STATE OF NEW HAMPSHIRE

BEFORE THE

PUBLIC UTILITIES COMMISSION

DT 07-011

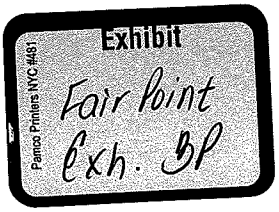
JOINT PETITION BY VERIZON NEW ENGLAND, INC., ET AL. AND FAIRPOINT COMMUNICATIONS, INC. TRANSFER OF NEW HAMPSHIRE ASSETS OF VERIZON NEW ENGLAND, INC. ET AL.

JOINT REBUTTAL TESTIMONY OF MICHAEL HAGA AND ARTHUR KURTZE

ON BEHALF OF

FAIRPOINT COMMUNICATIONS, INC.

SEPTEMBER 10, 2007



Mr. Haga and Mr. Kurtze Sponsor the following Exhibits:

Exhibit H/K-1	Capgemini Organization Chart
Exhibit H/K-2	Resume of Dee Burger
Exhibit H/K-3	Resume of Mark Kirby
Exhibit H/K-4	Resume of George Fenn
Exhibit H/K-5	Resume of Daylon Lutzenberger
Exhibit H/K-6	Resume of Venkata Achanti
Exhibit H/K-7	Resume of Harry Artz
Exhibit H/K-8	Resume of Michael Craig
Exhibit H/K-9	Resume of Steve Koenigsberg
Exhibit H/K-10	Resume of Arun Santhanam
Exhibit H/K-11	Resume of Sean Dougherty
Exhibit H/K-12	Resume of Rose Kirkland
Exhibit H/K-13	Resume of Brandon Gullett
Exhibit H/K-14	Resume of Michael Emry
Exhibit H/K-15	Resume of ChrisTina Cavoto
Exhibit H/K-16	Work Order #1 ***(Confidential)***
Exhibit H/K-17	Change Request #1 (C/R 1) ***(Confidential)***
Exhibit H/K-18	Change Request #2 (C/R 2) ***(Confidential)***
Exhibit H/K-19	Change Request #4 (C/R 4) ***(Confidential)***
Exhibit H/K-20	Work Order #2 (W/O 2) ***(Confidential)***
Exhibit H/K-21	Wisor WebEx PowerPoint Presentation ***(Confidential)***
Exhibit H/K-22	Weekly Program Status, 9/04/07 ***(Confidential)***

Note: The Confidential Exhibits are not attached to this testimony, which is otherwise a non-confidential document. The Confidential Exhibits will be separately distributed to Intervenors in accordance with the applicable Protective Agreement in this proceeding.

INTRODUCTION

Q. Please state your full name, title and business address.

A. (By Mr. Kurtze) My name is Arthur A. Kurtze. My business address is 7701 Los Colinas Ridge in Irving, Texas 75063. I am employed by Capgemini U.S., and I am a principal advisor on this engagement with FairPoint.

(By Mr. Haga) My name is Michael Haga. My title and business address have remained the same as noted in my pre-filed testimony in this docket.

Q. Mr. Kurtze, please provide your educational background and your professional experience.

A. (By Mr. Kurtze) I have a Master's of Business Administration Degree from the University of Chicago. I have been employed for over 40 years in the telecommunications industry. I started in 1966 with Chesapeake and Potomac Telephone Company, which was a unit of the Bell system at that time, initially in marketing. I was employed by telecommunication carriers in increasingly more responsible positions until 2001, when I retired from Sprint. My employment included assignments as President of CenTel Cable Television Company, Senior Vice-President of the local telephone division of Sprint, and Chief Operating Officer of Sprint PCS from its inception as a partnership with three large cable companies to its initial public offering as a separate entity. In this capacity, I was responsible for operations, including operating or developing the associated

information technology systems to support the Sprint PCS business. Prior to joining Capgemini, I held the position of President-National Integrated Services for Sprint. I joined Capgemini's Telecom, Media & Entertainment business unit in November 2002.

PURPOSE OF TESTIMONY

Q. What is the purpose of your testimony?

A. (By the Panel) The purpose of our testimony is to address the issues that have been raised by other witnesses in the docket and to provide an update with regard to operations and business support systems that FairPoint will utilize for the Northern New England properties to be transferred from Verizon to FairPoint. We will provide an overview of Capgemini and then address specific network-based issues. Our testimony also will provide further detail regarding the transition and cutover process. Certain system issues relating to wholesale customers will be separately discussed in the testimony of Mr. Brian Lippold, FairPoint's Vice President of Wholesale Services.

SELECTION AND EXPERTISE OF CAPGEMINI

Q. Mr. Kurtze, please provide an overview of Capgemini's experience and qualifications in the telecommunications industry.

A. (By Mr. Kurtze) Capgemini has for over 30 years had a business unit concentrated in the telecommunications, media and entertainment fields. This business unit is one of several segregated business units within Capgemini. The telecommunications unit is a worldwide business unit. Capgemini acquired the consulting practice of Ernst & Young in 2000, which, prior to that time, also had a substantial amount of activity with the telecommunications industry. Today, Capgemini has over 3,500 professionals working in this business unit. Capgemini has had engagements with most major telecommunication carriers, both wireline and wireless, in the United States.

Q. Please explain the general nature of Capgemini's engagement with FairPoint.

A. (By Mr. Kurtze) Capgemini is developing for FairPoint an entire suite of systems and operating infrastructure so FairPoint can successfully assume control of (and operate) Verizon's Northern New England wireline-based businesses. As such, the engagement requires the design of a systems architecture followed by a launching of that architecture, and finally, a migration of the incumbent data within the Verizon system into the new FairPoint infrastructure. Combined with that activity, we are also designing and working with FairPoint to produce processes and operating methods that will utilize the new systems to successfully operate the Verizon wireline-based business going forward.

Q. Please describe the expertise and experience that Capgemini offers for the FairPoint engagement.

A. Capgemini provides several layers of expertise. Starting at the first level, Capgemini employs team members who are familiar with and have dealt with the applications that would be purchased, developed and implemented by or on behalf of FairPoint. The goal is to buy existing applications from the commercial marketplace and then integrate the individual systems into a cohesive system for FairPoint. For example, we have professional staff who are familiar with the accounting and finance system that FairPoint has selected. The same is true for the customer-relationship management system and the billing system. This layer of expertise runs across the operating support systems, the network-based systems, as well as the general infrastructure.

Then we have another group of professionals whose expertise lies in data center operations and construction of the infrastructure necessary to run these systems. This area includes networking computer systems, backup, and memory systems. A third grouping of expertise is in the integration area -- that is, bringing these various purchased components together so they produce an end-to-end system that allows FairPoint to achieve the operating efficiencies required to run the business effectively and to allow FairPoint to grow and expand the market for services beyond their present state.

The last area of expertise is the overall project management. This is a long and sophisticated project where many elements have to be integrated in a cohesive

manner over a period of time. Program management and project management is a specialty of Capgemini as well.

Q. Please describe Capgemini's staffing for this engagement.

A. (By Mr. Kurtze) Many of the areas of expertise that I have discussed have an individual team leader under whom associates work to execute in the area of expertise. Those team leaders report to an overall delivery leader, who then reports to the engagement Vice President. Each of the teams is broken down in its area of responsibility. The program management office assists the delivery leader in reporting our current state and progress, identifying issues as they become known and handling the resolution of those issues. The Capgemini organization chart is attached as Exhibit H/K-1.

Q. How many people at Capgemini have been assigned to this engagement?

A. (By Mr. Kurtze) While the number of individuals working on the project varies from time to time, Capgemini currently has over 500 individuals working on this project.

Q. In terms of the various teams, please identify and summarize the experience of the project managers on the Capgemini team.

A. (By Mr. Kurtze) The resumes of the top fourteen (14) project managers and senior consultants are attached as Exhibits H/K 2 through 15. Their names are:

Dee Burger, Mark Kirby, George Fenn, Daylon Lutzenberger, Venkata Achanti, Harry Artz, Michael Craig, Steve Koenigsberg, Arun Santhanam, Sean Dougherty, Rose Kirkland, Brandon Gullett, Michael Emry and ChrisTina Cavoto. All of these individuals have extensive experience in the telecom field. I will allow the resumes to serve as the summary of their collective experience.

Q. Can you summarize the work that Capgemini has completed to date on this engagement?

A. (By Mr. Kurtze) Yes. Capgemini began working on the project before its agreement with FairPoint was signed, and following the signing of the agreement Capgemini staffed the teams and began working aggressively. We have worked through a process of identifying the business requirements. We did this through a combination of joint workshops with FairPoint and FairPoint's consultants and advisors. The purpose was to capture at a broad level the requirements of the Verizon wireline businesses so that the Capgemini/FairPoint team could begin the process of selecting systems applications. The process started in January and continued through February.

Capgemini then began the application selection process – that is, looking at the applications available in the marketplace that had been designed either to do the particular business function – for example, accounting or human resources or customer care – or to do particular technical functions that are unique to the telecom industry. Network surveillance is one example. We began the process of

reviewing and identifying applications that would meet most of FairPoint's requirements with the least amount of modification or enhancement.

We also began working directly with Verizon. We held meetings with Verizon related to the organization of the Cutover Planning Committee and the cutover process (to be discussed in greater detail below). During these meetings, Verizon explained the nature of the data that the team could expect for data extracts and the timing of the Verizon processes. This allowed Capgemini to begin the process of mapping the available Verizon data into the systems and structures that we were designing and assembling for FairPoint.

Q. Have there been specific deliverables that Capgemini has produced relating to the business requirement identifications, application selection and so forth that you've described thus far?

A. (By Mr. Kurtze) Yes. Please refer to Exhibit H/K-16 (Confidential). This is known as Work Order #1 (W/O 1). The document contains a scheduled set of deliverables each month. The deliverables are generally due on the 15th of the month. In addition, please refer to the following exhibits:

- H/K-17 Change Request # 1 (C/R 1) (Confidential)
- H/K-18 Change Request #2 (C/R 2) (Confidential)
- H/K-19 Change Request #4 (C/R 4) (Confidential)
- H/K-20 Work Order #2 (W/O 2) (Confidential)

Q. Briefly describe Exhibits H/K-17 through H/K-20 (Confidential).

A. (By the Panel) These exhibits constitute change request orders and a second work order. W/O 2, for example, is the work order which documents the agreement by FairPoint and Capgemini to have Capgemini implement the customer care and billing system solution. FairPoint and Capgemini jointly determined that the customer care and billing system under negotiation with MACC was not the optimum solution for several reasons. We were concerned about the features and functionality of the MACC system and about MACC's lack of large ILEC experience. FairPoint and Capgemini therefore decided to proceed with a different solution consisting of systems provided by Oracle and Comverse.

