

## **WORK EXPERIENCE**

**Regulatory Consultant**  
**Washington Utilities and Transportation Commission**  
(January 1997 - present)

Lead staff assigned responsibility for developing the WUTC's policy and regulatory authority in light of the Telecommunications Act of 1996. Additional responsibilities include implementation of local competition, interconnection, and local number portability. Lead staff and arbitrators' advisor in arbitration proceedings

**Utilities Rate Research Specialist III**  
**Washington Utilities and Transportation Commission**  
(July 1995 - December 1996)

Senior Trial staff economist and subject matter expert on competitive telecommunications industry issues. Lead responsibilities include performing intellectually independent economic analysis of regulatory issues. Issues include market power, competitive entry, price and cost analysis, resale, cross subsidization, imputation, and discrimination. Substantial current knowledge of advanced technology, number portability, unbundling, cost of service, pricing, and aspects of regulatory and industrial organization theory. Fundamental understanding of telecommunications company market power, technical and financial operations, service quality, economic development, infrastructure, and universal service issues. Responsible for overall direction, coordination, and presentation of staff analysis and recommendations in contested proceedings and arbitrations.

**Telecommunications Research Specialist**  
**Public Service Commission of Delaware**  
(July 1994 - June 1995)

Specialized technical work in the field of telephone utility regulation. Responsibilities include monitoring telecommunications related activities and developments at the national level and assessing the impact on regulations and policy at the state level. Work involved conducting special studies and projects regarding price, cost, tariff, economic forecasting and rate design methods.

**Economic Analyst III**  
**Illinois Commerce Commission**  
(March 1990 - June 1994)

Conducted research regarding various telecommunications issues and topics, tariff filing reviews, cost of service studies, rate design, forecasting analysis, and testified before the Commission as staff witness on economic and regulatory issues in telecommunications cases. Also lead development of the annual to the Telecommunication Report for the Commission's approval and submission General Assembly.

**EDUCATION**

**The University of Illinois at Springfield**  
Springfield, Illinois  
August, 1987 - May, 1989  
Master's Degree in Economics

**McKendree College**  
Lebanon, Illinois  
August, 1985 - July, 1987  
Bachelor's Degree in Business Administration

**Beijing Language Institute**  
Beijing, People's Republic of China  
September, 1982 - June, 1984  
Bachelor of Arts Degree in English Literature