

Appendix U Description of Services Form

APPENDIX U – Description of Services

The County would like to understand how the proposed solution could meet current and potential business needs. Please provide a brief narrative response to the following questions.

Item	General Question
1.	<p>Approach:</p> <ul style="list-style-type: none"> Outline your methodology for completing a comprehensive telecommunications audit while ensuring alignment with Sacramento County's goals and deliverables.
	<p>Digital Direction utilizes a proven, structured methodology to conduct comprehensive telecommunications audits, ensuring full alignment with Sacramento County’s goals and deliverables. Our approach is designed to maximize cost savings, optimize telecom infrastructure and provide full visibility into telecom expenditures, while maintaining operational efficiency.</p> <p>Step 1: Discovery & Data Collection</p> <ul style="list-style-type: none"> Conduct a kickoff meeting to align with County objectives. Gather invoices, contracts, carrier records, and service inventories. Perform stakeholder interviews to assess needs. <p>Step 2: Invoice & Contract Audit</p> <ul style="list-style-type: none"> Analyze invoices line-by-line for billing errors and contract compliance. Validate service usage, location accuracy and circuit assignments. Conduct test calls to confirm billed services are active. <p>Step 3: Cost Optimization & Recommendations</p> <ul style="list-style-type: none"> Identify cost-saving opportunities, including contract renegotiations. Develop a future-state strategy for telecom cost efficiency. <p>Step 4: Implementation & Reporting</p> <ul style="list-style-type: none"> Provide a detailed audit report, service inventory and action plan. Work with County teams to implement approved changes and verify billing corrections. Submit carrier claims for billing errors and recover credits. Produce a detailed invoice booklet showing the before and after for each effected line item. <p>Ensuring Alignment with County Goals</p> <ul style="list-style-type: none"> Achieve significant cost savings (35% savings is our historical average). Ensure transparency with detailed reporting. Maintain operational continuity with a phased, non-disruptive approach. <p>Our proven methodology delivers cost-effective, transparent and data-driven results, ensuring Sacramento County maximizes telecom efficiency and savings.</p>

Item	Cellular Telephone Billing Analysis
2.	Billing Review:

	<ul style="list-style-type: none"> • How will you examine cellular billing statements to identify discrepancies, unauthorized charges, and usage patterns? • What tools or processes will you use for this analysis?
	<ul style="list-style-type: none"> • We have dedicated analysts who review all carrier invoices for any billing errors/overcharges (and work to get credits issued on your behalf if applicable), while also ensuring that the charges associated with each line/end user align with their expected costs based on data consumption, available plans, carrier contracts, etc. • We review 12 months of invoice history, looking at each carrier invoice for any errors, discrepancies, irregular charges and/or any individual end user charges that fall outside of a delta that we would consider a normal range based on your regular monthly costs (~5-10%).
3.	<p>Rate Plan Evaluation:</p> <ul style="list-style-type: none"> • How will you determine whether current rate plans align with actual usage? • What factors will you consider when recommending alternative plans, and how will you project cost savings?
	<ul style="list-style-type: none"> • Our dedicated analysts will right size your account(s) by looking at all available carriers, contracts, plans, promotions, etc. and placing end users on the plans that best coincide with their data consumption (typically a combination of shared/pooled data plans and unlimited plans, depending on the carrier), ensuring that you are paying only for the data that you use on a monthly basis. • When optimizing your bill, we look at your data consumption, as well as the plans currently available to you by the carrier(s); we offer a free analysis on your account(s) prior to making any changes, to give you an idea as to what you can expect to save moving forward and then continue to track realized savings in the following months.
4.	<p>Device Utilization:</p> <ul style="list-style-type: none"> • What methodology will you use to inventory and assess device usage, costs, and performance? • How will you identify opportunities for device consolidation or upgrades?
	<ul style="list-style-type: none"> • We keep a detailed inventory of all your devices, displaying all pertinent data made available by the carrier(s); we use all of that information to optimize your bill, recommend plan changes, etc., while allowing you to track excessive data users as well. • Additionally, we track upgrade eligibility dates, ETF's (early termination fees) and will deliver recommendations as far as devices that could be upgraded, as well as to work with you to identify unused lines and suspend/cancel – and then repurpose, if possible – devices in order to generate additional savings.
5.	<p>Contract Compliance:</p> <ul style="list-style-type: none"> • What approach will you take to review cellular contracts for compliance and renegotiation opportunities? • How will you identify and recommend bulk purchasing or multi-line discount opportunities?
	<ul style="list-style-type: none"> • Our team brings decades of combined wireless experience and is keenly aware of any promotions, discounts, etc. the carrier(s) may be offering at any given time, ensuring that you will be on the most cost-effective plans available to you. We also track your contract(s), ensuring that you are in compliance with any minimum line counts that may apply. Lastly, we proudly serve as your advocate during contract negotiations, which may also include leveraging offers from other carriers (and/or switching carriers if necessary) to get you the best rates/coverage possibly available to you.

