

Before The
ILLINOIS COMMERCE COMMISSION
Springfield/Chicago, Illinois

In the Matter of)
ServiSense.com, Inc.'s Application for)
Authorization to Provide)
Intrastate Telecommunications)
Resale Services)

00-0464

ILLINOIS COMMERCE COMMISSION
JUL 27 10 08 AM '00
CHIEF CLERK'S OFFICE

To the Commission:

Testimony of
John Vancura
Vice President

Q: Please state your name and address for the record.

A: John Vancura, 180 Wells Avenue, Suite 450, Newton, MA 02459-3302.

Q: By whom are you employed and in what capacity?

A: ServiSense.com, Inc. I am its Vice President of Finance.

Q: Is the address of the company the same as that which you have just supplied?

A: Yes.

Q: Please describe your duties for the company.

A: As Vice President of Finance, I am responsible for all financial aspects of the company including financial reporting (internal & external), financial forecasts and budgets, strategic planning, cash management, corporate investments, internal accounting controls, accounts receivable, accounts payable, human resources, and payroll. I am responsible for all federal and state regulatory filing and compliance. I negotiate carrier contracts and billing contracts. I oversee all customer credit approvals.

Q: Please provide a brief background of your experience in telecommunications.

A: I have been affiliated with ServiSense.com, Inc. since June 1999, when it was operating as TelEnergy, Inc. Prior to my association with ServiSense.com, Inc., I held the position of Director of Finance for the Uno Restaurant Corporation. Prior to Uno's, I was Assistant Vice President and Controller at Trans National Communications, Inc., a privately held telecommunications company. I was responsible for FCC and State Public Utility Commission regulatory and tariff compliance. I also represented Trans National at State Public Utilities Commission certification hearings and I supervised all regulatory agency registrations. I also worked for three years in the Tax Department at Arthur Andersen & Co.

Q: Is ServiSense.com, Inc. qualified to do business in Illinois?

A: ServiSense.com, Inc. has a Certificate of Authority to do Business in the State of Illinois and a copy of the certificate from the Secretary of State is provided. See Exhibit 1.

Q: How long has ServiSense.com, Inc. been in business?

A: ServiSense.com, Inc. is an early stage, privately hold company formed in January 2000. Prior to that, the Company operated as TelEnergy, Inc. d/b/a/ ServiSense.com("TelEnergy"). TelEnergy merged into ServiSense when it was incorporated in Delaware. We began operating in Massachusetts in early 1999.

Q: Does ServiSense.com, Inc. have offices in Illinois?

A: No.

Q: Does it intend to do so?

A: Not at this time.

Q: Why has ServiSense.com, Inc. filed this application?

A: Competitive telecommunications offerings have found a wide acceptance among consumers and businesses across the nation. ServiSense.com, Inc. seeks to capitalize on this opportunity and possibly at some point the new opportunities being presented by the opening of local service to competition and the convergence of other offerings such as Internet access and paging. To accomplish these goals, ServiSense.com, Inc. requires state certification in most states in order that the intrastate traffic involved with its interstate and international offerings are considered authorized and in compliance with all state regulatory and related requirements.

Q: What services does ServiSense.com, Inc. propose to offer within the State of Illinois?

A: At the outset, ServiSense.com, Inc. will offer basic business and residential 1+ and calling card service.

Q: Is ServiSense.com, Inc. authorized to sell its telecommunications services in any other states?

A: Yes. Pennsylvania, New Jersey, Maryland, Massachusetts, New York, Rhode Island, Michigan (long distance only), Montana, New Hampshire, Vermont and Wisconsin.

Q: Is ServiSense.com, Inc. operating in these states?

A: Yes. ServiSense is currently operating in Massachusetts and Pennsylvania. ServiSense is in the process of expanding to the states listed above.

Q: How does ServiSense.com, Inc. handle customer complaints?

A: We have a toll free number, (888) 483-3600, a Vice President of Customer Care, David Dane, and a customer service department which responds to complaints 24 hours a day/ Seven days a week. Customers may also get help through our website (www.servisense.com)

Q: Have you had any complaints?

A: No, we have had no formal complaints.

Q: Do you believe that your principal managerial and technical personnel have the qualifications and technical ability necessary to provide the proposed intrastate resale services?

A: Yes I do. Attached to this testimony as Exhibit 2 is my resume and that of ServiSense.com, Inc.'s primary officers. ServiSense.com, Inc. has competent and experienced management personnel in entrepreneurial businesses and will continue to hire the personnel and/or consultants necessary to provide successful and continuous resale of telecommunications services in Illinois.

Q: Does ServiSense.com, Inc. have the financial qualifications to operate as a carrier in Illinois?