Q. Did this change result in a delay in the system design and development?

A. (By the Panel) Initially, yes. FairPoint and Capgemini added tasks to the FairPoint Task List due to the decision to switch from MACC to the Oracle and Comverse based system. As of this time, Capgemini and FairPoint worked through the additional tasks and FairPoint remains on schedule.

Q. Please describe Exhibits H/K-17, 18 and 19 (Confidential).

A. (By the Panel) These change requests (C/R 1, C/R 2 and C/R 4)[1] document miscellaneous revisions to the internal developments schedule, timing and scope

[1] There is no Change Request #3. Due to various matters under discussion between Capgemini and FairPoint at the relevant time, several change requests were combined and labeled C/R 4.

of release issues, and certain milestone revisions – all of which FairPoint and Capgemini believed to be in the best interests of an orderly and efficient cutover.

Q. At least one witness intimated that FairPoint may have been required to pay compensation to MACC for this change. Is this true?

A. (By Mr. Haga) Absolutely not. There is no basis for such a statement. No contract existed between FairPoint and MACC at the time of the termination of the FairPoint/MACC business relationship as applied to this project. Thus, FairPoint did not pay (and did not owe) MACC anything. A "buy-out" never took place.

SYSTEMS SELECTIONS AND WORK TO DATE

Q. Please summarize FairPoint's overall goals with respect to the transition process and the cutover from Verizon's existing systems to the new FairPoint systems.

A. (By Mr. Haga) The first overall goal is to convert the data into FairPoint systems in order to enable FairPoint to successfully operate the business following closing and cutover with minimal impact on the customers in the three-state area. The second goal is to implement systems that will enable FairPoint employees (both new and former Verizon employees) to efficiently and effectively operate the business and, at closing and cutover, create an environment that will minimize or eliminate any disruption to the current workforce. FairPoint intends to create an

environment where FairPoint is at least as efficient as Verizon or improves on efficiency through the systems that are being implemented.

Q. What are the overarching principles that Capgemini and FairPoint have used to select FairPoint's business and operation support systems?

A. (By Mr. Haga) We have focused our selection process on functionality, vendor expertise and strength, the continuing support by vendors of the products and systems to be purchased and price. In addition, Capgemini and FairPoint have evaluated existing implementation within the marketplace of the various products considered to date. FairPoint intends to install commercially available systems in use today in order that FairPoint may benefit from customer knowledge, as well as vendor experience and familiarity with the systems.

Q. Please describe the major Verizon systems that are involved and the major systems that FairPoint will deploy to replace them.

A. (By Mr. Haga) Verizon employs five billing systems. They are known as CRIS, BCRIS, Arbor, CTIM and NBBE. CRIS is for residential customers, BCRIS is for business customers, and Arbor is for broadband billing, CTIM is for centralized toll investigation mechanism, and NBBE is used to bill complex business accounts. The replacement application for billing will be purchased from Comverse Technology, Inc. The system is known as Kenan BP. External customer web and portal access will be provided within Oracle's Siebel

application. There is a subset of Siebel which opens the entire application for self-care. At present, self-care is provided through Verizon systems known as BASES, BCBRS and LSIV. Verizon supports trouble ticketing with applications called VRCW, VOPS, and LDTMS. The FairPoint replacement for trouble ticketing will be through an application to be identified upon completion of contract negotiations with the providing vendor.

(By Mr. Kurtze) Verizon's ordering and customer care systems include DOE, SOP, ICRIS, BOSS, QuickSuite, Netstatus, COPS/SSB, CXO and InfoPro. FairPoint will provide customer care applications for both obtaining order information and maintaining customer information through Oracle's Siebel application. In addition, FairPoint will implement add-on tools that will allow customer service representatives the ability to describe FairPoint's products quickly, answer questions concerning a bill or respond to additional inquiries from customers. Service representatives will automatically have the customer's information available to them when they answer the call. These tools will help FairPoint manage customer care service levels.

Q. So the entirety of that list of systems that were itemized is replaced by Oracle's Siebel application?

A. (By Mr. Haga) Correct.

Q. Please address rating and customer billing systems.

A. (By Mr. Kurtze) Verizon employs five systems. They are known as CRIS, BCRIS, Arbor, CTIM and NBBE as mentioned in Mr. Haga's response above.

(By Mr. Haga) We have chosen Kenan BP to provide rating and billing functionality for consumer and business accounts in replacement of the Verizon applications.

Q. What other system applications are you reviewing?

A. (By Mr. Haga and Mr. Kurtze) With respect to carrier access billing, Verizon employs four applications. The applications are: CABS2, NSS, ACW and ODS. FairPoint intends to contract carrier access billing. FairPoint currently contracts with two vendors for these services. The first is MACC and the second is CDG. There are other contractors available.

This is a fairly well-defined business, so the issue is not so much devising a creative solution as it is selecting the vendors.

Q. Are there a number of vendors who provide this service?

A. (By Mr. Kurtze) Yes. Some vendors license the software, and the carrier operates the system. Some vendors simply provide the entire function.

Q. Are you comfortable that Capgemini will be able to integrate these services with FairPoint's target operation support systems?

A. (By Mr. Haga) Yes. There is minimal integration with CAB billing.

(By Mr. Kurtze) CAB basically takes industry standard outputs of call records from the switching systems and converts them into a billing record to send on to the connecting carrier.

Q. And the vendors that FairPoint used in the past, are they familiar to users of access services?

A. (By Mr. Haga) Yes.

Q. What is the next process or system at issue?

A. (By Mr. Haga) The next process is Enterprise Management, which includes Verizon systems for or related to finance, Human Resources, payroll, Accounts Payable, Accounts Receivable, real estate, supply chain and risk management. Enterprise Management will be serviced via Oracle's Finance Application and Oracle HR.

Q. Did FairPoint consider using or purchasing the existing Verizon back-office support systems?

A. (By Mr. Kurtze) In most instances we did not, for several reasons. One is that some of the systems are licensed to Verizon. Another reason relates to the age and the functionality of Verizon's systems. (By Mr. Haga) Many of Verizon's systems operate on mainframes with a COBOL programming language, and the universe of people that are familiar with the hardware platforms and the software

platforms is becoming limited. This is one reason why FairPoint did not elect to utilize some of these applications. Another reason is these applications were built for a specific business function, and FairPoint does not intend to organize its business in the same manner that Verizon has organized its business. For example, Verizon utilizes an order system for local phone service and utilizes a separate ordering service for Internet, and still a separate ordering system for long-distance service. FairPoint plans to utilize a single system that can order any product and service that FairPoint provides. Verizon developed its systems as its business evolved. FairPoint has the opportunity to replace those systems with other systems that will better provision those services and potentially new services.

Q. What are the benefits to starting over with entirely new systems as opposed to adopting the Verizon back-office systems?

A. (By Mr. Kurtze) On the purely technical side, the benefits include more current IT technology, current languages running in distributed environments, and taking advantage of continuing technical advances. New systems also contemplate the broader range of products and contemplate complete integration. Some of the products are pre-integrated as compared to evolving individual applications. The new systems are less expensive to own and operate on the IT side and have combined functionality. This leads to fewer transfers of data within the overall system architecture.

Q. Is FairPoint planning to replace existing gateways provided by Verizon?

A. (By Mr. Haga) Yes. Verizon currently uses four systems known as EB, VTAG, TAXI and Access for the external IXC, which is inter-exchange carrier for wholesale access.

In addition, Verizon's gateway for wholesale CLEC access utilizes three systems, known as RETAS, TAXI Local and TADI.

Q. What type of gateway does FairPoint plan to utilize?

A. (By Mr. Haga) FairPoint plans to utilize a single gateway known as Wisor. Many of the IXCs and CLECs currently use this particular interface with other carriers.

Q. Are there any future development steps in connection with having the Wisor system implemented?

A. (By Mr. Haga) Yes. There are two means by which Wisor provides access for IXCs and CLECs. One means is via a web interface, also commonly referred to as a WebGUI. For any of the IXCs or CLECs today using a web interface, there is no impact other than learning how to use this particular web interface versus Verizon's web interface. The second option is referred to as "E-bonded", meaning that the carriers at issue have an electronic gateway either presently to Verizon or in the future to us. The carriers now use a standard EDI format.

Wisor also uses a standard EDI format. The technology is consistent in that it utilizes XML as the means to structure other communication between companies. From a planning standpoint, FairPoint representatives will meet with each of the CLECs that presently utilize an E-bonded interface with Verizon to evaluate the communication mechanism between the two companies, in order to determine whether any development is required.

Q. What is the time frame to do that?

A. (By Mr. Haga) Mr. Brian Lippold, the Vice President of Wholesale Services, started this dialogue and continues in his discussions with CLECs. FairPoint hopes and expects to complete these meetings during September, 2007.

Q. Haven't many of the CLEC Intervenors in this docket raised concerns about this new gateway?

A. (By Mr. Haga) Yes, but as noted previously in my testimony, there will be very little to no impact on the CLECs which currently utilize Verizon's Web enabled systems other than learning to use the Wisor interface. This should amount to little more than the CLEC employees becoming comfortable with a computer screen somewhat different than the screen which they utilize for the Verizon gateway.

Q. Has FairPoint followed through on its promise to demonstrate the Wisor system in an attempt to alleviate CLEC concerns?

A. (By the Panel) Yes. FairPoint and Capgemini had agreed to schedule an on-line, web based demonstration of the Wisor gateway. Mr. Lippold had contacted CLEC Intervenor representatives to arrange for their participation in this presentation. Mr. Lippold has contacted CLEC representatives in-person, via conference calls and via e-mail communications. In fact, Mr. Lippold notified CLEC representatives on August 10, 2007, of the scheduling of the Wisor demonstration. FairPoint, Capgemini and Wisor hosted the demonstration on Monday, August 27, 2007. Representatives of FairPoint, Capgemini and Wisor provided the demonstration and answered multiple questions during the presentation. Approximately thirty-five (35) CLEC representatives participated. In addition, Mr. Lippold sent an e-mail to the CLEC representatives after the demonstration to thank them for their participation and to invite follow-up questions.

