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IDAHO PUBLIC
UTILITIES COMMISSION

Attorneys for Applicant

BEFORE THE IDAHO PUBLIC UTILITIES COMMISSION

IN THE MATTER OF THE APPLICATION
OF UNITED WATER IDAHO INC. FOR
AUTHORITY TO INCREASE ITS RATES
AND CHARGES FOR WATER SERVICE IN
THE STATE OF IDAHO

Case No. UWI-W-11-02

BEFORE THE IDAHO PUBLIC UTILITIES COMMISSION

DIRECT TESTIMONY OF BRUCE G. HAWTHORNE

1 **Q. Please state your name and business address.**

2 A. Bruce G. Hawthorne, Hawthorne Associates, Inc., 200 Lamerson Road, Chester, NJ
3 07930.

4

5 **Q. Please describe Hawthorne Associates, Inc. and your role within the Company.**

6 A. Hawthorne Associates, Inc. is an information management consulting firm that
7 specializes in the planning, implementation and management of information systems
8 and technology with a primary focus on quality assurance advisory services. I am the
9 principle consultant as well as the President of the Company.

10

11 **Q. Please describe your educational, professional, teaching and business
12 background and experience.**

13 A. I graduated from The Ohio State University in 1966, receiving a Masters of Business
14 Administration degree. In 1964, I graduated from Marietta College with Bachelor of
15 Science degree in Business Administration with a concentration in accounting. I
16 completed extensive management training conducted by Columbia University while
17 employed at Merck & Co. Inc.

18 I was employed by Merck within their information systems and technology
19 organization until 1993 in a management capacity. I held positions during my 16
20 years with Merck in the areas of international computing, corporate systems,
21 telecommunications, office automation, and computer operations. Prior to Merck, I
22 had spent over 10 years with Exxon in both information systems and international
23 operations.

1 In 1993, after retiring from Merck, I formed Hawthorne Associates. Since then, I
2 have consulted with a number of organizations in the areas of IS strategy, business
3 process redesign, information systems and technology selection and systems
4 implementation.

5 I have been directly involved in the water utility industry since 1994 when I was
6 awarded a contract by Elizabethtown Water, Westfield, NJ, to develop an IT Strategic
7 Plan. I subsequently consulted with Elizabethtown throughout their implementation
8 of their IT strategic plan, which included a full implementation of their ERP system
9 based on SAP software. A key component of this program was the implementation of
10 their Customer Information System (CIS), which went live in 2001. This was
11 followed by a number of assignments at Elizabethtown including implementation of
12 mobile computing for the field work force. My primary role was quality assurance
13 advice to management.

14
15 I have consulted with American Water Works on the development of their
16 information strategic plan and their business process reference model. In addition, I
17 consulted with American Water in the development of their customer service strategy.
18 I was directly involved in the start-up of their National Call Center in Pensacola, FL.
19 Further, I served as the process and quality assurance lead on the customer service
20 mobile project, which went live in 2004.

21 I have consulted with Aquarion Water Company of Connecticut on their
22 implementation of their SAP ERP system. For this project, my first role involved a
23 risk assessment of their overall program from both a business and technical

1 viewpoint, resulting in specific recommendations to mitigate identified risks. This
2 system successfully went live in 2007. Subsequently, I provided guidance to
3 Aquarion management and the ERP project team to minimize the potential of
4 disruption in the operation of the business. In 2009, I completed a comprehensive
5 disaster recovery / business continuity plan for Aquarion.

6
7 More recently, I assisted Middlesex Water Company with the implementation of their
8 Oracle ERP and CIS (Customer Care & Billing - CCB) systems. Again, I served as
9 the overall quality advisor for these implementations. Middlesex successfully went
10 live with the ERP – finance, HR and supply chain – in 2009 followed by CCB in mid-
11 2010. I continue to advise Middlesex with their current project to implement Oracle's
12 work management system.

13
14 I have also consulted with Connecticut Water, assisting them in the development of
15 an EPR strategy and an evaluation of the IT organization. Also, I have consulted with
16 the Southern Connecticut Regional Water Authority regarding their SAP system. I
17 performed an IT organization review as well as assisted them in developing a
18 managed services agreement with a qualified support organization.