A: Yes. ServiSense.com, Inc., being a reseller, does not have a need for a large amount of capital to offer its services. ServiSense.com, Inc. does have good financial relationships should an unexpected need for financing ever arise. ServiSense.com, Inc. has very experienced management to direct operations and fully expects its Illinois operations to be profitable within six-nine months. In the meantime, ServiSense.com, Inc.'s international and interstate revenues and the revenues it derives from those states where it already offers intrastate service can support its Illinois operations until its Illinois operations become profitable.

Q: Are you familiar with the application that ServiSense.com, Inc. submitted to this Commission?

A: Yes I am.

Q: Do you ratify and confirm the statements and representations made in that application?

A: Yes I do.

Q. Does this then conclude your testimony, at this time?

A. Yes.

Q. Will you remain available for any additional questions the Commission or its staff may have.

A. Yes.

Standard Testimony/Cross Questions

Q: Please provide the name, address, telephone, and fax number of the person at your company that will be responsible for working with the Commission's Consumer Services Division for complaint resolution?

A: Richard Wheeler, Regulatory Coordinator, 180 Wells Avenue, Suite 450, Newton, MA 02459-3302, (617) 848-8100, Fax (617) 848-8100.

Q: Is your company seeking any waivers or variances of certain Commission rules and regulations in this proceeding that pertain to local exchange service? Please provide evidence as to why your company is seeking any waiver or variance.

A: We are seeking a waiver of 83 Illinois Administrative Code Parts 710 and 735.180. The basis for our request for a waiver of part 710 is set forth on page 11 of this affidavit. We are seeking a waiver of part 735.180 to reduce the economic burden of regulation. The underlying carrier will be providing a directory and our efforts would thus be unnecessary and duplicative.

Q: Will Your company comply with 83 Illinois Administrative Code Part 705, Preservation of Records or Telephone Utilities?

A: Yes.

Q: Will your company abide by 83 Illinois Administrative Code Part 735, "Procedures Governing the Establishment of Credit, Billing, Deposits, Termination of Service and Issuance of Telephone Directories for Telephone Utilities in the State of Illinois"?

A: We are seeking a waiver of 83 Illinois Administrative Code Part 735.180, but we will abide by the remainder of Part 735.

Q: Who will provide customer repair service for your company?

A: The underlying carrier.

Q: How many people does the company employ?

A: Forty.

Q: Will you company meet requirements as they pertain to the Telephone Assistance Programs imposed by Sections 13.301 and 13.301.1 of the Illinois Public Utilities Act and 83 Illinois Administrative Code Part 757?

A: Yes.

Q: Will your company solicit, collect and remit the voluntary contributions from its telephone subscribers to support the Telephone Assistance Program?

A: Yes.

Q: Does your company plan on filing to become an Eligible Telecommunications Carrier?

A: Yes.

Q: Does the company realize that it will not be able to receive any of the federal reimbursements for the Lifeline and Link Up Programs if it is not an eligible carrier?

A: Yes.

Q: Will your company offer all of the waivers associated with the Universal Telephone Service Assistance Programs (UTSAP)?

A: Yes.

Q: Will your company abide by the regulations as prescribed in 83 Illinois Administrative Code Part 755, "Telecommunications Access for Persons with Disabilities," 83 Illinois Administrative Code Part 756 "Telecommunications Relay Service," and Section 13-703 of the Illinois Public Utilities Act?

A: Yes.

Q: Will the company's billing system be able to distinguish between resale and facilities based service for the collection of the ITAC line charge?

A: Yes.

Q: Has your company signed and returned the Universal Telephone Assistance Corporation ("UTAC") and the Illinois Telecommunications Access Corporation ("ITAC") to Commission Staff?

A: Yes.

Q: Please describe your company's internal process for complaint resolution, the escalation process within your company, and when a customer is notified that they may contact the Illinois Commerce Commission for assistance.

A: First, the customer may request, and Applicant will provide, an in-depth review of the disputed amount. The undisputed portion and subsequent bills must be paid on a timely basis or the service may be subject to disconnection.

Second, if there is still a disagreement about the disputed amount after the investigation and review by a manager of Applicant, the customer may file an appropriate complaint with the Illinois Commerce Commission.

Q: Will the company file tariffs for all services and charges associated with provided local telephone service.

A: Yes.

Q: How does your company plan to solicit customers once it begins to provide local service.

A: Company plans to use direct mail, radio, television and the Internet to solicit interest. Individuals then may contact the company directly or submit a query to the company and await contact from a company representative.

Q: Will your company abide by federal and state slamming laws?

A: Yes.

Q: Has your company written guidelines to prevent the unauthorized slamming of local exchange customers?

A: Yes.

Q: Has your company provided service under any other name?

A: Company has not operated in Illinois under any other name. Company has operated in Massachusetts as TelEnergy, Inc.

Q: Have any complaints or judgments been levied against the company ? (instate, out-of-state, or FCC).

A: No.