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| | <ul style="list-style-type: none">• As part of the onboarding process, we would acquaint ourselves with your carrier rep(s), with whom we would stay in contact for the duration of our agreement, ensuring that we are always aware of any promotions, offers, etc., including but not limited to those involving bulk purchasing and multi-line discounts (which are common); we would then run a comprehensive analysis detailing any potential benefits of adding lines in bulk. |
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Item	Telephony Circuits (Landlines) Audit
6.	<p>Circuit Inventory and Utilization:</p> <ul style="list-style-type: none"> • How will you ensure a comprehensive and accurate inventory of all telephony circuits? • Describe your approach to analyzing circuit utilization to identify underutilized or redundant circuits.
	<ul style="list-style-type: none"> • We work with our customers to obtain all invoices that are in scope for the inventory. We enter those invoices into our CRM, Microsoft Dynamics. We then use the CRM to manage the inventory creation. Based on the invoices and any carrier portal access we are given, we build our initial inventory. We then follow up with the carriers to obtain any information that we don't have and fill in the inventory based on the information we obtain. Once the inventory is fully built, we do a round of quality assurance to ensure it is accurate. Our CRM has been refined to allow us to efficiently manage the complex process of building these inventories. The final inventory will be extremely detailed. It will include all of the details you would expect of a telecom inventory, including but not limited to: service address, billing name, account number, phone number, circuit ID, speeds, DID's, point to numbers, service type, etc. • The approach will vary depending on the carrier. In some cases, we can use the carrier's portal to pull data in order to understand to what degree a circuit is being utilized; some carriers require trouble tickets be opened, while others require you to work with their account teams. In any case, we will gather all the data from the various carriers, put it all into a standardized format file to show the utilization data across all carriers. We then review this information with you, the customer. Beyond the utilization data, Digital Direction can also review all of the services at a location and work with the customer to see if there may be unnecessary or unintended redundancies.
7.	<p>Cost Comparison Analysis:</p> <ul style="list-style-type: none"> • How will you compare the County's current telephony costs against CALNET pricing? • What is your approach to evaluating the potential for consolidating or migrating circuits under CALNET offerings?
	<ul style="list-style-type: none"> • Digital Direction will conduct a comprehensive cost comparison presented as a savings analysis, comparing the County's current telephony costs against CALNET contract rates. This analysis will include: <ul style="list-style-type: none"> • A detailed breakdown of existing services and associated costs. • A side-by-side cost comparison with CALNET pricing to identify potential savings. • A review of current contract terms per line item to assess and mitigate any early termination liabilities where applicable. <p>This approach ensures the County maximizes cost savings while maintaining contractual compliance and service continuity.</p> • Digital Direction has extensive experience evaluating circuit consolidation and migration strategies to optimize cost savings and efficiency. Our audits typically reveal key findings and drive strategic recommendations for seamless migration. <p>Common Findings:</p> <ul style="list-style-type: none"> • Redundant & Underutilized Circuits <ul style="list-style-type: none"> • Many organizations maintain unused or excess circuits due to outdated service plans. • Audits often reveal significant overlap across carriers, increasing unnecessary costs.

