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March/April 2008

A note to our clients...

Happy Spring! It's nice to see our northern clients finally warming up after a tough winter. This issue is packed with timely news and tough issues for your review.

USF audits are for real, as several of our clients have discovered. Learn what to expect if you get that unwanted notice. Also read what the FCC is requiring on the upcoming digital television conversion.

The video and IPTV markets are taking off. Get up to speed with our MPEG4 analysis, and it may pay to join our Video-On-Demand (VOD) RFI Group. Market research can help plot your course to success, while our network security assessment can help you sleep better at night.

And please plan to join us at the CHR Forum June 24-25 at the DFW Hyatt Regency where we'll make MAGIC together. Enjoy the season!

Sincerely,

C. Roger Hutton

President

Telecommunications & Infrastructure



CHR is Making Magic this June

For the past four years, telco executives have applauded the CHR Forum for its focus on the business and technology issues vital to their competitive success. This year is no exception, so put June 24-25 at the DFW Hyatt Regency on your calendar.

Our 2008 Forum will help you Manage risk, Align technology, Grow revenue,

Improve operations, and Control costs. (Or as we like to say, Making Magic.) It's ideal for general managers and their staffs including finance, operations, engineering, marketing and customer service.

CHR's business, finance, marketing, regulatory and technical wizards will cover topics such as:

Business/Operations

- Performance-based pay plus incentive programs for employees and customers
- Multimedia marketing, market research, educating employees on marketing and sales

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Making Magic continued from page 1

Regulatory

- State of the Union overview
 - Current state of USF
 - Legislative issues such as net neutrality

Finance

- Unlock accounting data for better business management
- Merger and acquisition considerations

Technology

- Network and company security: It's more than hardware
- Video and IPTV: Business and technical drivers
- Building and managing the network of the future

In short, it's jam-packed with useful, relevant information, plus you get to network with other telco executives.

Online registration is open. Go to www.chrsolutions.com and click in the CHR Alert Box.

Dates: Tuesday, June 24th (Start 1:00 p.m.)
Wednesday, June 25th (End noon)

Cost: \$495 for the first person from a company, and \$450 for each additional company attendee.

(Fee covers the program, cocktails and dinner on Tuesday night, continental breakfast on Wednesday morning, and all meeting breaks.)

Place: Hyatt Regency DFW located at the DFW airport outside Terminal C.

There's also a link so you can make your reservations directly with the hotel. Be sure to mention the CHR Forum for our special rate.

Broadband VOD RFI Group Forms

CHR recently created a Video-on-Demand (VOD) RFI Group to help clients understand broadband trends and explore possible new revenue streams.

One example is a "download video store" to compete on a revenue share basis with the local video stores. Purchases would return revenue based on a revenue share basis from the content providers.

The other service would give the ability to add local content such as athletic and school events, church services and community activities to be downloaded and watched at the customers' convenience with full trick play functionality (pause, rewind and fast forward).

This would provide a differentiator that the cable competitor and satellite providers will not provide. This service could be bundled with the current voice and data offering.

For current video providers that might have traditional RF cable plant, this would allow them to offer a VOD offering over their system at a reduced cost as compared to a

traditional integrated cable VOD platform.

For clients that have chosen to delay, or not participate in the video business, VOD could provide the ability to generate some revenue, generate a demand for increased bandwidth and to create stickiness with another bundle segment.

The RFI group would receive information concerning vendors that can offer a turnkey solution for Broadband VOD. The individual vendors would assemble the following pieces of the video solution:

- Receive commercial content from satellite delivery and local content via DVD, firewire or video tape
- Conditional Access to protect the video asset to the set top box
- VOD Server to contain the assets
- Middleware client to allow for the selection of the asset
- An MPEG-4 set top box with a Personal Video Recorder (PVR) to view the asset on both standard

definition (SD) and high definition (HD) formats

- All content would be received over the existing broadband network

CHR Deliverables

- Vendor responses to the RFI
- Budgetary costs to enter the business
- ProForma based on 1000, 2500, 5000 and 10,000 broadband subscribers
- Face-to-face meeting to discuss the responses (included in the flat fee)
- Quarterly updates on advances in the solution until Q1 2009.

Cost

The cost will be \$4,500 with an option to renew yearly.