CLEC Prefiled Testimony/Cross Question for 911

Q: Please provide the name, address, telephone and fax numbers of the 911 contact person for your company.

A: Richard Wheeler, 180 Wells Avenue, Suite 450, Newton, MA 02459-3302
Telephone (617) 848-8107, Fax (617) 848-8100.

Q: Will your company ensure that 911 traffic is handled in accordance with the 83 Illinois Administrative Code Part 725 and the Emergency Telephone System Act?

A: Yes. ServiSense will work with its underlying carrier to ensure that ensure that 911 traffic is handled in accordance with the 83 Illinois Administrative Code Part 725 and the Emergency Telephone System Act.

Q: Will your company contact and establish a working relationship with the 911 systems to provide transparent service for your local exchanges customers?

A: Yes. ServiSense will work with its underlying carrier to contact and establish a working relationship with the 911 systems to provide transparent service for local exchanges customers.

Q: Who will be responsible for building and maintaining the 911 database for your local exchange customers?

A: Company's underlying facilities based, local exchange carrier, Ameritech.

Q: How often will your company update the 911 database with customer information?

A: Customer information will be updated daily by either ServiSense or its underlying carrier.

Q: Will your company's billing system have the ability to distinguish between facilities based and resale for the collection of the 911 surcharge?

A: N/A

Q: Does your company have procedures for the transitioning of the 911 surcharge collection and disbursement to the local 911 system?

A: Yes, through the Company's underlying facilities based, local exchange carrier, Ameritech.

Q: Will your company's proposal require any network changes to any of the 911 systems?

A: No.

Q: Will your company be able to meet the requirements specified under Part 725.500(o) and 725.620(b) for the installation of call boxes?

A: Yes, through the Company's underlying facilities based, local exchange carrier, Ameritech.

Q: Does your company plan to file for a waiver of Part 725.500(o) and 725.620(b) in the future?

A: No.

Financial Questions

(Answer if requesting waiver of Part 710)

Q: What circumstances warrant a departure from the prescribed Uniform System of Accounts ("USOA")?

A: Applicant is a non-facilities based pure reseller and will be bundling utility bills. The nature of the applicant's business prescribes against the use of the USOA. In addition, all of the services that the company proposes to provide are competitive telecommunications under section 13-502(b) of the Public Utilities Act and the company requests the waiver to reduce the economic burden of regulation.

Q: Will records be maintained in accordance with Generally Accepted Accounting Principals ("GAAP")?

A: Yes.

Q: Will applicants accounting system provide an equivalent portrayal of operating results and financial condition as the USOA?

A: Yes.

Q: Will applicant maintain its record in sufficient detail to facilitate the calculation of all applicable taxes?

A: Yes.

Q: Does the accounting system currently in use by applicant provide sufficiently detailed data for the preparation of Illinois Gross Receipts Tax returns? What specific accounts or sub-accounts provide this data?

A: Yes.

Q: If a waiver of Part 710 is granted, will applicant provide annual audited statements or all period subsequent to granting the waiver?

A: Yes, as requested by the Illinois Commerce Commission.

Q: Does applicant agree that the requested waiver of Part 710 will not excuse it from compliance with future Commission rules or amendments to Part 710 otherwise applicable to the Company?

A: Yes.

EXHIBIT 1

Certificate of Authority

State of Illinois
Office of
The Secretary of State

Whereas, APPLICATION FOR CERTIFICATE OF AUTHORITY TO TRANSACT
BUSINESS IN THIS STATE OF

SERVISENSE.COM, INC.

INCORPORATED UNDER THE LAWS OF THE STATE OF DELAWARE HAS BEEN FILED
IN THE OFFICE OF THE SECRETARY OF STATE AS PROVIDED BY THE BUSINESS
CORPORATION ACT OF ILLINOIS, IN FORCE JULY 1, A.D. 1984.

Now Therefore, I, Jesse White, Secretary of State of the State of
Illinois, by virtue of the powers vested in me by law, do hereby issue
this certificate and attach hereto a copy of the Application of the
aforesaid corporation.

In Testimony Whereof, I hereto set my hand and cause to be
affixed the Great Seal of the State of Illinois,
at the City of Springfield, this 7TH
day of MARCH A.D. 2000 and of
the Independence of the United States the two
hundred and 24TH .



Jesse White

Secretary of State



OFFICE OF THE SECRETARY OF STATE

JESSE WHITE • Secretary of State

MARCH 7, 2000

6094-613-2

SERVISENSE COM
180 WELLS AVE
NEWTON CENTRE, MA 02459

RE SERVISENSE.COM, INC.

DEAR SIR OR MADAM:

IT IS OUR PLEASURE TO APPROVE YOUR REQUEST TO TRANSACT BUSINESS IN THE STATE OF ILLINOIS. ENCLOSED PLEASE FIND A CERTIFICATE OF AUTHORITY, ACKNOWLEDGING YOUR REGISTRATION.

