

**Carl R. Danner, Ph.D.**

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**Experience: Director, Wilk & Associates/LECG LLC  
(1999-present)**

Provide expert consulting and coordinate services of other directors and staff of LECG. Emphasis on energy, telecommunications, and other network industries.

**Consultant, Wilk & Associates, Incorporated, San Francisco, CA (1992-1999)**

Expert consultant to clients in the telecommunications, natural gas, electricity and postal industries regarding regulation and public policy. Analyzed industry trends; provided case-specific advice regarding legislative and regulatory efforts; delivered expert testimony; served in "sounding board" role to evaluate client initiatives from the perspective of a senior government decision maker; helped develop corporate strategies vis a vis public policy; reviewed and analyzed technical issues of economics, finance and statistics; assisted with public relations and corporate communications efforts; prepared and edited client draft expert testimony, legal briefs, lobbying documents and reports. Typical client interactions at officer level up to CEO; frequent interactions also with attorneys and external affairs staff. Client relationships and assignments fulfilled in many states and nationwide.

**Commissioner's Advisor, California Public Utilities Commission, San Francisco, CA (1987-92)**

Senior Advisor and Chief of Staff for former CPUC President and Commissioner G. Mitchell Wilk. Lead Commission Advisor on telecommunications issues; also responsible for transportation, water, and selected energy matters. Helped develop Commission regulatory policy, manage proceedings and cases, direct efforts of CPUC staff, draft and revise Commission decisions. Central involvement in successful CPUC regulatory reform initiatives in local exchange, cellular, long distance and pay phone sectors of telecommunications. Analyzed proposed legislation and assisted in formulating Commission legislative strategy

and positions. Made numerous public appearances representing the Commission, including testimony before state legislative oversight committees. Served as media contact on many issues, gave print and radio interviews, and prepared and reviewed press releases.

**Staff Analyst, Policy and Planning Division, CPUC (1982-87)**

Analyzed regulatory policies and assisted in CPUC organizational strategic planning. Co-author of several Commission Reports to the Legislature regarding telecommunications issues. Advised Executive Director on strategic planning opportunities for the agency and on strategies for effective use of computers and office automation. Helped design agency reorganization that clarified staff advocacy, advice and implementation roles.

**Consultant, Citizens Utility Board, Chicago, Illinois (1985-87)**

Consultant to consumer advocacy board on several matters before the Illinois Commerce Commission involving energy utility diversification, nuclear power "construction work in progress," and realignment of local telephone usage rates. Testified before ICC.

**University Instructor** (various dates)

Co-taught graduate courses in Government Regulation of Business (Harvard University, Kennedy School of Government), and Telecommunications Regulation (Golden Gate University, San Francisco). Head teaching assistant for graduate courses in microeconomics, econometrics, and managerial economics (Kennedy School). Guest lecturer in graduate and executive programs at U.C. Berkeley Hass Graduate School of Business, U.S.C. Graduate School of Management, U.C. Berkeley Sloan Summer Institute, University of San Francisco, the Naval Postgraduate School (Monterey), and the Michigan State University Institute of Public Utilities ("Camp NARUC").

**Education: Harvard University, Kennedy School of Government, Cambridge, MA Ph.D. in Public Policy, 1986.** Dissertation: Strategic Management of Public Utility Regulation in An Era of Reform: The Case of Telecommunications. Thesis committee: John R. Meyer, Robert Leone, Joseph P. Kalt. General examinations: Economics, analytic methods (operations research), statistics and econometrics, political analysis and public management.

**Master in Public Policy, 1982.** Thesis: "The Economics of Visibility and the Policy of Visibility Protection."

**Stanford University, Stanford, CA**

**B.A. in Economics and Political Science, 1980.** Degree awarded with Distinction in both fields.

**Articles:**

“Open Letter to California’s Governor” (with David J. Teece, and other energy experts), in Montgomery Research, Inc. (ed.) The Utilities Project Volume 4 (San Francisco, CA, 2004).

“California: Policy and Reform” (with David J. Teece), in Montgomery Research, Inc. (ed.) Leadership in a Shifting Market, The Utilities Project Volume 3 (San Francisco, CA, 2003).

Second “Manifesto on the California Electricity Crisis” (with David J. Teece et. al.). A co-author of, and one of 20 signatories to a statement on forward-looking policy responses to California’s electricity problems, Haas School of Business, U.C. Berkeley, January 31, 2003.

“California’s Electricity Markets: Structure, Crisis, and Needed Reforms,” (January 2003; see <http://www.lecg.com/website/home.nsf/OpenPage/Energy-ResearchPapersTestimony>). Contributor to, and principal editor of comprehensive LECG study documenting history of California electricity crisis and exploring potential reforms.

