

**DAVID R. CROYLE**  
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**SUMMARY**

David R. Croyle is an energy and regulatory economist with almost 30 years experience in the energy and utility industry, working either directly for an electric or combination utility or as a utility consultant. An experienced regulatory and utility economist, manager, analyst and expert witness. Skilled problem solver, strategic thinker, writer and communicator. Reputation for getting winning results and a solid work ethic. Passionate about responsibility and the quality of work. Impeccable integrity. Creative, innovative solutions to utility and regulatory problems where more traditional ideas fail. Functional areas include business planning; energy, utility and regulatory policy; product/service pricing; internal transfer pricing; product and service costing; marginal costing; program and product evaluation; cost management, including effective outsourcing methods, marketing and demand-side strategy, new technology policy and evaluation, traditional and innovative rate design, energy and sales forecasting.

**EXPERIENCE**

***Independent Consultant, San Diego, CA (2008-2012)***

After retiring from San Diego Gas and Electric after 10 years, Mr. Croyle continued to work as an independent consultant, e.g., as an expert witness and consultant for the Utility Consumer Action Network (UCAN) from 2008-12. His initial project for UCAN was to review and provide expert testimony to ultimately "improve" the Solar Energy Plan proposed by San Diego Gas and Electric (SDG&E). For his client, he was successful both substantively and financially, returning favorable decisions by the Commission on the suggested recommendations and 100 percent recovery of direct costs to UCAN and 100% of fees to self based on the Commission's 2011 Compensation Decision. He also provided expert testimony in several other cases, such as the SDG&E Power Shutoff Plan (100% recovery of direct costs to UCAN and 100% recovery of fees to self); Smart Grid (100% recovery of direct costs to UCAN and 84% recovery of fees to self); and the current 2012 General Rate Case (in progress), among other projects.

***San Diego Gas and Electric and Sempra Energy Companies, San Diego, CA (1994-2006)***

At SDG&E, Mr. Croyle applied competitive principles to regulated utilities, using market-based and marginal cost pricing, and demand-side management as well as regulatory strategy in the Business Analysis (Marketing) and Regulatory Strategy and Planning (External Affairs) Depts. As an expert witness for SDG&E, Mr. Croyle developed a long-run marginal cost (LRMC) approach to pricing "revenue cycle service credits" that was adopted by the California Public Utilities Commission in several deregulation proceedings. In Regulatory Affairs, he held the position of Regulatory Manager. He worked briefly as Product Development Director at Enova Energy, then as Regulatory Manager in the Corporate Center as well as for San Diego Gas and Electric.

***Arthur Andersen and Venture Associates, Los Angeles, CA (1990-1994)***

Mr. Croyle accepted a position as a consultant for Venture Associates, a joint venture with Arthur Andersen and then with Arthur Anderson. His primary objective was to instill a market discipline in large bureaucratic organizations by introducing market processes where feasible. A part of this was a focus on best practices, identified in competitive businesses, municipalities and regulated utilities across the US. From assessing best practices, he developed expertise in product and service costing, and marketing and pricing strategy based on competitive practices. For example, he introduced both marginal costs and market pricing principles to utility pricing. He also recommended the use of market-based transfer prices rather than embedded cost-based rates in the development of interdepartmental charges. Mr. Croyle recommended cost-effective outsourcing methods to his clients where third parties provide services at a price less than a utility's avoided cost. He gained expertise providing profitable program and product analyses, developing both the pre- and post-product and program methods for determining whether to continue, modify or terminate products, services and programs. Finally, he gained expertise in certain budgeting and organizational (or departmental) issues, reviewing utility or municipal organizations and recommending changes to help reduce cost and improve quality and effectiveness of services to customers.

***Georgia Power Company, Atlanta, GA (1981-1990)***

Mr. Croyle accepted a position at the Georgia Power Co. where he remained for 10 years and rose from an Economic Analyst to its Pricing and Economic Evaluation Manager. At Georgia Power, he prepared technology and market assessments, e.g., electric heat pumps; developed marginal cost of service studies; and eventually managed the Pricing and Economic Evaluation department (which combined two sections under his direction based on his expertise in both). In this capacity, he was responsible for the rate design filing for the largest rate case in the company's 100-year history. Additionally, during his tenure as manager, he developed innovative TOU rate designs and attempted to move the utility group toward a more market-based understanding of pricing utility services in an increasingly competitive market where economic development was intense among the states and IOUs competed with coops for large new loads over 1 MW. The Georgia market was a fascinating marketplace for a market-oriented pricing expert in the field of rate design, presenting many opportunities to offer market-based pricing.

***Booz, Allen and Hamilton, Inc., Bethesda, MD (1978-1981)***

Mr. Croyle began his career as a utility consultant for Booz, Allen and Hamilton in Bethesda, MD where he wrote *Activity-Based Costing for Electric Utilities* for the Electric Power Research Institute. At Booz Allen, his focus covered a range of topics, including utility pricing, energy forecasting, new technology penetration and economic assessments, and utility planning, including demand-side management and integrated resource planning and the "solar-utility interface."

**EDUCATION**

BA, Economics, Cleveland State University, 1972

MA, Economics, University of Maryland, 1975

PH.D. Candidate, Agricultural and Resource Economics, University of Maryland, 1976

**REFERENCES**

Available upon request