19
20 As an adjunct professor at Stevens Institute of Technology and Kean University, I
21 taught courses within their Master of Science in Information Systems programs. The
22 areas that I taught were basic Management Information Systems, IT Management,

1 Business Process Reengineering, IT Strategy Development and Pharmaceutical
2 Supply Chain Management.

3

4 **Q. Have you previously presented testimony in proceedings involving regulatory**
5 **agencies with respect to utility rate cases?**

6 A. Yes. I testified in the Elizabethtown Water Rate Case in the State of New Jersey in
7 2001 with regard to their implementation of their customer information system based
8 on SAP software. In 2007, I testified in the Aquarion Water of Connecticut Rate
9 Case with regard to their implementation of their ERP based on SAP software.

10

11 **Q. What has been your involvement with United Water to date?**

12 A. In early 2009, I was asked by United Water management to join the Business
13 Technology Program Executive Steering Committee and Program Leadership Team
14 as a strategic advisor regarding their investment in ERP systems.

15

16 **Q. What is the nature of your involvement in this proceeding?**

17 A. I have been retained to provide expert opinion on the appropriateness of the Oracle
18 CCB system as the business information system to service United Water's customers
19 as well as provide an opinion as to the reasonableness of the overall process, the
20 decisions made, and the quality of the implementation project. As part of this work, I
21 have conducted a review of United Water's IT Master Plan development, the
22 evaluation and selection process for a new Customer Information System, and the
23 project implementation to date.

1 **Q. Please describe the early planning efforts that led to the selection and**
2 **implementation of the Oracle CCB system?**

3 A. In mid 2006, United Water's management initiated development of the IT Master
4 Plan. Based on a broad set of business goals, this plan's objective was to develop a
5 "5-year IT applications and telecommunications master plan that will provide a
6 platform in creation of a United Water future business plan and the efficient
7 allocation of resources." With the assistance of Accenture Consulting, the IT Master
8 Plan was completed by the end of 2006. In developing the plan, the team reviewed
9 the present state of business systems (applications), developed a vision of the future
10 state, identified gaps in achieving the vision, and laid out a roadmap to achieving the
11 vision.

12
13 **Q. What is your opinion of the output from the IT Master Planning effort?**

14 A. I have reviewed output of the IT Master Plan effort conducted in 2006. Overall, it
15 was reasonable assessment of the state of IT at United Water at that time.
16 Management rightly recognized the need to have a comprehensive view of the overall
17 business systems landscape. (This has been the trend in the industry for a number of
18 years.) The planning work resulted in an overall business systems (application)
19 architecture and an initial roadmap to bring that architecture into being. Broadly, this
20 is referred to as an Enterprise Resource Planning (ERP) system involving the core
21 business systems of an enterprise.

22

1 During the review a number of broad business objectives were identified, many of
2 which were customer focused. Additionally, the plan identified business objectives
3 for operations and finance. There was also the recognition that the key to any future
4 application architecture is the integration among the components. Finally, they
5 recognized that redesigned, standard business processes would be required to provide
6 improved customer service and operational efficiencies.

7

8 A key finding of the review was the recognition that the current CIS system would
9 not meet their current and future business requirements and that it would either need
10 to be upgraded or replaced.

11

12 **Q. Can you explain the concept of ERP (Enterprise Resource Planning)?**

13 A. Prior to the early 1990s, business systems were developed to support specific
14 business functions. For example, the accounting department would have a general
15 ledger system. The accounts payable department would have an A/P system. There
16 would be individual systems for each department including purchasing, human
17 resources, manufacturing, etc. Typically, these systems were stand-alone islands of
18 technology with little integration and data sharing. Then came along the concept of
19 an ERP whereby one system, organized around a single logical database concept,
20 would support a number of the business functions. They are configurable information
21 systems packages that integrate information and information-based processes within
22 and across functional areas in an organization.

23

1 In the case of utilities, the concept of the ERP was extended to include industry
2 specific modules such as customer account management, billing, meter management
3 and call center management. For a water utility such as United Water, an ERP would
4 include traditional business functions such as accounting, purchasing, inventory
5 management, along with modules for customer service, work management and asset
6 management, all operating in an integrated manner.

7
8 **Q. What are the general business benefits of an ERP for a water utility?**

9 A. Overall, an ERP provides a number of benefits to a water utility. First, it provides a
10 “single version of the truth.” A common logical database of information allows all
11 users of the system to view the same data in real time. This reduces manual effort,
12 duplicate data stores, and data errors.