Please contact your CHR account manager or:

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Director - Technology Consulting
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USAC High Cost Fund Audits

USAC audits are a reality for many CHR clients. The Federal Communications Commission (FCC) Office of the Inspector General (OIG) is currently conducting "attestation examinations" (or audits) for the period July 1, 2006 through June 30, 2007 of carriers that receive Universal Service Funds (USF). Additional audits of lifeline and Form 499 submissions are possible.

The most demanding is the audit of the High Cost Fund, reviewing all supporting documentation for High Cost Loop (HCL), Local Switching Support (LSS), and Interstate Common Line Support (ICLS) disbursements. Approximately 400 audits will be conducted this year.

What to Expect

A selected company will be notified by letter, with a data request due within a strictly enforced two-week deadline for compliance. Failure to comply can result in a "letter of non-compliance" with further delay potentially resulting in a site visit by OIG enforcement personnel. The auditor will also schedule fieldwork on-site for approximately two weeks.

The field audit is comprehensive. Issues addressed include:

- Internal controls
- Policies and allocation methods for time reporting and approval, including overheads and work order processes
- Random verification of asset and expense transactions
- Thorough documentation of line counts
- Comparison of trial balances to audited financials
- Review of affiliate transactions, agreements, allocations
- Review of Continuing Property Records (see below)

When finished, the auditors issue a "Findings" letter identifying issues you will have an opportunity to justify. Based upon our experience, the following examples of findings are typical:

1. *Lack of documentation or inadequate record retention*

Many companies have not retained records as far back as the current audits require. While FCC rules require record retention for five years from the date of the USF payment, the underlying high cost data required is up to seven years old due to the timing lag between reporting periods and payment date. A major exception is that Part 32 requires documentation for fixed assets to be retained for the life of the asset.

2. *Lack of internal controls or inadequate policies and/or procedures*

A company may receive an Internal Controls Questionnaire. The questions address processes for preparation, review and approval of information required for receiving High Cost Support, corporate governance, board minutes, codes of conduct or other policies to guide employee behavior and planning / budgeting process.

3. *Lack of continuing property records*

Part 32 requires, but many companies lack, CPRs for all fixed assets including buildings, vehicles, and computers. Some CPRs lack all data required such as vintage or location. CPRs are not always up to date, perhaps resulting in over-depreciation of assets. The review of CPRs is thorough, including analysis of invoices, work orders, and calculation of Interest on Funded Debt.

4. *Filed data does not match source documentation*

In most cases, these findings result from human error, typically typos and inadvertent omissions.

What You Should Do

CHR recommends you consider compliance with an audit a serious matter. Since current audits cover past submissions, if you don't have supporting data or if the filed data does not match the source documentation, there isn't much you can do to correct the issue. There are, however, steps you can take to ensure compliance with the FCC rules and prepare your company for an audit should you be selected:

1. Locate past certifications filed with USAC and the FCC
2. Review existing internal control processes and compliance to Part 32 rules
3. Maintain a filing system consistent with FCC requirements
4. Update and maintain CPRs for all fixed assets
5. Provide cost study and high cost loop data to your consultant in a timely manner

Should your company undergo an audit, our experience will be valuable to your compliance efforts. We can also assist you to become better prepared for any future audit.

For more information, contact your account manager or:

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The Anatomy of a Security Assessment



It's in the news everywhere:

Hackers break into networks and steal sensitive data.

Negative publicity pummels the company while costs spiral out of control to fix the problem. Does this keep you awake at night?

CHR has developed a value-priced, thorough Security Assessment service offering that is designed to help you sleep better at night. Our methodology is to collect information on your current environment, perform a gap analysis against best practices and develop a recommendation report. This report will provide an actionable roadmap to resolve your identified security risks.

After conducting a kickoff meeting with key stakeholders, CHR collects information from existing documents and diagrams, conducts interviews of business and technical staff, and performs physical sites visits.

In addition, CHR coordinates the installation of a passive intrusion detection and vulnerability monitoring device with your technical staff. This device discovers all Internet Protocol (IP) addresses connected on the network and provides a list of known ports vulnerable to an attack.

All information collected is reviewed, analyzed, and becomes the basis for the recommendations detailed in the recommendations report.

The table of contents of a recommendations report is outlined below:

- Executive Summary
- Engagement Overview
- Findings & Observations
- Recommended Roadmap, Budget & Timeline

While the Executive Summary provides an overview for executive management and board of director members, the remaining sections provide the details.

The Engagement Overview outlines the methodology used to collect the data and the overall ebb and flow of the project. And the Findings & Observations provide the results of CHR's review of the data collected, security issues identified, and praise for best practices in use.