THESE DOCUMENTS MUST BE RECORDED IN THE OFFICE OF THE RECORDER OF THE COUNTY IN ILLINOIS IN WHICH THE REGISTERED OFFICE OF THE CORPORATION IS LOCATED, AS PROVIDED BY SECTION 1.10 OF THE BUSINESS CORPORATION ACT OF THIS STATE. FOR FURTHER INFORMATION CONTACT YOUR RECORDER OF DEEDS.

THE CORPORATION MUST FILE AN ANNUAL REPORT AND PAY FRANCHISE TAXES PRIOR TO THE FIRST DAY OF ITS ANNIVERSARY MONTH (MONTH OF QUALIFICATION) NEXT YEAR. A PRE-PRINTED ANNUAL REPORT FORM WILL BE SENT TO THE REGISTERED AGENT AT THE ADDRESS SHOWN ON THE RECORDS OF THIS OFFICE APPROXIMATELY 60 DAYS PRIOR TO ITS ANNIVERSARY MONTH.

SECURITIES CANNOT BE ISSUED OR SOLD EXCEPT IN COMPLIANCE WITH THE ILLINOIS SECURITIES LAW OF 1953, 815 ILLINOIS COMPILED STATUTES, 5/1 ET SEQ. FOR FURTHER INFORMATION, CONTACT THE OFFICE OF THE SECRETARY OF STATE, SECURITIES DEPARTMENT AT (217) 782-2256 OR (312) 793-3384.

SINCERELY YOURS,

JESSE WHITE
SECRETARY OF STATE

DEPARTMENT OF BUSINESS SERVICES
CORPORATION DIVISION
TELEPHONE (217) 782-6961

JW:CD

EXHIBIT 2

Resumes

JOHN WILLIAM VANCURA, CPA

180 Seekonk Street
Norfolk, Massachusetts 02056
(508)520-1341

Experience:

April 1996-

Present

Uno Restaurant Corporation, West Roxbury, Massachusetts

Director of Financial Operations

- Direct daily operations of finance department including, general ledger, accounts payable, accounts receivable, tax, in-house payroll and cash management for this \$200 million casual-dining restaurant chain.
- Responsible for year-end and 401(k) audit process.
- Assist in quarterly and annual SEC reporting compliance.
- Responsible for creating policy and procedures to improve internal processes and control.
- Responsible for set-up of new store operations.
- Member of Oracle financial software conversion team.

February 1992-

March 1996

Trans National Communications, Inc., Boston, Massachusetts

Assistant Vice-President, Controller

- Directed daily operations of accounting department including general ledger, regulatory, tax, budgeting, cash management, accounts payable and credit/collections for this \$65 million nationwide switchless reseller of long distance telephone service.
- Liaison with local exchange companies, responsible for managing billing and revenue cycle, including reporting and cash flow.
- Created tax and regulatory department.
- Responsible for Federal Communications Commission and State Public Utility Commission telecommunications and tariff compliance.
- Represented company at State Public Utilities Commission hearings and supervised completion of all required regulatory agency registrations.
- Liaison with corporate financing partner responsible for credit agreement and reporting compliance.
- Interfaced with operational and marketing teams on strategic matters and special projects.
- Reviewed company contracts and advised senior management regarding legal and operational issues.
- Responsible for year-end audit process.

October 1991-

January 1992

The Ground Round, Inc., Braintree, Massachusetts

Tax Consultant

August 1990-

August 1991

Vitale, Caturano and Company, P.C., Boston, Massachusetts

Senior Tax Accountant

July 1987- **Arthur Andersen & Co., Boston, Massachusetts**
July 1990 *Senior Tax Accountant*

Education: **Babson College, Wellesley, Massachusetts**
January 1993- F.W. Olin Graduate School of Business
December 1996 Master of Business Administration
 Major Concentration: Entrepreneurship

September 1983- **Bryant College, Smithfield, Rhode Island**
May 1987 Bachelor of Science in Business Administration
 Major Concentration: Accounting

Professional • Certified Public Accountant - State of Massachusetts
Certification: • Member American Institute of Certified Public Accountants
 • Member Massachusetts Society of Certified Public Accountants

References: Available upon request

Christopher J. McKeown

82 Church Street
Watertown, MA 02172
(617) 926-9178
(617) 926-3905 (fax)
McKeownC@ix.netcom.com (e-mail)

Professional Experience

Mar 1989 to Jan 1996

Pan-Massachusetts Challenge Newton, Massachusetts

Director of Operations - 1991 to 1996

Oversaw all aspects of a multi-million dollar event-based fundraising organization. Managed two full time employees, several temporary employees and contractors, and an eight person volunteer staff. Coordinated and managed rider recruitment, volunteer recruitment, all mass-mailings, public relations, advertising and administration. Interfaced with State and Federal Government as well as the 31 cities and towns impacted by the event. Directly responsible for increasing annual donation from \$1.2 million in 1989 to \$3.5 million in 1995.