13
14 Second, an ERP improves the overall efficiency of business processes. By their
15 nature, ERP systems are process oriented, providing “best practices” embedded in
16 their structure. This allows companies to continuously improve their business
17 processes, eliminating unnecessary steps while increasing quality.

18
19 **Q. What were the key components of the IT Master Plan?**

20 A. The primary outcome was a roadmap that identified the implementation scope and
21 timeframe for the implementation of an ERP. It was divided into four components:
22 Operations – Asset Management, Operations – Work Management, Customer Service
23 and Integration. Additionally, it addressed the need to upgrade the financial system, a

1 necessary foundational system to support any new applications. The plan sequence
2 was tied to the business objectives identified during the planning effort.

3 Operations – Asset Management

4 This involved the development of standard business processes covering both asset
5 and work management activities for all United Water operational areas along with the
6 standardization and centralization of GIS management and the implementation of an
7 asset management application.

8 Operations – Work Management

9 The second component of “operations” involved the implementation of a standard
10 work management application. Presumably, this would be the same application as the
11 asset management system.

12 Customer Service

13 The standardization of business processes and the implementation of a new CIS made
14 up the third component of the plan.

15 Integration

16 Based on the overall application architecture, an integration layer would be required
17 to allow for the free movement of information between components. This enterprise-
18 wide integration would provide a sustainable platform for the long-term operation of
19 the various business applications. Within the ERP concept at United Water, the
20 integration includes the PeopleSoft financial system and the full Oracle Utilities suite.

21
22 **Q. With respect to the legacy CIS system (UBS – WINS2), did the IT Master Plan**
23 **address the risks associated with this system and its use by United Water?**

1 A. Yes, as part of the gap analysis, the Plan highlighted the risks associated with WINS2
2 in terms of functionality, technology, operations, interfaces, strategy, and auditability.
3 The overall risk assessment level for the key areas was identified as high. (I will
4 address these in more detail later in this testimony.)

5

6 **Q. Please describe the Customer Service Phase 1 project.**

7 A. United Water engaged TMG consulting in September 2008 to assist them with the
8 RFP process to select a replacement customer service system. In initial work
9 involved the development of business requirements to be used as input in developing
10 a request for proposal (RFP) for a new CIS. A total of 2617 customer service
11 business requirements were identified in detail. TMG assisted United Water in the
12 creation of the RFP document that was sent to qualified vendors.

13

14 As part of the initial requirements review, United Water performed a self-assessment
15 of the legacy UBS WINSII system based on the identified business requirements.
16 The result was that UBS fell significantly below the minimum requirements "fit"
17 standard established by United Water.

18

19 TMG, as part of their engagement, performed an analysis of the CIS alternatives
20 available to United Water in December 2008. Based on this analysis, TMG identified
21 a number of options worth pursuing, three of which involved replacing the existing
22 CIS with a purchased commercially available off-the-shelf CIS system. The fourth
23 option involved a potential extension of the legacy system, which was largely based

1 on the vendor (UBS) agreeing to perform a complete functional and technical
2 upgrade. The recommendation of TGM was for United Water to pursue the
3 replacement of the existing CIS with a new CIS from a leading vendor. United
4 Water's management concurred with this recommendation.

5

6 **Q. Do you concur with the decision to replace the current UBS-WINSII with a**
7 **leading off-the-self CIS system?**

8 A. Yes. The customer service functions within United Water are supported by the
9 WINSII system, which is an outsourced system offered by Utility Billing Systems
10 (UBS), a subsidiary of Cash Cycle Solutions. WINSII is a proprietary software
11 package that operates on an IBM mainframe computer at the UBS data center in
12 Union, NJ. UBS staff maintains the system including client data management and
13 report development.

14 The legacy WINS II system has been in use since the mid-1990s. WINSII was a
15 rewrite of the mainframe COBOL WINS I system. WINS II is written in the
16 proprietary ADABAS/Natural database/language system. ADABAS is a 2nd
17 generation database developed in the 1980s. Its underlying technology is essentially
18 obsolete in the market due to its limited capabilities. In contrast, today's systems are
19 based on 3rd generation relational data base technology.