	<ul style="list-style-type: none"> • Billing & Contract Misalignment <ul style="list-style-type: none"> • Existing contracts may not align against CALNET’s structured pricing, leading to higher-than-market rates. • Early termination fees could pose a challenge if not strategically mitigated. • Service Performance & Network Compatibility <ul style="list-style-type: none"> • Some legacy circuits may not meet CALNET technical specifications, requiring upgrades or reconfiguration. • Bandwidth and redundancy requirements need to be assessed for business continuity. • Cost Savings Potential <ul style="list-style-type: none"> • Migration to CALNET may yield substantial cost reductions – savings typically depend on circuit type, contract terms and service dependencies. • Multi-location organizations benefit the most from bulk migration strategies. <p>Recommendations:</p> <ul style="list-style-type: none"> • Circuit Inventory & Usage Analysis: Identify and phase out redundant circuits before migration. • Cost Comparison & Contract Review: Assess CALNET pricing advantages while mitigating termination risks. • Phased Migration Plan: Prioritize high-cost circuits first, ensuring seamless transition and minimal disruption. • Technical Evaluation & Implementation Strategy: Ensure circuits meet specifications and are optimized for network efficiency. <p>By following this structured approach, Digital Direction would ensure that circuit consolidation and migration under CALNET is cost-effective, technically sound and strategically executed to maximize savings and service efficiency.</p>
8.	<p>Service Quality Assessment:</p> <ul style="list-style-type: none"> • What steps will you take to evaluate the performance and reliability of existing landline services? • How will you incorporate service level agreements (SLAs) into your recommendations?
	<ul style="list-style-type: none"> • Test calls can be made on all voice services to ensure they are being used. The results of those calls are presented to the customer for disconnection considerations. For instance, TDM analog lines will be phased out in the coming years – Digital Direction will drive discussions on how to migrate from these legacy services even if they are in use. • SLA’s are part of the consideration process when evaluating the needs of a customer – the better the SLA, the likely more expensive the service. These factors are part of the discussion we have with our customers as we help them decide what service is best for their needs. Additionally, when we manage trouble tickets for a customer, if a repair violates a carrier SLA, Digital Direction will work with the carrier to obtain a credit for the SLA violation.

Item	Internet Circuits
9.	<p>Inventory and Usage Analysis:</p> <ul style="list-style-type: none"> • How will you identify and inventory all Internet circuits? • What metrics will you use to evaluate utilization and costs?

	<ul style="list-style-type: none"> We work with a customer to obtain all invoices that are in scope for the inventory. We enter those invoices into our CRM, Microsoft Dynamics, and then use the CRM to manage the inventory creation. Based on the invoices and any carrier portal access we are given, we build our initial inventory. We then follow up with the carriers to obtain any information that we don't have. We then fill in the inventory based on the information we obtain. Once the inventory is built, we do a round of quality assurance to ensure it is accurate. Our CRM has been refined to allow us to efficiently manage the complex process of building these inventories. The final inventory will be extremely detailed – it will include all of the details you would expect a telecom inventory to have, including but not limited to: service address, billing name, account number, phone number, circuit ID, speeds, DIDs, point to numbers, service type, etc. To evaluate utilization, the approach will vary depending on the carrier. In some cases, you can use the carrier's portal to pull data in order to understand to what degree a circuit is being utilized. Some carriers require trouble tickets be opened, while others require you to work with their account teams. In any case, we will gather all the data from the various carriers, put it all into a standardized format file to show the utilization data across all carriers. We will review all of this information with the customer. Beyond the utilization data, Digital Direction can also review all of the services at a location and work with the customer to see if there is unnecessary or unintended redundancies. <p>22 years in managing day to day telecom needs for large global enterprise clients allows Digital Direction to understand the intricacies of telecom carriers.</p>
10.	<p>Inventory and Usage Analysis:</p> <ul style="list-style-type: none"> What strategies will you employ to identify and recommend cost-saving measures for Internet circuits?
	<ul style="list-style-type: none"> To evaluate costs, first we look at the price of the service vs. industry norms based on service type and the service location. We also work to understand whether the service is in an existing contract. If it is not under contract, our normal process is to work with the customer to understand their plans for the service, as well as to work with their current carrier to see if they can lower the pricing, perhaps by putting it under contract. Our efforts will include allowing other carriers to provide quotes for that same service to see if better pricing can be obtained. Ultimately, the customer will choose what route they decide to go. Having the competitive pricing data affords the negotiative ability to get the best price based on the County's technical and financial requirements.