“Enduring Lessons of the California Electricity Crisis,” in *Regulatory Review 2002/2003*, edited by Peter Vass (Centre for the Study of Regulated Industries, University of Bath School of Management, Bath, UK, March, 2003); reprinted in *The Development of Energy Regulation – A Collection of Reviews* (CRI, May, 2003).

“The Next Stage of Local Telephone Regulatory Reform” (with G. Mitchell Wilk), in *Markets, Pricing and Deregulation of Utilities*, edited by Michael A. Crew and Joseph Schuh (Kluwer Academic Publishers, Boston, MA, 2002).

“The California Electricity Manifesto: Choices Made and Opportunities Lost” (with James D. Ratliff and David J. Teece), in *Electricity Pricing in Transition*, edited by A. Faruqui and B.K. Eakin (Kluwer Academic Publishers, Boston, MA, 2002).

“Manifesto on the California Electricity Crisis,” (with David Teece et al.). A co-author of, and one of 31 signatories to a policy statement on appropriate governmental responses to the electricity crisis, Haas School of Business, U.C. Berkeley, January 26, 2001.

"Give Electricity Consumers A Chance," (with John Scadding), San Diego Union-Tribune, August 7, 2000.

"Bundling and Other Possible Ends to Legacy Regulation: Reply to Professor Noam's Article" (with G. Mitchell Wilk), NRRI Quarterly Bulletin 20, No. 2 (Summer, 1999), 119-123.

"Postal Service and the Telecommunications Analogy," in *Emerging Competition in Postal and Delivery Services*, edited by M.A. Crew and P.R. Kleindorfer (Kluwer Academic Publishers, 1999).

"Common Ground," Public Utilities Fortnightly, May 1, 1993 (analyzes policy similarities between competitive telecommunications and natural gas markets).

"Infrastructure' and the Telephone Network: Defining the Problem," Incidental Paper, Program on Information Resources Policy, Harvard University (July, 1992).

"The Oligopoly Paradox: Cellular Telephones and a Difficult Regulatory Problem," Journal of Policy Analysis and Management 10, Vol. 4, 671-675 (1991).

"Private Pay Phones and AOS: A Current Note in a Continuing Regulatory Theme" (with G. Mitchell Wilk), paper delivered at Annual Williamsburg Regulatory Conference, December 1988.

"Mixing Computer III and Cost of Service Regulation: Some State Concerns," Telematics, Vol. 4, No. 5, 3-5 (1987).

**Case Studies:**

"Competitive Bypass of Pacific Gas & Electric," in *Cases in Microeconomics*, Jose A. Gomez-Ibanez and Joseph P. Kalt (1990).

"The CPUC and Telecommunications," Harvard Business School Case Program, Harvard University (1987).

**Testimony/ Comments:**

Federal Communications Commission  
Federal District Court, Northern District of California  
California Legislature  
California Public Utilities Commission  
Florida Public Service Commission  
Hawaii Public Utilities Commission  
Illinois Commerce Commission  
Indiana Utility Regulatory Commission

Oregon Public Utility Commission  
Texas Legislature  
Washington Utilities and Commerce Commission

**Invited Speeches/  
Presentations:**

Bellcore and Bell Canada Telecommunications Costing Conference  
CPUC Telecommunications Training Seminar  
California Telephone Association Annual Conference  
Capitol Publications Seminar on Computer III and ONA  
Cellular Telecommunications Industry Association  
ComNet West  
ElectroniCast Network Futures Conference  
Golden Gate University  
Hawaii Public Utilities Commission  
Infocast Competitive Power for California Conference  
Information Industry Association  
The Junior Statesmen Foundation  
Los Angeles County Bar, Antitrust & Trade Regulation Section  
National Association of Regulatory Utility Commissioners  
National Association of Telecommunications Officers and Advisors  
National Engineering Consortium: Eastern Communications Forum  
Personal Communications Industry Association: Supercomm  
Probe Research  
RBOC and GTE Affiliated Interests Group Conference  
Rutgers University Postal and Regulated Industries Conferences  
San Diego Communications Council  
Telocator Spring International Convention  
United States Telephone Association Capital Recovery Seminar  
UC Berkeley Haas Graduate School of Business  
UC Berkeley Graduate School of Public Policy: Sloan Summer Institute  
Washington Independent Telephone Association  
Washington Utilities and Commerce Commission  
Western Conference of Public Service Commissioners

**Personal:** Married, three children.