Q. Did the Wisor demonstration allow CLEC personnel to view an order flow through the WebGUI?

A. Yes. CLEC representatives saw a demonstration concerning the submission of access orders, local service orders and trouble tickets. In addition, an "incorrect" or "incomplete" order intentionally was keyed into the system. The CLEC representatives viewed how the Wisor system provides notice of order rejection. The Microsoft PowerPoint presentation slides are attached to this testimony as

Exhibit H/K-21 in order to provide the Commission and other Intervenors with the topic areas reviewed and demonstrated during the WebEx.

Q. Are there any other systems to update?

A. (By Mr. Haga) Yes. Verizon employs two systems that address billing mediation, AMA and STARMEM. Billing mediation systems perform the transformation of usage inputs from various sources into a standard format required by a billing system. These will be replaced by Comverse's Kenan Data Mediation.

Q. Please discuss the inventory provisioning and activation systems.

A. (By Mr. Kurtze) Verizon utilizes six systems. The systems are: PAWS, SOAC, MARCH, SWITCH, TIRKS and eWPTS.

(By Mr. Haga) The primary application that is going to replace much of the functionality with respect to the above-listed systems is METASOLV. In addition, we may implement the MARCH system, which is a Telecordia software product.

(By Mr. Kurtze) Another Verizon system to be replaced by METASOLV is known as LFACS. This also relates to the broad category of inventory, provisioning and activation.

Q. So, the one system that remains out of that grouping is MARCH. And you are evaluating the alternatives which could include purchasing the Verizon system?

A. (By Mr. Kurtze) Yes.

Q. Are there any other categories?

A. (By Mr. Haga) Network planning and design.

(By Mr. Kurtze) Verizon utilizes four systems: FEPS, ECRIS, FACS and Foresight.

Q. What are the replacements for these systems?

A. (By Mr. Kurtze) There are two systems – one is still subject to contract negotiations and will be identified upon completion of those negotiations with the vendor and contract execution and the other is Business Objects.

Q. Are there any other systems at issue?

A. (By Mr. Haga) Yes. The next function is network engineering, which consists of four applications, known as: Backstop, Opera, CCP, and COEP.

In this particular case, we are reviewing COEP, in order to determine whether COEP can be an application that FairPoint would utilize. The engineering tools that we will have on our system blueprint will include two systems that are still

subject to contract negotiations and will be identified upon completion of negotiations with the vendor and contract execution.

Q. What's the time frame for deciding on which system to adopt?

A. (By Mr. Kurtze) We have recently reviewed pricing information from Verizon on certain aspects of those systems. A final decision should be made within the next month.

Q. And for those systems that you are looking at from Verizon, if for some reason you determine not to go forward with those, are there other systems available to you that would perform those functions?

A. (By Mr. Kurtze) Yes. There are systems available from companies like Telecordia, and some of the major equipment manufacturers also have systems available which we could consider.

Q. Please go on.

A. (By Mr. Haga) The next process is Fault Management. Verizon has two applications. One is Delphi, and the second is REACT. FairPoint has selected IBM's Netcool system to replace these Verizon systems.

Q. Why did you select that application from IBM?

A. (By Mr. Kurtze) Netcool is a product that has been out for several years. In addition, Netcool is a product that many companies utilize, and we know this system has experience in the marketplace and will be straightforward to integrate into the system.

Q. To the extent FairPoint plans to replace a Verizon system, does FairPoint intend to acquire the most current version that the software provider has issued?

A. (By Mr. Haga) FairPoint plans to utilize the most current, generally available version.

This means FairPoint does not want the most current version of a system if it is in beta or early release stage.

The next system relates to security management, and Verizon utilizes a system known as IFAS and Access Guardian. FairPoint is reviewing Access Guardian.

Q. Any further systems?

A. (By Mr. Haga) Work-force management. Verizon utilizes three systems known as Dispatch, WFA and CBSCNE.

We intend to implement a system that has similar functionality to the Verizon systems known as Advantex produced by Ventyx.

Q. Why did you decide on the Advantex work-force management platform?

A. (By Mr. Kurtze) Well, again, it's one of several commercially available workforce management systems that are in use with various companies in the U.S. and around the world. Many utility companies utilize Ventyx application. We found that the Advantex platform had the best performance package at a reasonable price and offers an opportunity to introduce some new functionality at a later date.

Q. Do you have any more systems to discuss?

A. (By Mr. Haga and Mr. Kurtze) One more. Performance and service-level agreement monitoring.

Verizon utilizes two systems known as NMA and NMP.

FairPoint will utilize IBM Netcool and another system that is under negotiation. These systems will measure quality of service and related issues.

Q. Is it true that FairPoint must replace 600 Verizon systems in order to effectuate the cutover to a new FairPoint system architecture?

A. (By Mr. Kurtze) No. The definition of "system" is not precise. Many of the so-called "600 systems" in fact really are sub-systems integrated over a period of time and constitute a component of an entire system. In other words, Verizon has identified its incumbent "systems" and has acknowledged the existence of various sub-systems underneath the layer of these incumbent systems. Through this

testimony, we have endeavored to provide an overview of the major system applications FairPoint is examining or intends to utilize to operate the business.

CUTOVER-RELATED ISSUES

Q. With regard to the cutover and transition process, who are the parties who will participate in that process?

A. (By Mr. Kurtze) In the first part of the planning of the cutover and transition, that is an activity that is jointly run by FairPoint and Verizon. Capgemini is the principal support component for FairPoint.

Q. How do these parties interact?

A. (By Mr. Kurtze) The parties have created a joint Cutover Planning Committee. There are now two representatives on that committee from Verizon, and two representatives on that committee from FairPoint. FairPoint chose to appoint one individual from FairPoint -- Mr. Haga -- and also chose to appoint a senior person from the Capgemini team -- Mr. Venkata Achanti.

Q. Who has Verizon designated as its representatives to the Cutover Committee?

A. (By Mr. Haga) Mr. James Brophy and Mr. Hassan Hye.

Q. Have you received the Verizon Cutover Plan and did you furnish the revised FairPoint Cutover Task List?

A. (By Mr. Haga) Both. FairPoint has provided to Verizon the FairPoint Cutover Task List. Verizon has provided to FairPoint a revised Cutover Plan. Both documents have been filed in this proceeding.

Q. For clarity, what is the difference between the Cutover Plan and the Cutover Task List?

A. (By Mr. Haga) The Cutover Plan is Verizon's plan. The Cutover Task List is FairPoint's document. The appropriate milestones are consistent in both documents. A significant portion of the Verizon Cutover Plan concerns tasks to prepare for services to be provided under the TSA as well as for preparation for and activities associated with conversion off the TSA and the Verizon systems. There would be no indication of any kind of system activity from a new FairPoint system standpoint within the Cutover Plan.

The FairPoint Task List details the steps to be undertaken through and beyond the conversion from the TSA. As of this time, the FairPoint/Capgemini team has a firm understanding of all items which need to be addressed with respect to the cutover.

Q. Does the Task List contain a significant number of discrete tasks required for the cutover?

A. (By Mr. Kurtze) Yes. As the parties coordinate the activities and details of the Verizon Cutover Plan and the FairPoint Task List, additional levels of detail will

be added so that the Cutover Committee can produce a finite checklist to be implemented at key times during the transition. There are several extensive and major components that are involved in the data systems cutover. Likewise, there are the business-transition type activities, in terms of how functions will get migrated. There is also a set of activities around the actual network itself. All of those will be "broken down" to a high level of detail so that the activities can be executed appropriately and in the correct sequence.

(By Mr. Haga) In addition, there are milestones in the Task List, which basically dictate the need for further details in the plan. But the key dates have been set and we have started the process to become more and more detailed with respect to the cutover as called for in the plan.

Q. Please explain.

A. (By Mr. Haga) The business integration over the course of the next six months will take various steps as the discussions progress with our Verizon counterparts to further understand the work level within the organization today and what work is occurring within the three states, as well as what work is occurring outside of those three states. Through those meetings, we will determine the next steps that need to be taken – whether it is retraining or whether it is hiring to finally develop that final staffing level. We will continue to develop and detail staffing plans and continue to monitor Verizon's staffing adjustments, as this is a business that continues to run on a daily basis. So the process necessarily is very fluid. Every

month we have established a process to get a "true-up file" from Verizon so that FairPoint can monitor changes in the existing staff to ensure that Verizon transfers to FairPoint a company that is working business as usual.

(By Mr. Kurtze) Please refer to Exhibit H/K-22. The exhibit is labeled Nor'Easter Weekly Program Status, 09/04/07 (Program Status). In that exhibit, please refer to the Nor'Easter Program Schedule, specifically the Scope Definition Process appearing under Launch Release. The document detailing the final requirements for all application functionality were due in July after the completion of Build 1 and just prior to the start of Build 2. This document was delivered on schedule. That is a key milestone because it defines the functionality of all systems and all interfaces as well as the listing for system configuration data. We will use change control processes to implement any changes to the system configurations or functions.

Q. What do you mean by the term "builds?

A. (By Mr. Haga) Build 1, Build 2, Build 3, Build 4 are listed within the Program Status. Basically, these reflect the design and "build" of all applications necessary for the business. By way of example, Build 1 contains certain processes that will support functions like add an account, add local service to an account, add long-distance service to an account. This is basic service order activity. These will flow through all the systems, because these systems are integrated. With Build 1 complete, we are able to create an account and watch the

account flow from Siebel down to the Kenan BP application. We can review the account, add basic services to the account and then run through a bill cycle. Each "build" will add more services and functionality to the overall systems. The Program Status then progresses with the overview through the "builds", the test data extracts, cutover and the conclusion of the TSA services.

Q. Does the Cutover Plan favor Verizon more so than FairPoint?

A. (By Mr. Kurtze) No. The Cutover Plan does not place FairPoint at a disadvantage before or during the transition period. The Verizon Cutover Plan and the FairPoint Cutover Task List need to be read together to get a full picture, and read that way, they are fair and balanced.

(By Mr. Haga) I agree with that assessment. In addition, FairPoint has reviewed the initial Verizon Cutover Plan and made suggestions for revisions and improvements. Likewise, Verizon has reviewed the initial FairPoint List and made revisions and improvements. The cutover teams have been and remain in constant communication to develop the revised documents. Both teams will continue the communication to develop more details to implement the respective plans and reduce risks associated with the cutover process.