20 The WINSII mainframe system had been customized to meet the needs of United
21 Water over the years including a number of customized reports

22

1 **Q. In your view, why was it important for United Water to replace their legacy CIS**
2 **system?**

3 A. There are a number of business and technical reasons for United Water to replace the
4 WINS II system.

5 Customer Facing Business Processes

6 The WINS II system does not meet current business needs. While it supports the
7 management of basic customer data and billing functions, it does not provide the
8 appropriate level of integration, allowing the customer service personnel to be linked
9 to the activities in the field to better support the needs of the customer.

10 Further, the ability of the Company to effectively utilize and improve the business
11 processes that impact customers directly have been limited by the WINS II system.

12 These limitations have forced the Company to develop numerous manual, paper-
13 based processes around the system to meet the specific needs of its customers.

14 Additionally, management reporting within WINS II is limited, requiring the use of
15 numerous spreadsheets, multiple data transformations, and manual data entry.

16 Technical/Support

17 The ADABAS technology is beyond the end of its useful technical life and is not
18 readily utilized in the market. It was replaced by 3rd generation relational data base
19 technology beginning in the early 90s. Virtually all modern systems operate on a
20 relational data base platform. Further, there are few IT professionals with ADABAS
21 skills; new programmers are not being taught this technology at the college level.

22 UBS Business Relationship

1 There is considerable business risk for United in remaining on the WINS II system.
2 Utility Business Systems, the owner and operator of the WINS II CIS, have
3 demonstrated no commitment over the recent years to invest in and develop the
4 system. Any enhancements made to their product have been at the direct request of
5 UBS clients, driven by specific business needs. This lack of investment in a
6 structured systems development path represents a significant risk for United Water.
7 Other major clients of UBS have migrated off of WINS II and onto in-house CIS
8 systems. These include Elizabethtown Water and Middlesex Water.
9 Further, there are a limited number of employees remaining at UBS that have the
10 technical and functional knowledge of WINS II. Over time, this will pose an
11 increasing risk for support since these resources are scarce in the marketplace.

12

13 **Q. In your view, did United Water adequately address the option of extending the**
14 **life of UBS-WINSII?**

15 A. Throughout the entire selection process UBS was included as one of the vendors.
16 The functional and technical shortfalls were shared with UBS and addressed in their
17 response.

18

19 **Q. Please describe the process in selecting a CIS replacement.**

20 A. Based on the functional requirements developed during the blueprint design review, a
21 formal RFP document was prepared for issuance to the leading CIS vendors. TGM,
22 based on their knowledge of the industry, provided a list of potential CIS package
23 vendors that would meet United Water's requirements. A limited number of vendors

1 operate at the Tier 1 level as defined by the Gartner Group. Tier 1 software has the
2 needed functionality and flexibility to meet the complex needs of large utilities
3 operating in multiple states. In Gartner's most recent evaluation (2010), only two
4 vendors are considered to be in Tier 1: SAP and Oracle. Gartner routinely follows
5 the industry, ranking the software vendors by their completeness of vision and ability
6 to execute. Due to the complexity of United Water, only a Tier 1 vendor would be
7 able to provide the needed functionality to meet the needs across the Company.
8 Other factors that support the classification of the SAP and Oracle within the Tier 1
9 category include the size of customer base, scope of operations, flexibility, R&D
10 commitment, and long-term viability.

11
12 The RFP was issued in November 2008 with responses due by the end of December
13 2008. In total, ten (10) RFP packets were issued to the leading systems
14 integrators/CIS vendors. All vendors responded with bids.

15
16 Based on the responses received, 8 combination software/system integrators were
17 selected for further review. TMG provided the United Water reviewing team a set of
18 evaluation criteria. Each United Water reviewer provided a score for each bidder and
19 for each category. The points were tallied and a summary produced.

20
21 **Q. What is your opinion of the overall selection process?**

1 A. I have reviewed the RFP development process and document, the responses from the
2 bidders, the evaluation process and the detailed results. My opinion is that the overall
3 process was comprehensive and equitable.

4

5 **Q. What is your opinion of the results of the selection process?**

6 A. Based on the bidder submissions, United Water first determined the software platform
7 for the CIS replacement. This involved a review of the base software functionality
8 verses the original set of customer service business requirements, extensive product
9 demonstrations, and a review of the technical solution.

10 This resulted in a decision to select the Oracle CCB system as the basis for the new
11 CIS.

12

13 The second step of the process involved selection of the systems integrator (SI) that
14 would assist United Water with the implementation. Three vendors submitted Oracle
15 CCB vendors. In the end, Accenture was selected over Blue Heron with Oracle
16 Consulting withdrawing their bid during the evaluation process.

