



December 4, 2015

Mr. G. Scott Morris
Unified Carrier Registration Plan

Dear Mr. Morris,

It was a pleasure meeting with you Wednesday morning. We enjoyed hearing your vision for the Unified Carrier Registration Plan (Plan) over the next 5 years. Thank you for considering Jackson Thornton as part of a strategy to sustain the Plan in an administrative capacity. We appreciate your confidence in our Firm's ability to serve the Plan.

Transition

Based on our discussions with you, the Plan is contemplating a strategy to transition the administrative operations of the Plan away from the direct control of the Board. The transition could involve a separate Non-Profit Organization, contract employees or other third-party vendors. Before a transition occurs, we believe that a study of the current procedures and practices of the current administrative functions should be conducted.

This study should include:

- Interviews of individuals performing the administrative duties
- Observation of current tools utilized in the performance of administrative duties
- Reperformance of various administrative duties

At the conclusion of this study, a document would be provided as a deliverable. This deliverable would describe all Plan administrative policies, procedures, and activities currently in place. The deliverable should include individuals performing the duties, the length of time the duties consume and when during a particular period [month] they occur. This document should embody all facets of the Plan that a future, out-sourced provider would find relevant. It should also provide insight to other stakeholders, such as current Board representation.

A solution

We recommend that a study be performed by an independent third party. We believe that our experience as Accountants, Auditors, and Consultants positions Jackson Thornton (Firm) to be a suitable provider for this project. The Firm currently has experience in administering another similar type of plan.

The Firm provides services to The Telecommunications Association of the Southeast, who is the Administrator of the Transition Service Fund (Fund). The Association engaged the Firm to provide accounting assistance to support the administration of the Fund. All management functions are continued to be handled by a committee comprised of industry representatives

and regulators. Our services to the Association on behalf of the Fund include, but are not limited to:

- Receive monthly reports of activity from Carriers
- Summarize Carrier activity
- Relate the Carrier's activity to the statewide activity to identify balances due
- Upon the approval of the Association, prepare invoices for mailing to the Carriers
- Manage the banking transactions of the collections of the aforementioned invoices
- Provide further administrative support
- Generate and maintain monthly reports reflecting billing, collections and disbursements

Based on our discussions with you we believe the Plan's design is very similar to the design of the Fund. Our experience with the Fund should provide minimal lead time to implementing assistance that you decide would be beneficial. Our experience should also provide a base line to provide for operational and management recommendations.

We estimate a projected cost of \$5,000 to complete the study. The study would include onsite representation of one staff accountant, supervised and reviewed by the Principal in-charge. The time estimate to perform the study is approximately 40 hours.

Engagement Acceptance

We greatly appreciate the opportunity to present this proposal. We would be happy to meet with you to discuss the proposed service in order to expedite your decision. Please call Chris Neuenschwander at (334) 240-3644 if you have any questions or need any additional information.

JACKSON THORNTON & CO., P.C.

A handwritten signature in black ink that reads "Chris A. Neuenschwander". The signature is written in a cursive, flowing style.

Chris A. Neuenschwander, CPA, CFE
Principal