Q. What do you mean by the reference to "more details"?

A. (By Mr. Haga) A good example concerns the cutover process. FairPoint must secure data from several different Verizon based systems. For some of these

systems, the data is going to be so large, that a transfer of the data cannot be accomplished electronically; we have to download the information on a tape. That tape has to be delivered to the location containing new FairPoint systems. When FairPoint receives data from a significant number of systems, we must develop a level of detail down to precisely what time of night the data will be produced, how long it takes to actually produce the data, and the length of time for the transport of the data from Verizon's data center to FairPoint's data center. In addition, we must map that entire process out so that we can track and assure that the cutover process goes through those steps successfully. As such, the Task List will become more detailed as the systems architecture and cutover process develops.

Q. To date, have all of the deliverables listed within Exhibits H/K-16 through H/K 19 been submitted in a timely manner?

A. (By Mr. Kurtze) Yes. Deliverables are due on the 15th of the month. Capgemini has met its obligations through August 2007, and, as of the filing of this testimony in Docket 07-011, I have no reason to believe that the September deliverable will be delayed.

Q. Overall, is the transition and cutover project on schedule for a late May 2008 cutover?

A. (The Panel) Yes, it is.

Q. What steps are being taken to protect customer data?

A. (By Mr. Kurtze) We want to reiterate, as we said throughout the proceedings in all three states, that Verizon is cognizant of its obligations to protect the data. During the testing process, while working with the Verizon data, FairPoint and Capgemini are complying with all of the Verizon data security requirements. A subset of that process is the special requirements for CPNI -- customer proprietary network information. We will comply with those requirements, while the data remains the property of Verizon, and will continue to comply after cutover.

Q. The cutover is being structured as a "flash" cutover rather than a cutover in several stages. Please describe (A) how the cutover has been organized; and (B) whether other alternatives were considered?

A. (By Mr. Kurtze) The flash cut was selected because it presents the least risk for issues to arise. We considered and rejected a staging of various applications -- that is, cutover the billing system, and at some later time cutover the network systems, and then at some later time cutover the ordering system. The other staging would be a geographically based staging -- that is, cutover New Hampshire first, then Maine, and then Vermont. This was also rejected for reasons noted below.

(By Mr. Haga) As part of an extended series of discussions with Verizon, those were two of the alternative cutover processes that were discussed. They were

rejected because each effort to reduce cutover risk levels actually raised other issues which created additional (unacceptable) risk factors, particularly with respect to carving out the three states into a state-by-state systems cutover. In order to successfully cutover in stages, current applications would have to be set up to recognize and split out that data by the three states. The call centers that support all three states would then be working with two applications. This would create both a training issue, and an operational issue of trying to work two sets of applications.

Testing would become overly cumbersome and complicated as well. In addition to systems-based testing, Verizon and FairPoint would also need to test the ability to extract data at a state level and then re-test for each of the states. For example, Verizon would extract data at the state level and send us a file. That data would then be tested. The reverse process would need to occur, i.e., FairPoint would send test responses back to Verizon, and Verizon then would have to go back into their systems and do that same type of reverse engineering of splitting out the states. Overall, the state option was not feasible. The amount of development that would have had to take place within those applications, as well as within their conversion programs, was just too significant.

To try to break out the cutover by systems – on a system-by-system basis – also would be overly cumbersome and difficult. The Verizon systems are highly integrated and the data that flows between these systems is very time-sensitive.

The systems do not allow for a billing cutover at one point in time followed by a service order cutover, and later a network inventories conversion. This process cannot be completed in any feasible manner and would have created more risk for error in comparison to the three-state flash cut. All avenues were considered and were evaluated. From a cost, risk and time standpoint, the flash cut is the best avenue and, in my opinion, remains the only viable alternative.

Q. What do you mean by "risk"?

A. (By Mr. Haga) At the conclusion of the actual conversion, risk refers to the chance of having inaccurate information in the new FairPoint systems that were created primarily from and due to the processes being used.

Q. Does FairPoint have any contingency plans to address potential risks associated with either technical difficulties or some sort of failures in terms of the conversion process or cutover process?

A. (By Mr. Haga) We are in the process of developing contingency plans. With any conversion, a risk of error exists. However, we plan to use the first two data extract processes to obtain an understanding of the type of manual efforts that will have to be in place for correcting information (if the need arises) and for adding information which requires manual input. (See the Rebuttal Testimony of Stephen E. Smith on behalf of Verizon for further explanation of the data extract). With respect to the August 31 (2007) and January 30 (2008) data extracts, the

plan is to identify the amount of additional support that will be needed once the conversion occurs. This will help us to again mitigate the risk post-conversion in the event any issues develop.

(By Mr. Kurtze) The primary mitigation technique is effective testing before cutover and we will have a very comprehensive test strategy. Years of data will work its way through the testing. Testing will occur at the level of individual applications as well as at the level of groups of applications. End-to-end testing and then load testing will follow. Finally, critical user acceptance testing will occur.

Q. Do you believe Verizon's systems must be retained as a backstop for retail and wholesale and retail system performance for as long as it takes until FairPoint can demonstrate its systems are fully functional?

A. (By Mr. Kurtze) No. As Mr. Haga and I noted above, it is not practical—given both the integrated nature of the systems involved and highly dynamic nature of the underlying data—to proceed with anything other than a flash cutover. For the same reasons—again, because of the highly integrated nature of both the incumbent Verizon suite of systems and the new FairPoint suite of systems—it is also not practical to operate the Verizon systems in some sort of parallel or "primary backup" mode. The best course of action is to rigorously test and exercise the new systems and then cutover when fully ready. As part of that process, FairPoint is willing to review with the Commission staff the testing

strategy, the test plans and the results. And, as I said above, FairPoint and Capgemini will develop contingency plans to deal with some system fallout.

Q. Do you believe that FairPoint has retained consulting or other staff with skills to evaluate system integrity and usability during the transition period?

A. (By Mr. Haga) Yes. A thorough review of (i) the team that we have in place, (ii) the FairPoint Cutover Task List, (iii) Verizon's Cutover Plan, and (iv) the test strategy (test cases, expected results, actual results and the acceptance criteria) will demonstrate that we will be prepared for a successful cutover. We will provide a detailed testing strategy document as well as regular updates on the test results.

A. (By Mr. Kurtze) An appropriate evaluation of the present team would contain multiple criteria segregated into elements of work. For example, one of the criteria measured should include migrating large amounts of data for multiple millions of access lines. Capgemini has successfully accomplished such a project in the past. Another criteria should measure the ability to implement a new suite of systems for a telecom operator. Capgemini has participated in such projects in the past and I personally have been in charge of such a project execution. With regard to the business-integration process of designing new processes and training people, Capgemini has extensive experience in this regard. Capgemini has experience with start-up data centers and addressing the networking and the technical issues for other customers, and continues to do that both for customers

directly and as a business process outsourcer. Overall, the combined experiences that Capgemini provides this process are more than adequate to the task.

Q. In your opinion, please explain why the Hawaiian Telecom transaction is not a good transaction to analogize to the FairPoint/Verizon transaction.

A. (By Mr. Kurtze) Capgemini was not involved in the Hawaiian Telecom transition. Capgemini nonetheless has assessed the Hawaiian Telecom transition from discussions with present and former Verizon representatives, and reading the public reports filed with the Securities and Exchange Commission and information from the Hawaiian Public Utilities Commission.

Hawaiian Telecom encountered customer service problems that caused substantial delays and a lot of manual work after cutover. This is indicative of systems that did not flow through on an end-to-end basis. Yet, this is one of the criteria that is very important in the FairPoint/Capgemini testing criteria.

It must also be remembered that most of the systems that were present in Hawaii at the time of the extraction are not present in the Northeast. Hawaii-Verizon originally was a property affiliated with GTE, with which Bell Atlantic merged in 2000. Many of the systems within the old GTE properties are different from the systems used in the Northeast. Hence, there are differences which make the transactions quite different.

Q. Are there apparent differences related to the planning for the cutover between the present transaction and the Hawaiian Telecom transaction?

A. (By Mr. Kurtze) Yes. From a systems integration point-of-view, it is critical to have a knowledgeable client. In the Hawaiian Telecom transaction, the buyer was a private equity firm with no existing telephone operations. According to the Hawaiian Telecom S-4, while the transaction was signed in May 2005, most of the senior management team had not been retained until December 2005. With the present transaction, however, FairPoint is an operating telephone company with a very experienced senior management team. In fact, in February 2007, just three weeks after the Capgemini/FairPoint agreement was signed, the parties had an initial requirements session attended by multiple FairPoint personnel.

Within 3 months thereafter, FairPoint and Capgemini completed an IT Domain Charter, or formal plan describing the scope back-office development and related platform selections. Many members of the Capgemini team participating on this project have worked together previously, on other Capgemini engagements or in prior work experiences. All members of the Capgemini team clearly have the domain and Telecom expertise required to perform the work that they have been assigned. The same is true for relevant experience and expertise on the FairPoint executive team. Each FairPoint executive is active in both the business side of the effort, as well as participating actively with their Capgemini IT counterparts.

Q. Are there any other differences that you know of between the Hawaiian Telecom transition and the transition planned for FairPoint?

A. (By Mr. Kurtze) Yes. It appears that the Hawaiian Telecom transition and the effort to develop the new operating systems was scheduled for a nine-month period and later extended to eleven-months. Originally, the FairPoint transition was scheduled for fifteen months. The overall systems design and transition has been extended to a seventeen-month period. This time-frame difference is significant. Capgemini needs to develop and implement approximately the same number of systems as required for the Hawaiian Telecom transaction. The additional time allows for a more deliberate systems build and testing process.

With respect to the FairPoint transition, given the extensive level of business planning and system design and review, FairPoint only should require TSA services for a four-month period. Nonetheless, FairPoint has secured an additional four months of TSA services at a reduced cost. Finally, there is no end date for the TSA in this transaction.

(By Mr. Haga) I want to point out that FairPoint has no intention of issuing the Notice of Readiness until and unless the systems test criteria have been met. The proposal noted below will assure FairPoint adheres to this commitment.

Q. Will customer payment options need to change due to the new system architecture being designed by Capgemini?

A. (By Mr. Haga) No. All payment options that Verizon provides at closing will be available through FairPoint. In addition, FairPoint plans to continue the business relationships with payment agents retained by Verizon.

POTENTIAL CONDITIONS OF CLOSING & WITNESS CONCERNS

Q. It has been suggested that FairPoint engage an independent monitor for system development and conversion process. Please address the concerns raised by these suggestions.