Item	CALNET Program Utilization
11.	<p>Compliance Review:</p> <ul style="list-style-type: none"> What is your process for reviewing current services for alignment with CALNET requirements? How will you identify underutilized CALNET services or opportunities for optimization?
	<ul style="list-style-type: none"> Digital Direction follows a structured, data-driven approach to review the County's current telecom services for alignment with CALNET services. Our process includes: <ul style="list-style-type: none"> Stakeholder Meeting & Needs Assessment <ul style="list-style-type: none"> Conduct a detailed discovery meeting with County IT and procurement teams. Gather insights into technical requirements, operational challenges and future goals. Review service dependencies to ensure continuity and performance. Comprehensive Service Inventory & Data Collection & Utilization

	<ul style="list-style-type: none"> • Gather and analyze current contracts, invoices and service inventories. • Identify all active services, providers, contract terms and pricing structures. • CALNET Compliance & Pricing Comparison <ul style="list-style-type: none"> • Compare existing services against CALNET offerings to identify cost savings and service improvements. • Ensure alignment with CALNET contract terms, technical specifications and regulatory requirements. • Service Optimization & Gap Analysis <ul style="list-style-type: none"> • Identify gaps, redundancies or outdated services that can be optimized. • Assess early termination risks and develop a mitigation plan. • Migration & Consolidation Strategy <ul style="list-style-type: none"> • Recommend a phased transition plan to migrate services where feasible. • Work with County IT teams and CALNET providers to ensure a seamless transition with minimal disruption. • Implementation & Ongoing Support <ul style="list-style-type: none"> • Oversee the transition process, service validation and performance monitoring. • Ability to provide ongoing optimization to maintain cost savings and compliance with CALNET requirements. <p>By following this methodical approach, Digital Direction ensures that the County maximizes the benefits of CALNET pricing, service efficiency and regulatory compliance, while minimizing risks and disruptions.</p>
12.	<p>Cost-Benefit Analysis:</p> <ul style="list-style-type: none"> • How will you compare CALNET services to private providers? • What criteria will you use to recommend service transitions or enhancements?
	<ul style="list-style-type: none"> • Digital Direction takes a data-driven approach when comparing and contrasting CALNET services with private telecom providers, ensuring the County selects the most cost-effective and operationally efficient solution. Our analysis includes: <ul style="list-style-type: none"> • Service & Feature Comparison <ul style="list-style-type: none"> • Evaluate pricing, service levels and contract flexibility between CALNET and private providers. • Compare network coverage, reliability, scalability and security for County needs. • Cost Analysis & Savings Potential <ul style="list-style-type: none"> • Conduct a side-by-side rate comparison of CALNET pricing vs. private provider contracts. • Identify potential cost savings or hidden fees such as installation, maintenance or early termination charges. • Assess total cost of ownership (TCO) over the contract term. • Performance & Compliance Assessment <ul style="list-style-type: none"> • Review SLA guarantees (uptime, latency, response times) to ensure mission-critical services are maintained. • Confirm compliance with government regulations, security protocols and data governance policies. • Contract & Flexibility Review <ul style="list-style-type: none"> • Assess contract length, exit clauses and negotiation leverage with private carriers vs. CALNET’s standardized terms. • Evaluate scalability to meet future County growth or technology shifts. • Final Cost-Benefit Report & Recommendation

