



## **EXPERIENCE**

**Law Offices of Richard E. Crowell, Jr., P.C.,**  
Warwick, Rhode Island

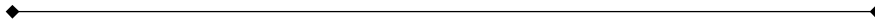
**1995 – Present**

***General Corporate Counsel • Regulatory Affairs Counsel***

Experienced attorney with a practice emphasizing regulatory compliance, legislative promotion and analysis, administrative law, contract-lease drafting, negotiation and interpretation, management operation and support, labor and employment law, real estate transactions, land use, corporate mergers and acquisitions as well as intellectual property issues. Developed specialization in community wide issue proceedings and public utility rate case adjudications.

Acceptance of various assignments as acting corporate in-house counsel or consultant where combination of actual management and legal expertise required. Active litigator.

- Lead counsel in successful land-use challenge to full scale batching plant complex in western Cranston from November, 2005 to March, 2006.
- Lead counsel in successful public interest group challenge to significant electric rate application directly leading to rate rollback and refund in excess of 3.9% in 2006.
- Lead counsel with respect to land-sue challenge to concrete batching proposed in eastern Cranston from July, 2006 to date leading to proposed settlement agreement.



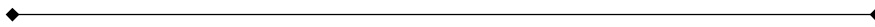
**Next Step Business Solutions Ltd.**  
Warwick, Rhode Island

**1991 – 2006**

***Managing Consultant • Project Manager***

Professional providing guidance in business development, corporate reengineering, marketing, infrastructure design, personnel management, public relations and fund acquisition to start-up and growth companies. Retention as executive officer for both short and long term engagements involving business turn-around projects, market positioning, major restructuring and issues tied to company mergers and acquisitions and crisis management. Specialist in successful business plan design, drafting and presentation.

- Developed local businesses into multifaceted regional security firm with revenues in excess of \$1.5 million via strategic growth, marketing innovations and expansion planning.
- Tripled revenues and grew company work force by 200% over a 5 year period allowing client company to maintain growth for (8) consecutive years.



**Armstrong, Gibbons - Attorneys at Law,**  
Providence, RI

**1987 - 1991**

***Associate - Junior Partner***

Primary duties included providing legal counsel and support to business and estate-planning client base. Day to day responsibilities included advising client company management on matters of commercial law, regulatory compliance, employment matters, tax planning, transactional and acquisition issues, land use and contract matters. Both assisted and lead the successful completion of M & A initiatives and major land purchase transactions. Regularly consulted on matters of corporate policy and complex issues of law.

- Regularly served as in-house general counsel to mid-size and large corporate clients in the energy, food service, educational and real estate development fields.
- Negotiated multiple corporate business sales involving assets in excess of 1 million dollars while drafting the bulk of transaction documents.
- Primary counsel on client matters and appeals before the Internal Revenue Service and state regulatory authorities.

**Rhode Island Public Utilities Commission,**  
Providence, RI  
***Legal Counsel - Staff Counsel - Consultant***  
***Special Assistant Attorney General***

**1982 - 1988**

Provided legal advice and counsel to state Public Utilities Commission on matters relating to public utility and energy regulation including major rate cases adjudications. Served as lead counsel in the prosecution of utility rate cases and represented the Public Utilities Commission and Division of Public Utilities and Carriers before federal and state judicial forums including the RI Supreme Court. Drafted complex rules , regulations and statutory provisions on behalf of the State of RI and Public Utilities Commission . Served as primary author of substantive administrative decisions relating to energy and utility regulation in addition to providing timely written legal opinions as requested.

- Successfully developed unique litigation strategy resulting in Rhode Island gaining “neighboring state” status for low cost power with the New York Power Authority. Lead counsel in extended hearing - adjudication process which directly resulted in a substantial long term grant of low-cost hydro electric power saving Rhode Island rate payers and estimated \$6 million dollars over an initial 2 year term.
- As legal counsel drafted the controlling decision of that matter known as *In Re Narragansett Electric*, Rhode Island Public Utilities Commission, Docket 1440 - recognized to date as one of most extensive regional transmission line regulatory adjudications .
- Served as lead counsel or supporting counsel or hearing office in over (65) public utility matters including electric, gas and water rate filings.

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**EDUCATION**

**Whitman School of Management**, Syracuse, NY  
*Master of Business Administration*

**Syracuse University College of Law**, Syracuse, NY  
*Juris Doctor*

**Syracuse University**, Syracuse, NY  
*Bachelor of Arts*

**Boston University**, Boston, MA  
*Master of Laws in Taxation Candidate*

**Michigan State University**, East Lansing ,Michigan  
Various Certifications in Regulatory and Utility Law and Theory

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**PROFESSIONAL AFFILIATIONS AND BAR ADMISSION**

- Member, Rhode Island Bar Association   ▪ Member, Federal Bar for the District of RI
- Member, Rhode Island Bar Association   ▪ Member, American Bar Association
- Eagle Scout ▪