A. (By Mr. Kurtze) Capgemini does not believe an independent monitor is necessary with respect to system development. The system design and development is too far along for any meaningful review. Capgemini and FairPoint are prepared to be open in the reporting of status, plan development and testing. Capgemini reports to FairPoint on a regular basis. Capgemini and FairPoint are prepared to share status reports with the Commission.

(By Mr. Haga) I agree. Issues are circulated. Issues are documented. The Verizon and Capgemini/FairPoint teams then resolve the issues. Reporting to an independent monitor would inhibit the process, delay progress, and delay the transaction. Alternatively, allowing the Commission to review information necessary to assess the various plans and the process would permit the process to continue and afford the Commission an opportunity to make informed decisions.

However, FairPoint recognizes the concerns of this Commission and the Intervenors. The concerns exist in the States of Maine and Vermont as well. FairPoint and Capgemini therefore have developed a proposed plan of action to address these concerns. FairPoint wants the test process and the results thereof to be transparent and available for commission review.

Q. How could this be accomplished?

A. (By the Panel) FairPoint understands that the Maine Public Utilities Commission (MEPUC) and this Commission each have a consulting firm retained for these proceedings which have experts on staff qualified to participate in the test review process. FairPoint and Capgemini would propose that the Vermont Public Service Board (PSB), this Commission and the ME PUC retain one of the current consulting firms (Consultant) as a single expert to review the FairPoint Test Strategy document. Such documentation includes:

- Test Strategy definitions and objectives;
- Test defect classifications and guidelines;
- System test entry and exit criteria;
- Testing metrics; and
- Notice of readiness (cutover) criteria.

The joint expert could then comment on and ask questions concerning this material. Subsequently, test defect severity level classifications will be established in order for the PSB, ME PUC and this Commission to be comfortable with the testing approach and gain assurance that the defect classifications have been analyzed and agreed upon by the Consultant.

The Consultant would report to all three commissions/boards and the related staff. FairPoint proposes that the commissions and their staff have direct access to the Consultant. In addition, the Consultant would view the test cases and the test results. FairPoint's analysis of the test results then could be verified. This means the Consultant would have access to the test data and all results. Questions could be asked and answered, and all concerns fully addressed prior to FairPoint issuing the Notice of Readiness. The objective of this process would be to achieve an objective set of criteria that FairPoint and the consulting firm agree will be indicative of readiness for cutover. When those criteria have been achieved, the decision to cutover will then be automatic.

Q. Why does FairPoint and Capgemini propose only one expert consulting firm, versus a separate expert for each of the three states affected by this transaction?

A. (By the Panel) We believe injecting multiple parties in this process would cause too much confusion and could lead to deadlock. For example, consider what would happen if two of the experts disagreed and could not resolve their differences. Delays caused by such deadlock could lead to protracted negotiations among differing experts and the various authoritative commissions. This would delay the cutover for no reason. Any issues which arise among the experts could cause undue delay and could cause FairPoint to incur significant (and unnecessary) costs. In addition, FairPoint plans to pay for the costs of the Consultant. Retaining multiple consulting firms would be immensely expensive.

We therefore believe the better approach involves one, highly qualified consulting firm to act on behalf of the three jurisdictions. This firm would report to the three jurisdictions as desired and assist with the development and review of the testing report process. Each of the PSB, ME PUC and this Commission could be assured of FairPoint's systems readiness at cutover.

Q. Is FairPoint willing to share all of this test criteria, test strategy and related information with the CLECs or other Intervenors?

A. (By Mr. Haga) No. This test strategy documentation consists of some of FairPoint's most proprietary trade secret information. FairPoint should not be placed at risk by being required to share such data with competitors or other Intervenors. Instead, and as an accommodation to the CLECs, FairPoint is willing to share that portion of the test strategy document which pertains to the CLEC interface. In addition, FairPoint is willing to consider well-founded revisions offered by the CLECs to this portion of the test strategy. FairPoint's desire is to make the cutover and transfer to FairPoint's new Wisor based system as seamless and trouble-free as possible to the CLECs.

Q. Is there some sort of internal audit process that Capgemini or FairPoint plans to employ to ensure either data accuracy or data completeness?

A. (By Mr. Kurtze) Data completeness is part of the extract and cutover process. There are control records and control methodology that reflect, for example, the

receipt of a million records and the transfer of a million records. The controls allow for verification that a million records actually upload to the new systems. In the data-migration methodology, those controls will be built in from both sides.

This is the purpose of the data extract process. If a field is reported to be no longer than 15 characters in length and all alpha character, we will test against that. If the data does not match those requirements, then the systems will be examined in conjunction with Verizon. This is the reason to have the first two data extracts before the final cutover.

Q. Please explain the proposed test review process in more detail.

A. (By Mr. Haga) FairPoint and Capgemini want to ensure the process meets with the satisfaction of the three jurisdictions. As currently envisioned, however, the test review process would have two phases. First, FairPoint and Capgemini would provide the Consultant the latest version of the Test Strategy. The Consultant would have 2 to 3 weeks to review the materials and submit comments/questions. FairPoint and Capgemini would then host a meeting to discuss any issues and answer any questions. Within two weeks of that session the parties would concur with a testing plan and the acceptance criteria. This entire process would lead to an agreed on plan by the end of September or early October, 2007.

The second phase would involve test execution and results reviews. Testing results would be packaged and submitted for review. Specific reviews would be made of all severity 1 and severity 2 issues. The schedule for these reviews would be: integration tests by build (Build 2 – mid-October, Build 3 – mid-December and Build 4 – mid-January (2008)); for systems test by wave (Wave 1 – January 30, 2008 and Wave 2 – mid-February 2008); for user acceptance tests – mid-March 2008; and for CLEC Certification – March 30, 2008.

Q. Have any tests been conducted to date?

A. (By Mr. Haga) Yes. Build 1 has completed testing during the month of August, with the effort yielding some 221 defects and only 12 (5.4%) were carried into Build 2 due to software modifications (the remaining 94.6% were remedied within the testing window established). These modifications fit well into Build 2. Build 2 has just entered testing with firm dates for completion as well as dates for both Build 3 and 4.

Q. Can a "switch-to-bill-to-tariff" comparison be undertaken to determine the accuracy of the billing records?

A. (By Mr. Kurtze) A "switch-to-bill-to-tariff" comparison cannot be undertaken to determine the accuracy of the billing records prior to cutover with respect to Verizon customers at that time. The data will be run on an "actual basis" at the time of cutover as Verizon will conduct "business as usual." During the testing

phase FairPoint and Capgemini will simulate such testing. The process will include simulated data from a "raw" call record into the billing system. The bill will be tested for accuracy in terms of the billing information, requested features or services, and the proper rating. We also intend to run test bill cycles after receipt of the first and second data extracts from Verizon and compare them through statistically valid sampling to actual bills generated by Verizon's systems. The cycles will contain all customers within the cycle, and a sample of customers will be validated through a bill to bill comparison. At some point after cutover, FairPoint's standard operation processes would include a "switch-to-bill" and "bill-to-tariff" audit test.

Q. Will the new FairPoint systems allow CLEC functionality on a level of parity with FairPoint's retail operations?

A. (By Mr. Haga) Yes. The only difference between wholesale or retail is the gateway into the FairPoint order management systems. Once through the gateway, the same systems that FairPoint retail operations will utilize to manage orders, to perform the provisioning, capture the incremental billing data (if required), as well as the translations and switches, will be the same systems for wholesale operations. The design and functionality of the wholesale gateway will minimize any changes for the CLECS. FairPoint has arranged with the major switch manufacturers, Alcatel Lucent and Nortel, to have access to their test labs for purposes of testing the new systems. Therefore, in advance of cutover,

CLECs will be able to test order placement and see how the systems handle the order all the way to the implementation of the order at the switch.

Q. Is there a firewall between wholesale gateway and the retail gateway?

A. (By Mr. Kurtze) Yes. A firewall will block access at the user level so that FairPoint's retail service representatives will not have access to wholesale customers' information. The firewall also will prevent members of FairPoint's wholesale operation teams from accessing data at the retail user level.

Q. Does the TSA provide FairPoint with a financial incentive to prematurely cut over to its own wholesale systems because of the fee structure.

A. (By Mr. Kurtze) No. The TSA structure has incentives for FairPoint to terminate the TSA as soon as it is ready to do so, but not on a "premature" basis, and has incentives for Verizon to cooperate to enable FairPoint to cut over when it is ready. FairPoint understands and fully appreciates that the potential customer dissatisfaction and loss of marketing opportunities caused by systems not working as they are supposed to work is substantially more significant than the potential savings of TSA fees. The primary, overarching concern of FairPoint, Capgemini and Verizon is a "clean" trouble free cutover process and a trouble-free transition period.

Q. Will FairPoint, and Capgemini, agree to collaborate with the CLECs to test the new FairPoint systems prior to cutover?

A. (By Mr. Haga and Mr. Kurtze) Yes. FairPoint representatives will be requesting meetings with the CLEC representatives as the progression of the Task List develops and the testing procedures become more detailed. In addition, CLECs will receive the information FairPoint and Capgemini share with the Commission. We will be receptive to well-reasoned and well-founded suggestions with respect to testing and details concerning cutover.

Q. Is it feasible for the system changes to occur over weekends during specified maintenance windows?

A. (By Mr. Kurtze) No. Such a cutover is not practical because Verizon's systems are totally integrated. This is the issue that Mr. Haga referred to earlier with respect to the data getting out of sync or requiring, in essence, double interfaces for everything so that information existed partly on Verizon's systems and partly on FairPoint's systems. In my opinion, such a cutover process would be extraordinarily complicated, prohibitively expensive, and, more importantly, introduce more risk than it would solve.

Q. Do you agree that it is important for FairPoint to provide competitors with well-functioning, standard EDI, preferably using one of the industry standard interfaces, such as ASR?

A. (By Mr. Kurtze) Yes. We are committed to using industry-standard interfaces. The Wisor interface does use ASRs and LSRs, industry-standard interfaces

recognized by the standards organization known as the Alliance for Telecommunications Industry Solutions (ATIS).

Q. Please describe the actual cutover process as contemplated at this time.

A. (By Mr. Kurtze) The execution of the cutover itself will be the responsibility of Capgemini acting for FairPoint with a sharing of that burden with Verizon. This will be a joint activity. Verizon has to isolate the systems, stop the transactions and then begin to extract the data. Verizon must then either physically or electronically pass data to Capgemini. Capgemini (in conjunction with FairPoint) will implement the reverse process of migrating the data into the new application. This is a Capgemini task under W/O #1 (Exhibit H/K-16). FairPoint at that time will have an IT Department. The individuals within the IT Department will be monitoring that process, because after cutover, operation of the systems will be done by FairPoint. FairPoint will staff the IT department in order to be prepared to do that when the cutover happens.