Tasked with ensuring organization returns over 90% of each dollar raised directly to the charity - Dana-Farber Cancer Institute.

Assistant Director - 1990 to 1991

Organization's first full-time employee. Computerized operations, expanded rider and volunteer databases, consolidated project management into a single office facility.

Volunteer Head Staff Coordinator - 1989 to 1990

Organization's first full-time employee. Computerized operations, expanded rider and volunteer databases, consolidated project management into a single office facility.

Aug 1989 to Nov 1991

HMM Associates Concord, Massachusetts

Nuclear Power Operations Consultant

Worked with commercial nuclear power utilities to ensure emergency readiness and conformity with Nuclear Regulatory Commission standards. Developed policies and procedures for emergency response and presented them to utility management. Implemented new procedures and trained employees.

Assisted utilities with remedial programs when utility found to be non-compliant. Developed or revised procedures to return utility to compliance.

Jan 1980 to Dec 1988

United States Navy Submarine Service

Nuclear Electronics Technician

Submarine Nuclear Power Plant Supervisor - May 1984 to Dec 1988

Served aboard Nuclear Powered Submarine USS Dallas SSN 700 as Reactor Operator and Engineering Watch Supervisor. In addition to primary duties, served as Shipyard Coordinator, Ships Diving Division (SCUBA) Lead Petty Officer, In-port Maintenance Coordinator, Ship Alteration/Field Change Coordinator, Upkeep Coordinator and Recreation Committee President

Staff Instructor

Nuclear Power Training Unit - May 1981 to May 1984

Instructed submarine trainees in electronics, nuclear power theory, physics and reactor operations in a classroom environment. Worked with students in land based nuclear prototype for on-the-job training of reactor operations.

Education

- June 1979 **Norwood High School Graduate**
Norwood, MA
- May 1980 to May 1982 **United States Navy Nuclear Power Training Program**
San Diego, CA, Great Lakes, IL, Orlando, FL, Idaho Falls, ID
- 1992 to Present **Northeastern University - University College**
Boston, MA
Pursuing Bachelor's degree in Management.
Member - Golden Key National Honor Society

Community and Social Activities

Founded Boston Ski Group

Founded in 1989 as an informal ski club. Includes custom ski tour to western USA and Canada for 80-100 people annually. Work includes development of package, promoting and selling to return customers and recruitment of new participants. Group has branched out to annual western mountain biking tours in Utah and Colorado

Snowball Ambassador

Key organizer in 3000 person Black Tie Fund-raiser for Non-federally funded inner city youth programs. Organization raises over \$150,000 annually.

Dana-Farber Cancer Institute

Regular (every other week) platelet-pheresis donor. Active volunteer on behalf of the institute including speaking at small engagements, representing Institute at various activities and recruiting volunteers for platelet-pheresis program.

References

Available upon request

DAVID A. DANE
6 Mohegan Road
Acton, MA 01720
(508)263-7808

SUMMARY: Customer focused, highly motivated, General Manager with eighteen years telecommunications experience in areas of budgeting and financial planning, marketing, employee issues, and government and public relations. Expertise in operations and customer service. Excellent oral and written communication skills, ability to analyze and evaluate ideas and data, and demonstrated leadership capabilities.

EXPERIENCE:

1997-Present Cablevision of Massachusetts, Inc.

REGIONAL DIRECTOR OF OPERATIONS, Massachusetts

Responsible for call center, field service, collections, support, and MIS operations for this 360,000 customer regional cable system. Oversee and direct the daily activities of 438 customer contact employees in a 24 x 7, 365 days a year, urban environment.

- Created and put in place a regional operations organizational structure
- Developed and executed on the plan to regionalize all operations
- Introduced customer service enhancements such as Instant installs, shorter appointment windows, after calls, Sunday service
- Improved employee morale with introduction of 4 day work week, flexible work shifts, and employee recognition programs.
- Assisted Regional Vice President in the development of rebuild strategy

1995-1997 Comcast Cable of Connecticut, Inc.

AREA GENERAL MANAGER, Eastern Area

Responsible for the day to day operation (customer service, marketing, technical, financial, and government relations) of this regional cable system serving 80,000 customers in 15 cities and towns in Southeastern Connecticut.

- Successfully regionalized call center operations and reorganized C.S. staff
- Delivered double digit cash flow growth 2 consecutive years
- Set the stage for a successful decertification vote of technical union
- Developed rate and tier strategy for maximizing revenue and sales growth

1989-1995 Continental Cablevision of N.E., Inc.

AREA GENERAL MANAGER, Northwest Area (1995)

Responsible for all marketing, customer service, financial, government, and personnel issues for a regional cable system serving 88,000 customers in 10 cities and towns in an area Northwest of Boston.