	<ul style="list-style-type: none"> • Deliver a detailed findings and recommendations report outlining financial, technical and operational impacts. • Report is based on total cost savings, performance requirements and long-term flexibility. <p>By following this structured approach, Digital Direction ensures the County makes an informed decision based on cost-effectiveness, service quality and future scalability.</p> <ul style="list-style-type: none"> • Digital Direction evaluates service transitions and enhancements based on a comprehensive cost-benefit analysis that ensures the County achieves maximum cost savings, improved performance and operational efficiency. Our key evaluation criteria include: <ul style="list-style-type: none"> • Cost Savings & Financial Impact <ul style="list-style-type: none"> • Compare current service costs vs. competitive rates to determine potential savings. • Assess total cost of ownership (TCO), including installation, maintenance and transition expenses. • Identify opportunities for contract renegotiation or cost avoidance. • Network Performance & Reliability <ul style="list-style-type: none"> • Evaluate bandwidth and redundancy to ensure service quality improvements. • Assess SLA guarantees and response times for service continuity. • Compliance & Security Alignment <ul style="list-style-type: none"> • Ensure services comply with government security protocols, data protection standards and regulatory requirements. • Contract Flexibility & Scalability <ul style="list-style-type: none"> • Compare contract terms, exit clauses and upgrade flexibility between providers. • Evaluate scalability to meet future technology shifts, user growth and evolving County needs. • Highlight key points of contract necessities often overlooked that would favor the County. • Operational Impact & Service Consolidation <ul style="list-style-type: none"> • Identify redundant or underutilized services that can be consolidated. • Ensure seamless migration with minimal disruption to County operations. • Assess technical compatibility with existing infrastructure and applications. • Future Readiness & Innovation <ul style="list-style-type: none"> • Consider emerging technologies, network modernization opportunities and long-term service sustainability. • Recommend enhancements that improve efficiency, automation and cost control. <p>Deliver Final Recommendation: Based on these criteria, Digital Direction will provide a detailed service transition plan, ensuring that the County achieves maximum financial and operational benefits, while minimizing risks and disruptions.</p>
13.	<p>Future Opportunities:</p> <ul style="list-style-type: none"> • What approach will you take to identify additional CALNET services that align with the County’s needs
	<p>Digital Direction takes a proactive, data-driven approach to identifying additional CALNET services that align with the County’s evolving needs. Our methodology includes:</p> <ul style="list-style-type: none"> • Stakeholder Collaboration & Needs Assessment

		<ul style="list-style-type: none"> • Conduct regular strategy meetings with County IT, procurement and department leads. • Identify emerging technology needs, growth plans and service gaps. • Align CALNET offerings with County objectives, budget priorities and operational goals. <ul style="list-style-type: none"> • Service Utilization & Performance Analysis <ul style="list-style-type: none"> • Analyze current CALNET service performance and utilization trends. • Identify underused services that can be optimized, expanded or restructured. • Compare CALNET’s service catalog with County technology roadmaps. • Benchmarking & Industry Best Practices <ul style="list-style-type: none"> • Assess peer telecom strategies for potential efficiency improvements. • Stay updated on CALNET’s latest service enhancements to recommend new adoption where beneficial. • Cost & Efficiency Optimization <ul style="list-style-type: none"> • Evaluate potential cost savings and ROI for adding new CALNET services. • Identify bundling or service consolidation opportunities to reduce expenses. • Ensure future recommendations align with long-term budget planning. • Implementation Roadmap & Ongoing Review <ul style="list-style-type: none"> • Develop a phased adoption strategy for integrating new CALNET services. <p>By following this approach, Digital Direction ensures that the County maximizes CALNET benefits, adopts cost-effective solutions and stays ahead of technology trends, while maintaining service efficiency and budget control.</p>
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Item	Summary of Recommendations and Implementation Plan
14.	<p>Recommendations:</p> <ul style="list-style-type: none"> • How will you prioritize actionable recommendations for cost savings? • Provide examples of short-term and long-term strategies you’ve implemented in past projects.
	<ul style="list-style-type: none"> • Once our recommendations for cost savings are approved by a customer, our team will immediately start taking action with the carriers. Our carrier work will be prioritized by the highest amount of overall cost savings unless discussions with the customer dictate otherwise. • Digital Direction has successfully implemented both short-term and long-term cost-saving strategies for clients across government, healthcare, financial services and enterprise sectors. Below are key examples of strategies used in past projects: <ul style="list-style-type: none"> • Short-Term Strategies (0-6 Months) – Immediate Cost Savings & Optimization <ul style="list-style-type: none"> • Billing Error Identification & Credit Recovery • Eliminating Unused or Redundant Services • Contract Renegotiation for Immediate Rate Reductions • Long-Term Strategies (6+ Months) – Sustainable Cost Control & Optimization <ul style="list-style-type: none"> ▪ Telecom Expense Management (TEM)