17

18 I have reviewed the rationale for selecting Oracle over the other competing software
19 platforms (WINSII, Basis 2, and SAP). I concur that United Water made the
20 appropriate decision in selecting the Oracle CCB system. This is based on a number
21 of factors. First, United Water has been committed to PeopleSoft as its financial
22 platform for a number of years. PeopleSoft is part of the Oracle family and as such it
23 supported by Oracle and can be considered one of the building blocks of an ERP.

1 PeopleSoft will be fully integrated with the Oracle Utilities suite, facilitated by
2 Oracle's middleware technology. Second, Oracle is a preferred strategic partner of
3 United Water's parent company. As such, United Water would be able to take
4 advantage of any corporate wide licensing agreements. Third, CCB is considered one
5 of the two top utility CIS systems as designated by the Gartner Group. As such it is
6 capable of being built to meet all of United Water's identified requirements.

7
8 I have also reviewed the rationale for selecting Accenture over Blue Heron as the
9 systems integrator, and I concur with their conclusion. Accenture has had a proven
10 track record with CCB implementations while Blue Heron did not have a single
11 completed installation at the time of selection. Further, the consultants proposed by
12 Blue Heron were not the same high caliber as those proposed by Accenture. Both of
13 these factors significantly increase the risks associated with such a large system.

14
15 **Q. Please describe some of the critical success factors that are typical of large CIS**
16 **implementation projects.**

17 A. There are a number of key success factors that have evolved over time which improve
18 the chances of a successful implementation of CIS software such as Oracle. Based on
19 my experience, some of the most important factors for success are as follows:

- 20 • The project should have both executive sponsorship and change leadership.
21 • The project should be led by business personnel and be based on clear, attainable
22 goals.

- 1 • Communications to employees regarding the proposed changes should be
- 2 comprehensive and often.
- 3 • A proven implementation methodology.
- 4 • The project scope needs to be identified and managed.
- 5 • Employees need to be extensively trained on both the system and business process
- 6 changes.
- 7 • Project staffing should be on a one-to-one basis with external consultants.
- 8 • Knowledge transfer should be throughout the project.
- 9 • Data from legacy systems should be “cleansed” prior to loading into new system.
- 10 • Testing must be rigorous and thorough.
- 11 • Quality documentation and training material is required.
- 12 • Project related decisions need to be timely.

13

14 **Q. On the basis of your experience, what is your opinion of the CCB**
15 **implementation project to date based on the above factors?**

16 A. Based on my involvement as an advisor since April 2009, I have concluded that this
17 will be a successful project based on a number of factors.

18 First, there has been a significant commitment to project throughout the Company.

19 An executive sponsor had been appointed and the senior management team has been
20 involved in guiding the project via the Executive Steering Committee.

21 Second, a comprehensive change management program has been implemented
22 ensuring that all employees of Company are aware and as appropriate directly

1 involved in the project. Key end users have been involved in the design of the system
2 as well as developing the system testing and training materials.

3 Third, there is a high quality project team in place to implement the systems including
4 consultants and United Water staff. Representatives from all affected areas of the
5 Company have dedicated key resources to the project, bringing their business
6 knowledge and experience to the project.

7 Fourth, United Water has planned an exceptional training program for all employees.

8 Fifth, an extensive data transformation program has been implemented to improve the
9 quality of customer data to reduce the risk of poor results at go-live.

10 Finally, the project is being well managed via the program office. There is an overall
11 business project lead along with a lead for the external consultants. Regular project
12 status meetings are being held.

13 The above factors will ensure that the new CCB system is properly designed,
14 developed, tested and deployed throughout the organization.

15
16 **Q. What are some of the customer benefits of a new CIS?**

17 A. The new CIS system, based on the Oracle Customer Care & Billing System (CCB),
18 provides enhanced support for customer billing, customer account management,
19 revenue management, credit and collections management, field device management
20 and field service work management. The new CIS is part of an overall IT Master
21 Plan to update and improve the core business systems of the Company. The CIS is a
22 critical building block in the overall ERP effort, which aimed at providing the most
23 efficient and effective basis for providing outstanding customer service while

1 controlling costs. Through the integration of the CIS with the other business systems,
2 significant customer benefits will be realized such as the ability of the customer
3 service personnel to be linked with the field activities on a real time basis, allowing
4 for improved communication and coordination of customer related work.