The true value of the CHR Security Assessment lies in the Recommended Roadmap, Budget & Timeline. This section outlines the specific steps necessary to remediate any security risks identified. These steps include identification of the projects, including a summary defining the project objective and benefits, as well as the timing or sequence of the projects.

Lastly, CHR builds a budget to include any hardware, software or services you might expect to pay in order to secure your network.

Then it's up to you and your team to determine how and when to proceed. So give CHR a call: we are eager to help you sleep better at night.

For more information, contact your account manager or:

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CPNI Concerns Trigger Security Assessment

The general manager of one of CHR's clients was concerned about customer information being accessed by outsiders, a violation of CPNI regulatory requirements, which he learned about in a CHR CPNI training session.

As a result of the CPNI training, the GM and his team made many changes in their internal processes. But they were also concerned about IP networks and how to maintain a secure environment that wasn't overly restrictive. So CHR was asked to perform a security assessment.

Interviewed during the process were the GM and representatives from the following departments: Engineering, Outside Plant Engineering, Network Design Engineering, Network Implementation, Customer Service (performs function of sales and order initiation), Technical Assistance Center (performs technical customer service and network management), Accounting, and IT.

While the final recommendations report is still being prepared, the GM said he and his team were very pleased with CHR's process, methodology and people.

MPEG-4 Video Status

by Sam Harlan, Director - Technology Consulting

HDTV is being called the biggest thing to happen to television since color television in the 1960s. HDTV sales continue to set adoption replacement rate records as compared to other new replacement products.

MPEG-4 compression enables the video provider to provide High Definition (HD) content with bitrates of 8 to 10 Mbps as compared to MPEG-2 rates of 18 to 20 Mbps. HD MPEG-4 ecosystems have delayed anticipated deployment of both hosted and stand alone solutions and the problems with MPEG-2 / MPEG-4 HD set top boxes have postponed the deployment to the market for the past two years.

It appears the chip set is now stable in the set top boxes and the integration with middleware is becoming mainstream in most cases. With the development of the MPEG-4 codec and set top boxes we shall see decreased costs for both encoders and set top boxes.

Video Will Change Your Company Forever

As CHR clients look at the video business today, they should expect to enter a line of business that will change their company forever. Video presents new customer demands, revenue streams and expectations that have not been present with current voice and data lines of business.

Customers' homes today are also evolving with the introduction of high definition televisions and the whole home theater viewing experience. Consumers want HD content delivered to their homes to be viewed on large displays and have the capabilities to record multiple streams. The video quality must be pristine and consumers expect to have access to personal video recorders (PVR) to time shift the content to be viewed when they wish, rather than conforming to the network push of content.

Unlike other telecommunications lines of business, consumers know good video when they see it and will not accept inferior quality. A provider must deliver this high quality product 24/7 and should be prepared to be very proactive in recognizing problems and address them very quickly. Video continues to be the centerpiece of family entertainment. Disruption or poor quality



product and inferior service will drive the customers to other providers without hesitation.

Acquiring Video Content

For a company that wishes to enter the video business there are choices as to the method of acquiring content. There is the traditional method where all the content from all the content providers are received from a large Simulcast dish

that has the capabilities of receiving content from the entire arch. The content is encoded on site and distributed to the customers.

Recently NRTC and Avail have entered the content delivery market with solutions that are referred to as a "virtual or hosted" solutions where the content is received, encoded and encrypted at a super headend location and uplinked. The providers receive the content on 2 to 4 – 3.8 to 4.5 meter satellite antennas, and then the content is distributed to the customers.

CHR can assist with cost models based on the number of subscribers to determine which solution and vendors are appropriate for a particular situation.

Local Content Critical

The video provider today needs to meet the competition of the traditional cable and satellite providers and provide as much HD content as possible along with a robust channel lineup and a multi-stream PVR. The ability to add local content such as athletic and community events along with localized weather will prove to be the market difference maker.

When the local content is meshed with HD, a large broadband pipe and a bundled voice package, the provider can assemble a very formidable offering in a competitive environment. IPTV allows the HD content to be delivered on a multicast basis that give a definite advantage to the IPTV provider as compared to traditional cable provider in an HD content race.