	<ul style="list-style-type: none"> • A comprehensive solution that centralizes invoice processing, cost allocation, contract management, invoice approval workflow, and billing optimization to ensure organizations effectively control and reduce telecom expenses while maintaining full visibility into their telecom environment. • Digital Direction offers a proprietary Managed TEM platform, setting us apart from most Gartner-listed competitors. Additionally, we have extensive experience implementing and managing solutions from the top three Gartner-recognized TEM providers, ensuring flexibility and expertise in delivering the best telecom expense management solutions for our clients. <ul style="list-style-type: none"> ▪ Network Infrastructure & Technology Upgrades <ul style="list-style-type: none"> • Negotiated and managed a vast amount of WAN implementations and upgrades and consolidation efforts, leading to improved bandwidth, lower costs and higher reliability. ▪ Long-Term Vendor & Contract Optimization ▪ Established contract lifecycle management programs to track renewal dates, pricing benchmarks and vendor performance to prevent cost creep. <p>Outcome & Value: By implementing short-term quick wins and long-term strategic optimizations, Digital Direction ensures sustained cost savings, improved efficiency and seamless telecom management.</p>
15.	<p>Implementation Plan:</p> <ul style="list-style-type: none"> • What specific steps will you include in your implementation plan to facilitate cost savings and service improvements? • How will you collaborate with County staff to ensure effective implementation?
	<ul style="list-style-type: none"> • We will provide a detailed report outlining all of our findings and recommendations. This will be reviewed during a series of meetings. Once our recommendations for cost savings are approved by a customer, our team will immediately start taking action with the carriers. We will follow up with each carrier as needed, to ensure the recommendation is successfully implemented. We will also validate that the recommendation is billing properly on the carrier invoice and provide the invoice as proof of our work. We call this process a First Bill Review. If displacing service with new service, we will utilize our internal workflow to conclude a First Bill review ensuring the new carrier is billing correctly, and a last bill review for the displaced vendor to validate service has been disconnected. If not disconnected, our team will open responsive billing claims and obtain credits for carrier errors. • We will be in touch with our customers regularly during the processing of a recommendation. In most cases, we have weekly virtual meetings to discuss upcoming and recent work. All of the recommendations are tracked within our CRM. This data can be shared as often as requested. We can also provide a portal view of all inventory and activity.

Item	Security and Collaboration
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16.	<p>Data Protection:</p> <ul style="list-style-type: none"> • What measures will you take to ensure the security of sensitive telecommunications data?
	<p>User Provisioning & De-Provisioning Processes: Strict onboarding/offboarding procedures to grant or revoke access in a timely manner.</p> <p>Audit Logging & Monitoring: Maintain logs for system access, data changes and administrative actions.</p> <p>Encryption at Rest/in Transit: Store data on encrypted drives using industry-standard algorithms. Digital Direction resources are in a fully privatized Azure network limiting public access to the Web Application Firewall (WAF) for app and a Network Security Gateway (NSG).</p> <p>Dropbox Storage Container Security: Utilize Dropbox for secure file storage, ensuring that all data is encrypted both at rest and in transit using AES-256 encryption. Implement granular access controls with role-based permissions, ensuring only authorized users can access specific files or folders. Automatically revoke access when users are offboarded, ensuring immediate termination of permissions. Additionally, leverage two-factor authentication (2FA) and audit logs to monitor user activity, detect suspicious actions and maintain full visibility into file access and modifications.</p> <p>Data Retention Policies: Implement data purging for files stored on Dropbox, ensuring that only necessary data is kept for the required duration, in compliance with business and regulatory needs.</p> <p>Key Management: Use secure key management solutions (e.g. Azure Key Vaults) to ensure cryptographic keys are stored safely and regularly rotated.</p> <p>Network Segmentation: Isolate sensitive data from public-facing services through virtual private networks (VPN's) or VLAN's.</p> <p>Firewall & Intrusion Detection/Prevention: Deploy next-gen firewalls and IDS/IPS systems that monitor network traffic for threats and anomalies.</p> <p>Due Diligence: Evaluate all third-party vendors' security and compliance programs, ensuring they meet or exceed our security standards.</p> <p>Database Change Management Processes: Implement structured procedures for database change requests, approval workflows, and rollback planning, ensuring secure updates and minimizing the risk of introducing vulnerabilities or disruptions to data integrity.</p> <p>Incident Response Plan: Maintain a documented Incident Response Plan (IRP) outlining containment, eradication and recovery steps. This includes communication procedures to stakeholders and customers.</p> <p>Disaster Recovery & Business Continuity: Leverage a fully privatized Azure network with Web Application Firewall (WAF) and Microsoft FrontDoor to ensure high availability and resilience. Implement geographically redundant Azure assets in cloud regions for disaster recovery, with regular encrypted backups stored securely.</p> <p>Security Awareness Training: Provide regular training sessions that keep staff up-to-date on phishing, social engineering and emerging cyber threats.</p> <p>Acceptable Use Policies: Ensure employees are well-versed in handling sensitive telecom data securely, especially when using cloud storage platforms like Dropbox, in compliance with internal policies and industry best practices.</p>
17.	<p>Stakeholder Engagement:</p> <ul style="list-style-type: none"> • How will you collaborate with County stakeholders during the audit process to ensure alignment with project goals?
	<ul style="list-style-type: none"> • Digital Direction follows a collaborative and transparent approach to stakeholder engagement, ensuring that County staff remains actively involved and aligned with project goals throughout the audit process.