Q. Will new FairPoint employees and the Verizon employees transferring to FairPoint need training for the new systems?

A. (By Mr. Haga) Yes. Training itself is a task item on the Task List. Now that FairPoint/Capgemini have identified the majority of the support systems, the next step is to describe the system flows for the migration of data between each of the systems, which then leads into the business processes. From the business

processes, Capgemini and FairPoint will define training. The actual delivery methods for the training will be made at a later date. Contractually, Capgemini will provide a trainer force with all of the system applications.

(By Mr. Kurtze) FairPoint has made its position clear and Capgemini understands that the transition and training for the employees is one of the most important transition-based activities. In the event the employees cannot utilize the new system structure efficiently, then the investments FairPoint will have made in technologies and process will be less than effective. As a result, Capgemini is working very hard to design processes, for example, that retain existing accounting codes and utilizing existing part numbers for materials. The goal is to transition such that employees do not have to re-learn basic information that they already know.

Q. To date, has FairPoint exceeded the capital expenditure budget for these new systems?

A. (By Mr. Kurtze) No. The budget is a fixed price for hardware and software and services. FairPoint remains on budget because it has a fixed price, and the intervening deliverables have been delivered on time. These costs are identified within the Hardware/Software Packaging Agreement that is part of the agreement FairPoint has with Capgemini.

Q. But does that imply that if the costs go over budget, then Capgemini is going to be responsible for any overage?

A. (By Mr. Kurtze) Yes, with a few exceptions for changes in requirements or supplemental work. The change control process is defined in the agreement between FairPoint and Capgemini. Capgemini is responsible for delivering the systems and services according to the schedule and at a fixed price.

CONCLUSION

Q. Have you formed an opinion as to whether or not customers in the State of New Hampshire will benefit from the transition to either the new FairPoint system architecture or to FairPoint overall?

A. (By the Panel) Yes. The new architecture will provide FairPoint with the opportunity to offer new products, as well as existing products and services in a way that is as efficient or more efficient than Verizon has offered in the past. More importantly, the new systems will allow easier introduction of new services and new products in a very cost-efficient way. This is beneficial to the residents of New Hampshire.

Q. In terms of the cost efficiencies you mentioned overall, can you provide some examples?

A. (By the Panel) Yes. Overall, the newer systems will be less expensive to operate, and maintenance costs should be lower. There are operational efficiencies based upon the advances in technology in comparison to the existing Verizon systems.

Q. Does this conclude your testimony?

A. (By the Panel) Yes it does. Thank you.

Exhibit H/K-1

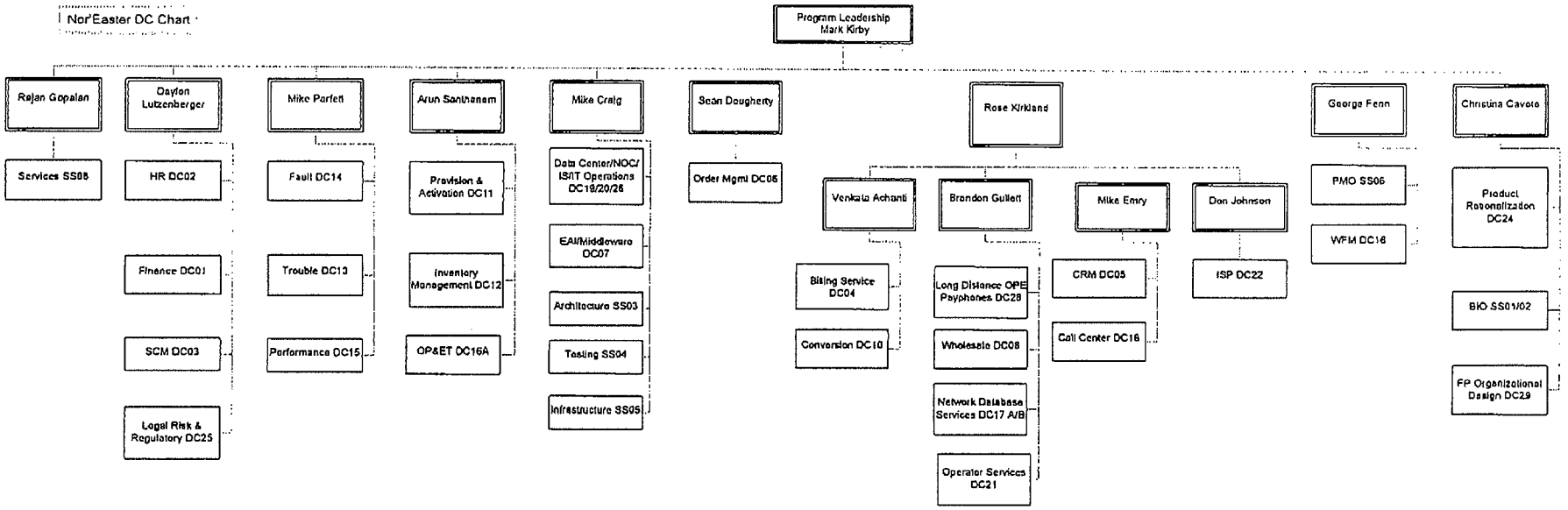


Exhibit H/K-2

Dee Burger Vice President

EXPERIENCE SUMMARY:

Dee Burger is a Vice President with Capgemini and is responsible for all Sales and Delivery with our North American Telecommunication clients.

During his 15 years in consulting, Dee has been responsible for teams delivering large programs for many US Telecommunication providers including AT&T (SBC), Verizon, BellSouth, Nextel, Cingular, Bell Canada, and many others. Specific projects have involved strategic, operational and information technology elements, and have covered most of the Telecommunications value chain, including;

- Market Segment Strategy
- New Product Launches
- Sales & Marketing
- Customer Care and Call Center improvement
- Installation, Maintenance and Repair
- Network Planning and Provisioning
- Inventory Management
- Outside Plant Engineering & Construction
- Network Centers
- Billing and Collections

Prior to joining Capgemini, Dee held positions as a Partner in Ernst & Young's Telecommunications practice and as a Vice President leading Gemini Consulting's Telecommunications practice.

EDUCATION:

- Masters of Business Administration from University of Georgia
- Bachelor of Science in Finance from Clemson University

Exhibit H/K-3

Mark Kirby Vice President

EXPERIENCE SUMMARY:

Mark Kirby is a Vice President with Capgemini's Telecom Media and Entertainment practice responsible for large program delivery.

Mark has 14 years of of diverse information systems experience, focusing on the delivery of complex, integrated, enterprise scale platforms and architectues for Telecommunications companies.

Immediately prior to joining Capgemini's consulting practice, Mark was Senior Director of Enterprise Architecture and Development at BellSouth and AT&T, and was responsible for BellSouth's Enterprise Architecture organization. During his time at BellSouth he led the Architecture, Testing and Program Management functions for BellSouth's Broadband Transformation program; a $300M+ program to deploy a next generation BSS and OSS platform and convert more than 3 million customers accounts to the new platform.

Having worked in Africa, South America, and the United States, Mark has extensive international experience with the design, construction and implementation of global IT infrastructure.

EDUCATION:

- Masters of Science in Mechanical Engineering, The Pennsylvania State University, State College, PA
- Bachelors of Science in Mechanical Engineering, The Pennsylvania State University, State College, PA

Exhibit H/K-4

George Fenn Senior Manager

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

EXPERIENCE SUMMARY:

George Fenn joined Capgemini's Telecom Media & Entertainment practice in June of 1999. George has over 15 years of delivery experience across the Telecom and Cable industries leading both large scale IT and Business process redesign initiatives. He has held multiple delivery lead roles working on large IT and Business Process projects with RBOC's, IXC's and Cable Companies including BellSouth, Verizon, Comcast, SBC and Sprint.

George's key delivery roles include:

- Deployment Manager for BellSouth's IT Broadband release ($100 M Transformation Program)
- Engagement Director for BellSouth's Network Work Center Fall-out management tool
- Engagement Director for BellSouth Broadband Capability Tool initiative
- Engagement Director for Comcast Retail Channel Systems Assessment
- Engagement Director for Verizon Domestic Wireline Network Strategic Plan
- Engagement Director for SBC Enterprise Wide CRM Roadmap
- Engagement Director for BellSouth Wholesale Billing Systems Assessment
- Engagement Director for BellSouth Web Hosting New Business Launch
- Engagement Director for Sprint Broadband Wireless High Speed Internet (MMDS) New Business Launch
- Engagement Director for BellSouth Network Installation & Repair TechNet Solution
- Project Manager for the deployment of BellSouth Outside Plant Construction Management system
- Project Manager for BellSouth PICS Capital Recovery system
- Project Manager for BellSouth Network Planning & Provisioning reengineering program

Prior to joining Capgemini, George was a Principal with Gemini Consulting. He worked exclusively with large RBOC IT and Process initiatives across Network Operations. Prior to Capgemini George worked as a Senior Marketing Associate with Asea Brown Boveri and Westinghouse Electric's Transmission and Distribution Relay Business.

EDUCATION:

- Masters of Business Administration from Darden Business School, University of Virginia
- Bachelor of Science in Electrical Engineering from Lehigh University

Exhibit H/K-5

Daylon Lutzenberger Principal

EXPERIENCE SUMMARY:

Daylon Lutzenberger has been a member of Capgemini's Telecommunication, Media and Entertainment group for over 13 years leading the delivery and implementation of large and complex client transformation projects.

While Daylon's breadth within telecommunications has spanned wireline, wireless and broadband, his focus has consistently been within customer relationship management, order management, provisioning, billing, mediation and collections areas. His global experience has included mergers, acquisitions and transformation projects for clients in the US, Canada, South America, and Europe.

In a prior role, Daylon led the Capgemini Telecommunications Billing Solution Center and Service Line. This role included directing a team of over 200 professionals responsible for all facets of account sales, solution development and offer management related to billing, rating, mediation, collections and remittance. He created a software solution center focused on accelerating telecommunications billing consolidation and implementation projects through accelerators in package selection, requirements development, configuration, data conversion, interface development, and testing. He was successful in creating a standard and repeatable approach to these conversions to minimize risk for consistent results.