- Managed budgeting process and P&L analysis
- Acted as Company spokesperson
- Motivated and developed a staff of 150 employees
- Conceived and developed sales and telemarketing campaigns

AREA GENERAL MANAGER, Northern Area (1989-1995)

Overall responsibility for the operation of a cable system serving 62,000 customers in 14 cities and towns on the North Shore of Boston.

- Met or exceeded operating income goals of up to \$25 million
- Successfully renegotiated 10 year Franchise Renewal Licenses in Beverly (1990) and in Saugus (1995)
- Won 5 year License extension in Marblehead (1994)
- Managed the construction of 120 mile, state-of-the-art system in Boxford (1991) exceeding construction schedule
- Coordinated the efforts of the technical and customer service departments in the successful merges of the Revere system (1993) and the Newburyport system (1994)

1985-1989 American Cablesystems Northeast, Lt.

General Manager, Marlborough Cable System (1986-1989)

Involved with the due diligence and the asset evaluation, of a 17,00 subscriber cable system in 1986.

- Managed construction of 150 miles of new build and added 3,500 new passings to the system
- Rebuilt headends and added 6 new premium and ppv services
- Increased basic revenue and operating income 25% in two years

SYSTEM ENGINEER, Newburyport Cable System (1985-1986)

Chief technical person for a regional cable system serving 10,000 customers in five cities and towns.

- Supervised all technical operations including installations, service calls, warehouse functions, and headend
- Served as General Instruments first beta test site for impulse pay-per-view

1982-1985 New England Cablevision, Inc.

CHIEF TECHNICIAN, Cape Ann System (1983-1985)

Supervised the technical operations for the Cape Ann system

- Supervised 6 system technicians
- Managed activity of contract installers and construction crews
- Activated and successfully completed proof of performance tests on all recently constructed cable plant

CONSTRUCTION SUPERVISOR, Rochester, NH (1982-1983)

Supervised the construction of aerial and underground line extensions in Southern New Hampshire, Maine, and Massachusetts.

- Successfully completed projects on time and on budget

David A. Dane
page 3.

ACHIEVEMENTS:

President CTAM New England 1998-1999
Treasurer CTAM New England 1994, 1995, 1996
Board of Directors, United Way C.N.S. 1993
CTAM Presenter 1992
Lecturer, Salem State College School of Communications 1990
Cable Tech Expo Speaker 1986

EDUCATION:

1979 Master of Arts in English,
University of New Hampshire, Durham, NH

1976 Bachelor of Arts,
Colby College, Waterville, ME

INTERESTS: Coaching, skiing, cycling, running, soccer, hockey

PERSONAL: Married, 3 children ages 14, 10, 8

References supplied upon request

BETH SHIRA GREENBLATT

11 Barclay Road
West Roxbury, Massachusetts 02132
617.469.2172 bsg1515@aol.com

EMPLOYMENT HISTORY

- ServisEdge Partners, Inc., Eastern Enterprises, Vice President of Marketing, 1997 to 1999.
- Gas Research Institute, New England Regional Account Manager, 1995 to 1997.
- Boston Gas Company, Eastern Enterprises, Director of Customer Research and Market Planning, and Director of Energy Management, 1989 to 1995.
- Mass-Save, Inc., Director of Marketing and Business Development, 1986 to 1989.
- Xenergy, Inc., Northeastern Massachusetts Regional Marketing Representative, 1984 to 1986.
- Other Employment: Brandeis University, Assistant Director of Financial Aid; Volt Energy/Technical Services, Residential Energy Consultant; Massachusetts State House, Energy Development Caucus, Research Assistant; and U.S. Senator Paul E. Tsongas, Energy Staff Intern.

PROFESSIONAL EXPERIENCE

➤ *Leadership*

- Spearheaded the development and management of an integrated strategic retail marketing effort in a new business enterprise by leveraging the brand position of the parent and subsidiary companies, and transferring the established brand equity to the new business.
- Led the gas utility industry in New England in developing, implementing and evaluating the integration of demand-side energy resources into traditional supply-side planning. Facilitated consortium relationships with New England natural gas, electric and water utilities and non-utility parties.
- Represented Boston Gas Company as its expert witness before the Massachusetts Department of Telecommunications and Energy in nine regulatory proceedings.
- Managed the integration of nationally offered natural gas R&D activities, technologies and resources into the business strategies of New England gas utilities.