5 Some examples of specific benefits to the customer are outlined below.

6 Improved Bill Accuracy

7 During the process of converting to the CIS system, United plans to “scrub” the
8 customer data to improve quality. This includes standardizing on street names, towns
9 and zip codes as well as verification of water meters with premises. This will ensure
10 bills are sent to the correct customer address and the bill represents the correct meter.

11 One Stop Shopping

12 The new CIS system enhances United Water’s ability to provide the customer with
13 “one-stop-shopping” when contacting the Call Center; to have their issue resolved
14 when they call the first time, assuming a field visit is not required. The CIS provides
15 a centralized repository of all relevant information to assist the CSR in meeting this
16 customer need. CSRs have complete access to current and historical billing data by
17 customer and premise. They also have complete visibility into fieldwork that impacts
18 that customer. Once the ERP is implemented in its entirety, this will include visibility
19 of future customer service work such as Periodic Replacements. Further, the
20 customer service rep can see all contact and work history related to that customer and
21 premise in a single place, thereby reducing the need for repeat requests. If the
22 customer has multiple accounts with the Company, these will be linked and the CSR
23 will be able to see and access all from a single location in the system.

1 Reduced Phone Time

2 As CSRs become fully proficient in the new system, customers will benefit from
3 reduced amount of time on phone with the CSR to answer their questions and/or to
4 process transactions. This is a result of the improved availability and organization of
5 information available to the CSR.

6 Improved Scheduling of Customer Appointments

7 When a field visit is needed that requires the customer to be present, the CIS system
8 provides an improved scheduling capability that allows an appointment to be set that
9 meets the customer's needs. CSRs have visibility into available appointment slots
10 that can be matched to the customer's availability, and can easily be changed if
11 required. It is anticipated that the lead-time for appointments will be reduced over
12 time as the field service work force becomes automated. In addition, the CIS
13 maintains workflow, which allows the CSR to see the status of fieldwork. When
14 taking a call from a customer, this visibility will enable the CSR to provide a full
15 response at that point of the call.

16 Improved Handling of Customer Complaints

17 The new CIS has built-in case management functionality. Cases allow for scripting
18 and intuitive workflow for specific areas of complaint, and allows for all associated
19 incoming and outgoing communications to be linked with the customer's record. The
20 scripting and workflow guide a CSR through the steps that need to be taken to resolve
21 the complaint, ensuring that all steps are taken in a proactive and consistent manner.
22 This allows the Company to ensure that required actions are followed up on and that
23 the customer is kept informed of progress and ultimate resolution.

1 Pre-emptive Monitoring

2 The new CIS has built-in pre-emptive monitoring capabilities. Through workflow,
3 customer related work will be assigned to specific work groups and all outstanding
4 work will be fully visible to management. This reduces the reliance on paper and
5 manual work monitoring, ensures that all customers receive timely responses to
6 inquiries, and billing updates are processed promptly.

7 Improved Customer Communications

8 Each customer in the new CIS will have the option of selecting their preferred
9 channel of communication for updates from the Company. In the event of
10 emergencies, the CIS will automatically send out necessary updates via their selected
11 channel, e.g. phone, mail, or text.

12 Improved Billing Services

13 Currently, agreed payment plans cannot be represented on the customer's bill. This
14 can lead to confusion and result in customers breaking payment arrangements, which
15 in turn may result in unnecessary collections activity. The new CIS will allow all
16 payment arrangements, as well installment deposit plans to be clearly shown on the
17 bill in addition to and separate from current charges.

18

19 **Q. What is your opinion on the long-term applicability of Oracle software for a**
20 **water utility?**

21 A. The selection of Oracle CCB as the CIS platform is the key component of United
22 Water's long term IT strategy as depicted in the Master Plan. CCB is the flagship of

1 their utility suite offering and is foundational technology for the other components
2 within the suite including Work Asset Management and Mobile Work Management.
3 CCB is the first step for United Water to realize the full benefits of its ERP
4 application architecture.
5 Oracle has made a commitment to the utility industry with its investment in CCB and
6 the other suite components. This will provide United Water with a sustainable set of
7 applications to support its operations over the long term.

8

9 **Q. Does this complete your testimony?**

10 A. Yes, it does.