Video on Demand (VOD) is a method to add revenue as a virtual video store and can also be used to contain the local content so that a broadcast channel is not required. Pay VOD revenue is normally provided on a revenue share basis with the content providers, so the

Regulatory FLASH

ETC Customer Notice Requirements on DTV Transition

On March 3, 2008, the FCC issued a Press Release and Report and Order on the upcoming transition from analog to digital television service (DTV). Full-power television stations are required by law to end analog broadcasting by February 17, 2009 in order to:

- Make valuable spectrum available for public safety uses and expanded wireless competition
- Provide better quality television picture and sound
- Make new services available through multicasting

Congress and certain FCC commissioners have become increasingly concerned that consumers have a proper understanding of this change and that the transition goes smoothly with as little burden on consumers as possible.

The FCC's March 3, "DTV Consumer Education Order" requires various segments of the television industry including broadcasters, multichannel video programming distributors, manufacturers of television receivers and related devices, DTV.gov partners and winners of the 700 MHz spectrum auction, as well as telecommunications carriers to provide "clear and correct information about the DTV transition." (A copy of the Report and Order is available at http://hraunfoss.fcc.gov/edocs_public/attachmatch/FCC-08-56A1.pdf.)

In particular, the order requires eligible telecommunications carriers (ETCs) that participate in the Low Income Federal Universal Service Program (Lifeline and Link Up Programs) **to provide notice of the transition in their monthly customer billing statements** to low income customers.

The order also requires ETCs to include information on the DTV Transition in any Lifeline or Link-Up publicity campaigns to reach potential customers. (Sections 54.405(b) and 54.411(d) of the FCC's Rules require all ETCs to publicize the availability of Lifeline and Link-Up services in a manner reasonably designed to reach those likely to qualify for those services.)

As you can imagine, this provision of the order was controversial, and Commissioner McDowell stated that he had concerns about requiring phone companies to provide a message on the government's behalf that is unrelated to the services they provide. However, the FCC took the position that they have the authority under Title 1 of the Act to impose DTV Consumer Education requirements on ETCs that receive federal universal service funds.

One provision of the notice requirement of particular concern was the requirement that ETCs provide their telephone number and website in the notice, in case customers had questions about the DTV transition. This requirement would have put ETCs in the position of having to answer questions and provide information about the DTV transition.

Fortunately, the FCC subsequently issued an Erratum to their order that removes the reference to the ETC's telephone number and website from the notice requirement. This change is certainly positive for ETCs.

From 30 days after the effective date of the FCC's rules, that is, upon approval by the Office of Management and Budget, through March 2009, ETCs must provide monthly notice to their Lifeline and Link-Up customers through "bill stuffers" or as part of the information section on the bill itself. The DTV notice is required to be in clear and conspicuous print and must convey the following information at a minimum:

After February 17, 2009 a television receiver with only an analog broadcast tuner will require a converter box to receive over-the-air broadcasts with an antenna because of the Nation's transition to digital broadcasting. Analog-only TVs should continue to work as before with cable and satellite TV services, gaming consoles, VCRs, DVD players, and similar products.

Information about the DTV transition is available from www.DTV.gov, and from www.dtv2009.gov or 1-888-DTV-2009 for information about subsidized coupons for digital-to-analog converter boxes.

In addition, the notice is required to be in the same language or languages as the bill or bill notice, and ETCs must provide this same basic information as part of any other Lifeline or Link-Up publicity campaigns (for the same period as the bill notice requirement).

Further, if the Lifeline/Link-Up customer does not receive paper versions of either the bill or a notice of the billing, then the customer must be provided equivalent monthly transition notices in whatever medium they receive information about their monthly bill.

Please note, there are also notice requirements for multichannel video programming distributors (MVPDs) (e.g., DBS carriers, cable operators, open video system operators, and private cable operators). While these notice requirements are very similar to the ETCs notice,

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there is an additional requirement for the MVPD's monthly notice to **"explain clearly what effect, if any, the DTV Transition will have on the subscriber's access to MVPD service. It must also note that analog sets not connected to an MVPD service may need additional equipment (i.e. converter box) or may have to be replaced."**

A summary of the order and the new rules was published in the Federal Register the week of March 27, 2008, but the rules do not become effective until 30 days after approval by the Office of Management and Budget (OMB). The FCC requested emergency approval from the OMB, and on March 28, 2008 the FCC announced that OMB approved the rules. The new rules become effective March 31, 2008. **As a result, the notice requirements for ETCs take effect 30 days after the effective date of the rules or April 30.**

If you have any questions about the DTV transition, please contact:

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phone: 512.343.2544

or Jean.Langkop, Director - Regulatory Services

e-mail: jean.langkop@chrsolutions.com

MPEG-4 Video Status continued from page 5

providers are incented to provide titles that will be consumed for your locality.