➤ *Marketing, Communications and Publicity*

- Managed all aspects of multi-million dollar marketing/communications programs for entrepreneurial and non-profit businesses including brand development, advertising, direct marketing, collateral development, interactive development and publicity. Developed strategies and tactics to achieve market dominance in product categories, including building customer base of 50,000 within first 7 months of operations.
- Developed cooperative marketing and advertising opportunities leveraging market power and reach of partners.
- Developed channel and relationship marketing strategies and programs to attract market influencers and consumer and business end-users.
- Managed customer-care operations including developing customer acquisition and satisfaction strategies for inbound and outbound efforts, and field operations support. Developed business protocols to ensure high-quality customer relations at competitive customer acquisition cost.
- Created a cross-market public relations campaign establishing the value proposition of the new business enterprise and a local, consumer-oriented business presence.
- Directed the design, creative and content of various Websites targeted at consumers and businesses. Enabled information dissemination, interactive response and e-Commerce service fulfillment.

➤ ***Business Development***

- Developed and responded to comprehensive Requests for Proposals and Qualifications, conducted public solicitations and evaluations for diverse business services, and designed strategic partnership proposals.
- Designed comprehensive consumer and business retail programs generating mass participation and revenue opportunities.
- Created processes and protocols to ensure successful implementation of business services, including retail delivery, customer information requirements and tracking using relational databases.
- Developed technology business plan offering technology strategies and tactics to regional gas utilities, and implemented field demonstration trials and programs leading to technology adoption, cost savings and revenue gains.

➤ ***Market Research and Evaluation***

- Developed and managed a unique, nationally recognized natural gas end-use load research study utilizing statistical methods and econometrics, including multivariate and discrete-choice modeling.
- Developed and managed extensive quantitative and qualitative customer research projects including market segmentation studies and consumer product preference research. The research utilized traditional market research techniques such as telephone and mail surveys, focus groups and in-depth personal interviews.

➤ ***Business and Finance***

- Full profit and loss responsibility for \$15 million annual retail product.
- Managed business analysis including NPV and IRR modeling, cost/benefit analysis, simple payback and lifecycle cost analysis, quantitative econometrics and qualitative research.
- Awarded government and private funds to students based on financial needs analysis, counseled prospective and active students on financial aid matters, authorized federal and state student loans and completed lending institution disclosure forms and transcripts.
- Developed technical and analytical requirements for a business-choice modeling algorithm.

➤ ***Personnel Management***

- Successfully hired, trained, managed and developed staff for various corporate and field positions, including: consumer and business-to-business marketing services, product development and implementation services, technical support and engineering services, inbound and outbound teleservices and market research services.
- Managed outsourced vendors delivering diverse services including: advertising and mass communication services, direct marketing services, management consulting and delivery services, teleservices, H.V.A.C. equipment installation services, and engineering services.

➤ ***Retail Operations and Support***

- Managed overall retail operations for diverse product offerings to consumers and businesses.
- Implemented business controls and reporting to monitor achievements, business improvement requirements and customer acceptance and satisfaction.
- Assisted in the operations of three family-owned business enterprises.

EDUCATION AND TECHNICAL TRAINING

- Boston University, Boston, MA. BA in Political Science and Mathematics, Dean's List. Self-financed.
- Commonwealth of Massachusetts, Certified Energy Consultant.
- New England Fuel Institute, Equipment and Combustion Efficiency Certificate.

LORI A. ESPINO
24 Hartford Street
Natick, MA 01760
781-487-0413(W) 617-731-8515(H) ~
ldgespino@cs.com

EXPERIENCE

September 1997-August 1999

EnergyUSA, 2000 West Park Drive, Suite 300, Westborough, MA 01581

VICE PRESIDENT, INFORMATION SERVICES

Accomplishments:

- *Participate in NISource Inc. IT leadership council to establish hardware, software and security standards across all divisions and work towards leveraging common systems company wide.
- *Participate in Strategic Business Unit Leadership Team to maintain strong link between business strategy and information systems planning. Create annual Strategic Information Systems Plan.
- *Participate in NISource Inc. Shared Services Project Team whose goal is to enhance quality of administrative services and reduce costs by standardizing and leveraging common technologies.
- *Co-chair committee for development of ECommerce strategy and implementation of that strategy.
- *Prepare annual budgets(\$5.6 million-1998) and manage staffing requirements.
- *Perform all system due diligence work and system integration planning for acquisitions.
- *Create RFPs, conduct financial negotiations, and manage all aspects of implementation on Hardware/Software purchases company wide.
- *Develop Year 2000 strategy and implement.
- *Managed budget and installation of \$3.2 million CIS system. Managed project from creation of requirements document through user acceptance testing. Project included conversion of 100K customer database, system interfaces and billing outsource.
- *Successfully implemented Sales Force Automation system for 75 user sales force. Aligned sales process across all divisions and achieved cross-selling business objectives.
- *Integrated 5 location, 140 user acquisition which had minimal systems installed. Implemented NT across all locations, new desktops and laptops with MS Office. Implemented MS Project for construction division and sales force automation system company wide.
- *Installed Check Point FireWall-1 centralizing Internet, email, security and anti-virus scanning.