	<ul style="list-style-type: none"> • Kickoff Meeting & Goal Alignment <ul style="list-style-type: none"> ▪ Conduct an initial kickoff meeting with key County stakeholders, including IT, procurement and finance teams. ▪ Define project objectives, key priorities and expected outcomes. ▪ Establish a communication plan outlining meeting cadence, reporting structures and escalation paths. • Data Collection & Collaborative Review <ul style="list-style-type: none"> ▪ Work with County teams to gather necessary billing, contract and service data. • Regular Progress Updates & Checkpoints <ul style="list-style-type: none"> ▪ Schedule weekly or bi-weekly progress meetings to discuss project items and progress. ▪ Maintain a shared project dashboard to provide real-time visibility into audit progress. ▪ Address any County-specific requirements or operational concerns as they arise. • Findings and Recommendations Review & Approval Process <ul style="list-style-type: none"> ▪ Present a detailed audit report, including identified cost savings and optimization opportunities. ▪ Facilitate review sessions with County leadership to ensure alignment with budget and policy goals. ▪ Obtain formal approval before implementing changes with carriers. • Post-Audit Implementation & Ongoing Collaboration <ul style="list-style-type: none"> ▪ Work alongside County staff to execute approved cost-saving initiatives. ▪ Conduct invoice validation and billing verification to ensure proper implementation. <p>By maintaining continuous collaboration, transparency and alignment with County objectives, Digital Direction delivers an efficient, stakeholder-driven audit process that maximizes cost savings and operational improvements.</p>
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Item	Additional Questions
18.	<p>Reporting and Deliverables:</p> <ul style="list-style-type: none"> • What format and frequency of reporting will you provide throughout the audit process?
	<ul style="list-style-type: none"> • All of the recommendations are tracked through our Microsoft Dynamics CRM which has 100+ workflows and sequences that have been developed with tracking, client and audit team collaboration as the base. We maintain a comprehensive record for each recommendation, which includes the address, service type and service details, such as circuit number, phone number, speeds, etc. We typically provide this file when presenting our recommendations and update it several times per month, as we collect your feedback and collaborate with the carriers to process them. We will meet weekly to review and discuss this process. All inventory will be uploaded into our portal and will be viewable in real time as recommendations convert to orders.
19.	<p>Metrics of Success:</p> <ul style="list-style-type: none"> • How do you define and measure the success of a telecommunications audit?

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| | <ul style="list-style-type: none">• Measurements include: monthly savings, annual savings, percentage of monthly spend reduced, percentage of annual spend reduced, credits obtained, as well as number of services impacted by audit. |
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