As content is consumed, the VOD content provider will monitor and adjust the titles delivered by what is being purchased. Usually the local content is provided as a free VOD offering to provide customer stickiness and let customers get familiar with operating the interface with free content that will lead to more purchased assets.

The middleware, with which video customers will access all content, continues to improve with superior access to all forms of content and allows caller name and number to be displayed on the screen. Integration with more set top boxes gives the provider a choice of boxes and features to the subscriber's home. CHR believes that the trend to more services deeper in the home is coming to pass, with the convergence of devices and services.

Add Revenue with Local Ad Insertion

In a tight margin business such as video, additional revenue streams make the business more viable. Local ad insertion enables providers to insert local, regional and national ad spots on 2 to 3 minutes per hour of all content, except for off-air broadcasts.

The rates charged for the ad spots can range with the quantity of eyes on the broadcast, time of day and the documentation of viewers to the content. Video production is usually out-sourced to third parties that have cameras and post production equipment and skills.

If we assume that there are 2 minutes per hour for ad insertion with a 16 channel ad inserter, this will result in more than 46,000 ad spots over a month. Ad inserts are activated by the content stream at the appropriate opportunity and documented as proof of delivery. Ad sales can either be solicited with in-house labor or outsourced to vendors on a revenue share split.

Video Surveillance for Business and Homes

As HD cameras and specialized monitoring equipment become lower in cost, there is the opportunity to provide enterprise video surveillance to businesses and homes. Video and environmental monitoring can provide value to businesses that have special access requirements.

Cameras with capabilities of high definition, night vision, audio and environmental monitoring can be strategically placed to be proactive in detection and documentation of unauthorized access and vandalism. With hazardous materials on-site there may be the requirement to notify emergency responders of the release of dangerous gases or liquids.

For more information, contact:

Sam Harlan, Director - Technology Consulting

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MARKET STRATEGY

tips & techniques

Market Research: Plotting the Course to Success

by Tara Young, Manager - Marketing Services

Imagine having a direct line into the hearts and minds of your customers, with the ability to get their views on your products, service, pricing, future technologies, and what they are willing to spend, as well as detailed opinions on your competition. And imagine the information you receive is concrete, not guesswork and assumptions about what your staff thinks is happening in your area. Would you feel more confident about the business decisions upon which you base your “market intelligence?”

This critical insight into your marketplace isn't a figment of your imagination. It exists, in abundance within your customer base and potential customer base. The wealth of information your customers or potential customers hold can be accessed by doing market research, and it in turn can give your company guidance on any number of market-related issues and business decisions.

Market research can take many forms but the most common are surveys, focus groups, and customer interviews. The type of research used and the way in which it's administered depends on the information needed, as well as the kinds of business decisions that may be based upon the results.

Cost can also be a determining factor, particularly when keeping in mind the size of the sample needed to get valid results. Maintaining research validity is important to receiving quality results, so understanding the need for reaching a viable random sampling within the effected market is an important step.

Well-constructed, well-performed market research can give your company a breadth of knowledge about the market's likes, dislikes, satisfaction levels, desired services, and pricing sensitivities. It can also be fine tuned to give specific customer or potential customer feedback on planned service changes, product rollouts, or operational restructurings. Once identified, the needs and wants of the market can help guide the decision-making process for your business.

For instance, if a company was considering building a wireless network, and offering bundles that contained the new wireless offering, information gleaned from market research could help identify potential customers' familiarity with other providers, willingness to use a new provider, usage and coverage needs, bundle pricing sensitivities, potential bundle combinations, and other knowledge important in developing and rolling out a new product.

This example also points out the difference between doing market research on actual customers or potential customers as opposed to just polling, beta testing services, or trialing proposed changes within your company's employee base. Many times the employee base of a company is far more savvy than the average customer regarding the company, the technology involved, or the services offered, and their input is biased by this familiarity. When this skewed feedback or data is used to make business decisions or decide upon strategy, it can lead companies to the unfortunate discovery that the true market holds opinions and intentions contrary to the sampling.

If your company is interested in learning more about market research, how market research can assist in your long-term planning, or what type of research best fits your needs, please contact:

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e-mail: tara.young@chrsolutions.com
phone: 715.837.4200



CHR Solutions Creates New Role to Accelerate Growth

On March 7, 2008, CHR announced organizational changes to accelerate its organic and acquisition growth strategies. The company’s vision is to grow within the next five years into a \$100 million IT/telecom infrastructure services company providing infrastructure managed services, business process outsourcing, and consulting and engineering services.