November 1995-September 1997

Sight Resource Corporation, 100 Jeffrey Ave, Holliston, MA 01746

MIS DIRECTOR

Accomplishments:

- *Prepare annual budgets (\$3.4 million-1996/1.3 million-1997) and manage staffing requirements.
- *Maintain strong link between business strategy and information systems planning. Create annual Strategic Information Systems Plan.
- *Maintain and support Optical Manufacturing/Inventory Control/Distribution System supporting 89 retail stores. Running on HP9000, UNIX OS, with Unify database.
- *Maintain and support POS system for 22 Cambridge Eye Doctors locations. System running on IBM RT with UNIX OS in an Informix database environment. POS system interfaces with Optical Manufacturing/Inventory Control/Distribution System.
- *Performed all system due diligence work and integration planning on 42 store chain acquisition in OH and 17 store chain acquisition located in LA.
- *Upgraded existing Novell network and cabling infrastructure. Established hardware and software standards. Replaced all existing PC's. Instituted training program for Windows and MS office.
- *Created Doctor Scheduling and Lease Administration applications in ACCESS.
- *Created and maintained WEB site-www.sightresource.com.
- *Created RFP, selected vendor and negotiated contract for a \$2.2 million integrated POS, Inventory, Medical Billing, Time Clock and Patient Scheduling system with interface to Manufacturing/Inventory system. Managed project through completion of pilot.
- *Created RFP, selected vendor and negotiated contracts for OMICS(optical manufacturing system) and Solomon IV(accounting).

April 1994-November 1995

Harvard Cooperative Society, 1400 Massachusetts Avenue, Cambridge, MA 02138

MIS DIRECTOR

Accomplishments:

- *Prepare annual budgets and manage staffing requirements.
- *Create RFPs, conduct financial negotiations, and manage-all aspects of implementation on Hardware/Software purchases company wide.
- *Maintain strong link between business strategy and information systems planning.
- *Managed 24 X 7 operations center that supported systems and billing for 400K customers.
- *Installed Novell 4.1 network across all locations utilizing Novell's NFS.
- *Created in-house Executive Information System client server application.
- *Instituted in-house training program for Windows, WordPerfect and EIS.
- *WEB site-www.thecoop.com.
- *Outsourced billing function.

April 1992-April 1994

PROJECT LEADER

Accomplishments:

- *Fully responsible for all software aspects of a \$2.6 million conversion from NCR 9800 mainframe with 150 POS terminals across 6 retail locations to a DG Aviiion 6225 with Fujitsu Atrium POS terminals. Following software modules were installed:Accounts Payable, Accounts Receivable, General Ledger, Sales Audit, Purchasing, Receiving, Inventory, Warehouse/Distribution, Payroll, EDI and POS. Installation of each module required custom programming, file conversion, parallel testing, documentation, policies, procedures and training.
- *Planned location of network nodes and POS terminals in all locations.
- *Redesigned existing dial out credit functionality to support a lease line environment and redesigned existing credit card settlement file creation to correctly integrate with sales file.
- *Created new interface at POS with check fraud file.
- *Completely redesigned Accounts Receivable package. Major areas of focus were cycle billing, data structures, aging and unfriendly user screens. Reviewed and assisted programmers at a very detailed level.
- *Designed the integration of annual rebate program with Accounts Receivable.
- *Completely redesigned textbook module to include EDI.

December 1989-April 1992

SYSTEM ANALYST

Accomplishments:

- *Provided POS support and trouble shooting across all locations.
- *Worked with users and programming staff on problem solving and change requests for POS, Sales, Accounts Receivable, Inventory Control and Custom Reports.
- *Designed, tested and implemented hardware/software changes for capturing Tract II data on POS Magnetic Strip readers and sending this information to Nabanco.
- *Solved POS download problem at 2 branch locations that had existed for 6 years.
- *Designed and wrote program to capture SKU data at POS for all ready to wear departments.

July 1988-December 1989

TEXT AND REFERENCE BOOK BUYER

Accomplishments:

- *Purchased all textbooks for Harvard Business School and professional business books for retail sales.
- *Supervision of store employees at Business School location.
- *Planned and managed annual purchasing budget (800K).
- *Achieved 4% annual sales increase (annual sales \$1.2 million).
- *Created a database in Dbase II for maintaining historical information on titles carried.

LANGUAGES:

BASIC, COBOL, FORTRAN, PASCAL, INFORMIX-SQL, UNIFY-SQL, UNIX Shell Scripting

EDUCATION:

MS Mathematics, Northeastern University, Boston, MA June 1989

BS Mathematics, Emmanuel College, Boston, MA June 1987

Professional Courses:

Data General UNIX, SCO UNIX, NCR TCOS/Stores system support

Novell Netware 4.X Administration and Advanced Administrations, NT Administration.

REFERENCES:

References available upon request.