During his tenure with Capgemini, Daylon has been responsible for leading teams in many functional areas of the telecommunications industry including call center optimization and transformation, operational data warehousing and scorecard presentation, network management and planning, and new product development Additionally, Daylon was responsible for the roll-out of the Navigator Systems Series, one of the first program management methodologies targeted at standardizing complex IT transformation projects. In that role he was responsible for not only implementing this methodology within the consulting practice but also in utilizing it in specific client transformation projects to provide a manageable process with a successful outcome.

Prior to Capgemini, Daylon worked for Mobil Oil Corporation leading technology development and telecommunications initiatives to support Gulf of Mexico oil and gas offshore.exploration and production.

EDUCATION:

- Masters of Business Administration from Loyola University
- Bachelor of Science in Computer Science from Texas A&M University

Exhibit H/K-6

Venkata B. Achanti, Ph.D. Senior Manager

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

EXPERIENCE SUMMARY:

Dr. Venkata Achanti joined Capgemini's Telecom, Media & Entertainment practice in June of 2000 to lead custom development projects. Venkata has 12 years of delivery experience covering a wide range of roles including applications developer, business architect, data architect, project leader and engagement manager.

Venkata has experience in implementing large-scale systems in client-server and distributed environments. He has a proven track record and has demonstrated many successes within the areas of planning, designing, and implementing various information systems and IT solutions. Most recently, he has delivered a mission critical data migration and synchronization solution for a large telecom company (BellSouth) as a part of their $300M plus broadband transformation effort (migration of CRM and billing functionality from Oracle platform to Siebel CRM and Singl.eView respectively). Venkata was responsible for 2 successful large-scale data conversion projects in telco and entertainment industries.

Venkata's key delivery roles include being the solution architect for Oracle CRM implementation for consumer & business customers (BellSouth), delivery manager for Circuit Provisioning and Support System & Trouble Administration (CPSS) (large business, BellSouth), and application architect and delivery manager for wholesale flow-through factory development (wholesale business, Verizon).

Prior to joining Capgemini, Venkata played a key role in design and development of resale customer service ordering gateway (Ameritech, now SBC). He was a key contributor to application integration effort for the resale services unit during Ameritech and SBC merger.

EDUCATION:

- Ph.D. in Engineering from West Virginia University, Morgantown, USA
- Masters of Science from IIT Kharagpur, India

Harry Artz Consultant

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

EXPERIENCE SUMMARY:

Harry Artz, having spent his professional career with Verizon, and the former Bell Atlantic and Bell of Pennsylvania Telephone Companies, has over 33 years of Information Technology expertise with the past 9 years at the executive level

Harry's IT experiences with Verizon are unique in the industry and he brings the benefits of how to approach mega-systems, systems strategies, development, conversions, staffing, and program and project management to his customers. He has a proven track record of success on large IT initiatives, many of the break-through in the industry, always having a clear partnership with his clients. His recent experiences with leading the Verizon Information Technologies Commercial Unit, have permitted him to work with many customers and assist in not only providing high value out-sourcing services, but offering the benefit of his experience for challenges they are facing. .

Accomplishments include:

As President of Verizon Information Technologies, Harry had profit and loss responsibility for an organization that provided IT Solutions to Industry for both commercial customers and Verizon Affiliates. This business unit offered IT Data Center Services, Telecom Software Solutions, and Healthcare Processing and Applications, with revenues of $142m for over 30 customers in 11 countries

Harry managed the IT Program for the $1.6B sale of the Verizon Hawaii assets including a 1 year IT systems transition services and a successful exit from over 200 complex systems and related customer and network data for almost 1m customers

As Vice President and subsequently Senior Vice President, Harry has been responsible for all of Verizon Telecom Billing Systems for over 13 years including managing staff in excess of 5000 personnel. Through the mergers of Bell Atlantic, NYNEX, and GTE this included over 20 physical billing platforms across Telecom collectively generating over 500 million bills annually.

Harry has led IT efforts for Long Distance entry and the creation a data company to sell broadband services in the Bell Atlantic region. Additionally during his tenure Harry developed and implemented Billing Strategies and collapsed legacy platforms, sponsored and implemented both a new nationally branded paper and an electronic viewing and analytic capability for high end customers. He also co-managed several Revenue and Billing Assurance programs with annualized revenue recoupment in excess of $200m for 3 consecutive years

As an IT Development VP, Director, Manager, and Individual Contributor, Harry has been involved in all aspects of development, delivery, and maintenance of large Systems Initiatives

EDUCATION:

- Bachelor of Science in Business Administration, Columbia Union College

Michael Craig Vice President

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

EXPERIENCE SUMMARY:

Mr. Craig is a Vice President within our Telecom Media and Entertainment practice. He has extensive experience in assisting our clients with Strategic Information Systems Planning, Analysis, and Infrastructure Design. Since joining the company in April 1988, Mr. Craig has been involved in information systems projects that require analysis and implementation of leading edge technologies. He has particular expertise in IT Strategic Design, Infrastructure Planning and Data Strategy.

Mr. Craig has worked within the information systems engineering field for over twenty-eight years. Prior to joining Capgemini, Mr. Craig worked for IBM as an Advisory Systems Engineer supporting telecommunications providers and AT&T Corporation in IT Operations. His positions within these organizations required daily involvement with technology planning and support issues.

Highlights of Professional Experience

- Performed IT Effectiveness reviews for multiple corporations to determine current best practices and identify areas of improvements. Deliverables consisted of a summary and detailed report that outlined improvement opportunities. Results were based on evidence of client capabilites as measured against leading practices for specific levels of support to the organization.
- Lead Architect for Technology Architecture and Strategy projects using Capgemini's IT Strategy / Business Alignment methodology. Assisted clients in developing the processes to identify IT Alignment requirements and maintain the planning / execution environment.
- Lead Architect for Technology Architecture definition projects leveraging Capgemini's Accelerated Technology Architecture Definition (ATAD) methodology. Led efforts to define the technology components of an eCommerce environment, compare the environment with the clients current state and recommend solutions to fill the identified gaps. Additional products were identified to meet content management and data movement requirements.
- Managed a Data Strategy development effort for a large communications product manufacturer (Sprint). Worked closely with the client's IT department to define the sources, movement and uses of major data stores to develop a three to five year strategy. Led an architecture team to analyze future state requirements and develop strategy required to support operational and information access needs. Both structured (tabular data) and unstructured data was considered during analysis phase and recommendations were generated that introduced improved search and display capabilities.
- Managed the Technology Architecture design for an emerging Global B2B Exchange. Worked directly with the President and CTO of an emerging Global Exchange to develop the IT services required to support heterogeneous data interactions.
- Managed multiple projects to define Data Warehousing Architecture. Capgemini's planning methodology was used to obtain client goals, objectives, and critical success factors. Project efforts were focused on the integration of the proposed Data Warehouse Architecture with existing company LAN and Distributed Computing infrastructures.

Technology infrastructure varied based on client requirements. The focus of the effort was to define how information would be used and what technologies could integrate with the client's current vision to streamline the definition process. Some of the products for data storage and access were Sybase using Cognos Power Play and Impromptu, Oracle with Oracle Express Objects, NCR Teradata with Oracle Express Objects and Visual Basic, Oracle with Micro Strategy's DSS Agent. Information extract and cleansing tools selected included Ardent, Prism and ETI.

- Introduced the Data Warehouse concept to a retail/distribution organization and managed a project to separate operational and informational data. As part of the project, informational requirements were collected, mapped against operational attributes and used as input for data model development. Informational and operational models were forward engineered to physical databases for implementation.
- Managed an Information Strategy development effort that combined our data and document strategy methodologies to assist a large international financial institution. Worked closely with the client constituent groups to define future information requirements and the IT department to define the sources, movement and uses of major data stores. The requirements and background information was used to develop a three to five year information strategy.
- Managed organizational assessments (using Capgemini's Information Management Review methodology) for multiple corporations. Reviews included analysis of management controls and disciplines, planning effectiveness, and organizational support structures. Deliverables included organizational alignment and migration recommendations for hardware platform.
- Participated as performance tuning coordinator for large development projects using relational database management systems.

EDUCATION:

- Bachelor Arts in Mathematics from West Georgia College, Carrollton, GA

EXHIBIT H/K-9

Steve Koenigsberg Senior Manager

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

EXPERIENCE SUMMARY:

Steve Koenigsberg joined Capgemini in 1996 and is a Senior Manager within our Telecom, Media & Entertainment Industry Practice. Steve has experience in the cable and telecommunications industries in the areas of program and project management for both functional and technical engagements, process development and process improvement, application assessment, and strategic and IT visioning. Steve has worked with companies within the Cable/Media, ILEC, CLEC, IXC, and Wireless market areas of the industry.

Steve's key delivery roles have included, for example:

- Managed Program Management Office teams working on a major billing system consolidation effort for one of the largest wireless service providers in the United States
- Directed a program to develop and implement a portal for a cable company's Digital Voice (VoIP) customers
- Directed a program to implement a Wireless Local Number Portability solution for a wireless carrier with over 1.5 million rural customers
- Directed engagement to develop the vision for enhancement of a wireless carrier's network configuration management applications and processes
- Managed the Business Development and Alliance activities for Capgemini's Telecommunications' Operations Support Services (OSS) Service Line
- Managed resources to validate recommendations/resolutions as a result of a 271 audit performed on behalf of a state Public Utilities Commission
- Directed and managed the program for an integrated CRM/Service Delivery/Billing program at a major telecommunication service provider in Mexico and the delivery of the Service Delivery project
- Directed the process development for the Order Management, Network Operations, and Trouble Management areas for a large ILEC preparing to enter the competitive market space in out-of-region areas.
- Managed the Back-Office implementation program management office for a Competitive Local Exchange Carrier operating in the Pacific Northwest
- Managed the Servicing mega-process business requirements team developing requirements for a Regional Bell Operating Company preparing to enter the long-distance market

EDUCATION:

- University of Michigan: MBA with Distinction
- Northwestern University: BA, Economics

EXHIBIT H/K-10

Arun Santhanam. Senior Manager

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

EXPERIENCE SUMMARY:

Arun Santhanam joined Capgemini America in Aug of 1997 Arun has 16 years of delivery experience covering a wide range of roles including applications developer, data modeler, data architect, migration architect, business architect, team leader, delivery manager and engagement director.