Heading CHR’s new position of chief development officer is Executive Vice President Rick Overman reporting to CHR’s Chairman and CEO James Taylor.

“Rick is a recognized industry expert who has been with CHR for more than 24 years, and he truly understands the business and technology challenges faced today by rural telecommunications and commercial companies,” said Mr. Taylor. “In his new role, Rick’s focus will be on ways to meet our growth plans through mergers and acquisitions, corporate-wide strategic planning, the development of new products and services, and organizational development of our valued people. He will also continue to support CHR’s business development and the engineering services team in board-level strategic planning and development efforts with key clients.”

Added Mr. Overman: “CHR’s 70-year heritage is one of leading change, and I’m excited about growing our capabilities to solve our clients’ business and technology problems.”

Other recent hiring actions bolstering CHR’s team and capabilities include:

- Preston Pearson joined CHR on March 24th, 2008 as senior director, engineering and systems integration, for CHR’s Midwest operations. He brings significant telecom experience from his last role as the information technology and engineering manager at Hutchinson Telephone Company and Telecommunications Inc. of Minnesota.
- Vince Tyson, vice president, managed engineering services, rejoined CHR in January, 2008 after spending eight years with Paul Bunyan Telecom as its chief technology officer
- Barak Harlan, director of network engineering, joined CHR after six years with Caprock Cellular and Caprock Telephone as their wireless network manager
- Ray Webb, senior vice president of managed services, who was formerly with Hewlett Packard’s managed services business operations, joined CHR in January, 2008

Other organizational changes include:

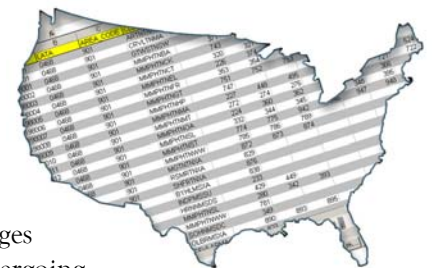
- Barry Moore, senior vice president, engineering and system integration, Steven Steele, vice president, technology consulting, and Vince Tyson, vice president, managed engineering services, now report directly to Roger Hutton, president, Telecommunications and Infrastructure. Previously they reported to Mr. Overman who reported to Mr. Hutton.

CHR Offers New NXX Monthly Report

CHR is offering a new annual subscription service to clients. This NXX monthly report—in an easy to use Excel format—provides network and switching managers with important and timely information such as a listing of the new NPA-NXXs for various LATAs, the LERG effective date, carrier type, etc.

The benefits? Proactive database management can minimize or eliminate complaints leading to higher customer satisfaction. It manages risk by having all calls routed properly. It’s perfect for companies undergoing rapid growth.

Extended Special Offer: CHR is offering a special discount of \$200 off the regular annual subscription price of \$1,600 for those companies that sign up by May 15, 2008. Call your account manager for more details.



CHR Speaking Circuit

**ACE School
(Association of Communications Engineers)
May 4 - 7, Memphis, TN**

Speaker: Rick Overman
Exec. VP/Chief Development Officer

Topic: IP Evolution - Topic Moderator

Speaker: Russ Hamilton
Director - Technology Consulting

Topic: IP Wireless Loop Alternatives/
Wireless Broadband Access Platforms

Speaker: Sam Harlan
Director - Technology Consulting

Topic: Ad Insertion, Programming & VOD

**WSTA Annual Convention
May 19 - 22, Lake Geneva, WI**

Speaker: Kent Larsen
Sr. VP - Financial Services

Topic: Financial Tools for
Strategically Managing Your Business

**TSTCI Spring Managers Conference
June 4 - 6, South Padre Island, TX**

Speaker: Hillary Cherry
Manager - Multimedia Marketing

Topic: Multimedia Marketing

**OTA 2008 Summer Convention
June 8 - 11, Branson, MO**

Speaker: Hillary Cherry
Manager - Multimedia Marketing

Topic: User-generated Content

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CHR welcomes your comments on the articles in this and every issue of the CHR News. We would also like to hear your suggestions for future articles. Your subscription to our newsletter is free and we will gladly add anyone else in your company that you feel might enjoy receiving it to our subscription list.

CHR Solutions respects your privacy and never discloses personal information to any third party. If you wish to cancel your subscription to CHR News, or for any other inquiries, please contact:

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