8.	Capital Texas	Austin-Round Rock	
9.	Alamo	San Antonio-New Braunfels Victoria	
10.	South Texas	Brownsville-Harlingen Corpus Christi Laredo McAllen-Edinburg-Mission	
11.	West Texas	Midland Odessa San Angelo	
12.	Upper Rio Grande	El Paso	

(Exhibit 3 continued on next page)

Nationwide Service Area Designation or Identification Form			
Proposing Firm Name:	Digital Direction		
Notes:	Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.		
	Will service all fifty (50) states	Will not service fifty (50) states	
	Yes		
	<p>If you are not proposing to service to all fifty (50) states, then designate on the form below the states that you will provide service to. By designating a state or states, you are certifying that you are willing and able to provide the proposed goods and services in those states.</p> <p>If you are only proposing to service a specific region, metropolitan statistical area (MSA), or City in a State, then indicate as such in the appropriate column box.</p>		
Item	State	Region/MSA/City (write "ALL" if proposing to service entire state)	Designated as a Service Area
1.	Alabama		
2.	Alaska		
3.	Arizona		
4.	Arkansas		
5.	California		
6.	Colorado		
7.	Connecticut		
8.	Delaware		
9.	Florida		
10.	Georgia		
11.	Hawaii		
12.	Idaho		
13.	Illinois		
14.	Indiana		
15.	Iowa		
16.	Kansas		
17.	Kentucky		
18.	Louisiana		
19.	Maine		

20.	Maryland		
21.	Massachusetts		
22.	Michigan		
23.	Minnesota		
24.	Mississippi		
25.	Missouri		
26.	Montana		
27.	Nebraska		
28.	Nevada		
29.	New Hampshire		
30.	New Jersey		
31.	New Mexico		
32.	New York		
33.	North Carolina		
34.	North Dakota		
35.	Ohio		
36.	Oregon		
37.	Oklahoma		
38.	Pennsylvania		
39.	Rhode Island		
40.	South Carolina		
41.	South Dakota		
42.	Tennessee		
43.	Texas		
44.	Utah		
45.	Vermont		
46.	Virginia		
47.	Washington		
48.	West Virginia		
49.	Wisconsin		
50.	Wyoming		

End of Exhibit 3



Maximize Savings Minimize Hassle

with Digital Direction's Premier Telecom
Management Solutions

Enterprise-level IT resources and support
to help you save more and stress less

23

Years industry
experience

95

Net promotor
score (NPS)

\$950M

in savings produced

35%

ROI



ONE
Platform For
All Your IT
Needs

RESULTS ARE DRIVEN BY OUR PROCESS

We Do the Heavy Lifting

 **Medical Manufacturer with \$2 Billion in Revenue and 12,000+ employees**

\$1.43 million Annual Spend	58 Locations
6 Carriers	48 Invoices

\$805,000
Annual savings and credits

 **Leading healthcare provider + ninth largest employer in Ohio**

\$3.68 million Annual Spend	177 Locations
8 Carriers	314 Invoices

\$1,430,000
Annual savings and credits

Time Efficiency

 **A nationally recognized, nonprofit, healthcare organization**

\$1.15 million Annual Spend	15 Locations
6 Carriers	20 Invoices

\$1,603,979
Annual savings and credits

 **Government**

\$138.3 million Annual Spend	12,334 Locations
2 Carriers	2,986 Invoices

\$48,376,000
Annual savings and credits

Highest Return in the Industry

 **American industrial company with 125 locations in 29 countries**

\$6.48 million Annual Spend	125 Locations
6 Carriers	99 Invoices

\$519,693
Annual savings and credits

 **Casino and Gaming**

\$387,979 Annual Spend	7 Locations
2 Carriers	2 Invoices

\$128,529
Annual savings and credits

Audit Process

Voice, Data, Mobility, Cloud, SaaS