Arun has 10+ years of telecom system integration experience. His major experience has been with Bellsouth in the area of OSS and outside plant engineering. He has lead several projects for Bellsouth. He was the engagement director for one of the largest Granite implementation project for Bellsouth. Arun also has lead several projects in the Outside plant area for Bellsouth.

Some of the key roles:

- Engagement director for LEIS replacement for Bellsouth
- Engagement director for Fiber management tool for Bellsouth
- Engagement director for the Access Service improvement plan for Bellsouth
- Solution architect and team lead for BSTProcess-OPEDS
- Delivery manager Feeder administration tool
- Delivery manager for Facility availability system.

Prior to joining Capgemini, Arun played key roles in major development efforts in Banking and manufacturing industry. He was leading a small development team for Rockwell automation. He also designed the connectivity module between ATM and ANZ Grindlays Bank backend financial system. He lead a team for developing a post dated check tracking system for Bank of America, in India.

EDUCATION:

- Bachelor of Computer in Science Engineering, Madras University, India

EXHIBIT H/K-11

Sean Dougherty Senior Manager

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

EXPERIENCE SUMMARY:

Sean Dougherty joined Capgemini's Telecom Media & Entertainment practice in July of 1999. Sean has over 8 years of complex design and delivery experience across such areas as Telecom, Cable, Healthcare, Financial Services, Supply Chain Management, Entertainment, Internet/Startup Companies, and Unionized Labor. His recent work has focused on the Telecom and Cable industries related to provisioning, order management, and data migration. Sean has proven delivery lead experience in large enterprise IT custom and packaged solution projects. His previous clients include BellSouth, Comcast, and Time Warner Cable.

Sean's key delivery roles include:

- Data Migration Design and Delivery Lead for BellSouth's IT Broadband release ($100M transformation program)
- Order Management Design Lead for Comcast's Bedrock project
- Performance Testing Lead for Comcast's Bedrock project
- Data Migration and Cutover Lead for Comcast's Bedrock project
- Solution Architect for BellSouth's DSL Transformation Program
- Solution Architect for Time Warner Cable's Provisioning System Assessment
- Engagement Director for Automated Testing Initiative for Comcast's Bedrock project
- Enterprise Reporting Delivery Lead for Nielsen EDI's transformation program
- Architect for AFSCME's 5-year Strategic Information Systems Plan

EDUCATION:

- Bachelor of Science in Electrical Engineering from Duke University. Majored in Electrical Engineering, Computer Science, and Economics. Received Certificate in Markets and Management.

EXHIBIT H/K-12

Rose Kirkland Principal

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

EXPERIENCE SUMMARY:

Rose Kirkland has 12 years experience in the Telecom industry and a successful track record in the delivery of complex technology and business transformation projects involving Billing, Customer Care, and Ordering. Before joining Capgemini, Rose was responsible for all application architecture, software development, and implementation for BellSouth's retail billing systems, which produce over 30 million invoices per month, and directed a global delivery team of over 350 resources (with an annual budget managed for projects and system support typically ranging from $75m – $125m).

Rose's recent accomplishments include:

- As part of BellSouth's $300m Broadband Transformation project, Rose led the delivery of a new billing system for BellSouth's flagship consumer DSL products and services. Solutions deployed included rating, taxing, and usage collection, mediation, and correction. The solution was designed to limit legacy investment and to avoid any customization of the core products. Deployment also included an XML services-based Bill View and Adjustment capability to support the 700+ billing help desk agents. The project was implemented successfully within 11 months of initial planning. The delivery team included 200+ resources from multiple vendors in 5 global locations. The system currently bills over $100m revenue per month with a fallout rate of less than .001.
- Managed BellSouth's largest integrated release in 2006, which included enhancements for all of BellSouth's retail DSL support systems, including ordering, customer care, billing, and network monitoring and provisioning. The release was successfully deployed to over 7,000 agents worldwide in December 2006.
- Implemented a new customer care and billing platform for BellSouth's enterprise VOIP customers. The solution deployed and was implemented within 7 months of initial planning and analysis.
- Successfully delivered a major bill reformat initiative for all of BellSouth's retail consumer and Small Business customers. In addition to implementing a totally new, streamlined bill design, this initiative also transferred the majority of the bill format functions from the legacy mainframe systems to BellSouth's desired state platform. Benefits from this solution are $5m in annual cost savings and a 50% reduction in the average time for delivering bill format changes.
- Delivered a new cross-channel Bill View and Adjustments tool. The web-services based solution supports BellSouth's 6,000+ retail agents in addition to the online channels and provides an "as printed" rendered view of the customer's bill, channel-specific rules-based adjustment capabilities, and unique channel profile administration capabilities. Initiative also included delivery of a new Enterprise Bills Database which serves as the single-source repository for retail bill data and images.
- Delivered multiple releases in support of online channel functionality, including new services to support online adjustments.

Rose Kirkland Principal

- Delivered the billing work in support of BellSouth's bundle initiative. The project delivered bundle bill capabilities for wireline, wireless, broadband, video, and long distance services, and allowed BellSouth to exceed 4m bundle customers within a year.
- Supported 40+ software releases per year, with an annual enhancement and support budget (excluding large project work) of $50m+ per year.

EDUCATION:

- Bachelor of Arts, Birmingham-Southern College

Brandon Gullett Senior Manager

Capgemini
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EXPERIENCE SUMMARY:

Brandon Gullett joined Capgemini's Telecom Media & Entertainment practice in October of 1998. Brandon has over 12 years of delivery experience across the Telecom and Cable industries leading both large scale system redesign initiatives. He has held multiple delivery lead roles working on large IT and Telephony Process projects with RBOC's, MSP's and Cable Companies including BellSouth, EarthLink, and Time Warner Cable.

Telephony Systems Strategy

- Created and executed strategic systems plan for MSP to handle increasing Voice customer base with a focus on automating interconnection transactions to wholesale carriers.

VoIP Definition and Deployment

- Managed the build and test of VoIP automated ordering and provisioning application for national multiple services provider. In addition, wrote and supported the transaction business logic for the application.
- Designed and documented the flow-through ordering and provisioning architecture for a next generation VoIP corporate-wide offering by capturing every transaction within the telephony environment and writing associated business requirements.
- Supported the roll-out of VoIP ordering application on-site for a pilot division of multiple services provider. This included writing formal Methods and Procedures to define the VoIP business and PSTN processes.

RBOC Wholesale and CLEC Parity

- Developed best-practice content behind RBOC point of view on replacing back-office wholesale applications with service oriented architecture.
- Managed Data Analysis Team of data warehouse support project for RBOC, including all aspects of telephony order lifecycle. Responsible for 50 FTEs in the support of FCC audit of a performance measurements application with goal of gaining entry into long distance market. Responsible for quality and change control of all formal and informal inquiry responses by client to federal government, state governments, third-party auditors, and CLECs. Also, maintained all clients invoicing for entire program.
- Developed system and method for CLEC performance measurement quality assurance that resulted in US Patent #20040230563.
- Managed the Testing and Infrastructure team of data warehouse development project for RBOC. Coordinated the Comparison Testing, Project Management Office (PMO), Configuration Management, Move-to Production Plan, Knowledge Transition, Raw Data Testing, Error Table Comparisons, and Production Readiness Testing.

EDUCATION:

- Ohio State University, Bachelor of Arts, Columbus, Ohio

Michael Emry Senior Manager

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

EXPERIENCE SUMMARY:

Michael Emry joined Capgemini (then Ernst and Young, LLP) in June of 1995. Michael has over 14 years of system development and delivery experience, focusing on solutions across the Telecom and Cable industries. He has held multiple delivery lead roles working on large IT projects with RBOC's, Wireless Providers, and Cable Companies including BellSouth, Time Warner Cable, Cox Communications, and Sprint.

Michael's key delivery roles in the telecommunications industry include:

- Engagement Director for Time Warner Cable's Campaign Management project within the Customer Value Creation initiative
- Project Manager for Cox Communications HSD Multi-tiered Speed Implementation
- Project Manager for Sprint PCS Call Center Forecasting and Scheduling Project
- Project Manager for BellSouth DSL Tier 2 Call Center Forecasting and Scheduling Optimization Project
- Project Manager for BellSouth Business Oracle CRM implementation to support Business DSL Strategic New Product Offerings
- Project Manager for Performance Management Reporting to support 271 Filings
- Project Manager for BellSouth Consumer Operations Results Data Mart

Prior to joining Capgemini, Michael worked as a Consulting Services Director with Amdocs, focusing on solutions for the telecommunications industry. He has also worked as a Project Manager with Ariba's Marketplace Solutions group and as a systems engineer with Scientific Research Corporation's Radar Division

EDUCATION:

- Masters of Science in Electrical Engineering from Georgia Institure of Technology
- Bachelor of Electrical Engineering from Georgia Institute of Technology

ChrisTina Cavoto Senior Manager

Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

EXPERIENCE SUMMARY:

ChrisTina Cavoto joined Capgemini's Telecom Media & Entertainment practice in December of 1997. ChrisTina has over 9 years of delivery experience with Capgemini in the Telecom industry leading both IT and Business initiatives. Her experience includes: Release and Program Management for large-scale IT initiatives, Engagement Management, Business & Systems Requirements Development and Process Reengineering.

ChrisTina's key delivery roles include:

- Overall Release Manager for BellSouth's Broadband Transformation Program ($100M initiative comprised of 3 parallel large-scale IT releases)
- Engagement Manager for BellSouth 'BERT' Tool Development (Enterprise reporting tool that collected and reported on performance, quality and service metrics for the Network, Wholesale, Consumer and Large Business organizations)
- Engagement Manager for BellSouth 'GOLD' Application Development (Performance management application used within Network organization)
- Engagement Manager for the BellSouth Content Management Portal Implementation
- Project Manager for the Program Management of eight Lines of Business Close-out Initiatives
- Project Manager for BellSouth's Network Cost Reduction Initiatives Program Management Office
- Project Manager supporting business and system requirements development for BellSouth's Oracle CRM 3.0 release
- Project Manager supporting the requirements and use case development for BellSouth's eRepair system
- Project Manager supporting the development and launch of BellSouth's on-line trouble reporting and status tracking application for large business customers
- Project Manager for BellSouth's North Carolina/South Carolina Call Center Assessment
- Project Manager for Global One's America's Shared Service Center Migration

Prior to joining Capgemini, ChrisTina was a Liquidity and Financial Manager in the Global Relationship Banking Division at Citibank.

EDUCATION:

- Bachelor of Science in Accounting from The Pennsylvania State University

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