

**Attachment #3 to Vote Solar Initiative Claim of Intervenor Compensation**  
**In R.12-03-014 (May 12, 2014)**

**REQUEST FOR FIRST-TIME REPRESENTATIVE  
HOURLY RATE FOR JAMES BAAK**

**Explanation of request for hourly rate and summary of experience**

Vote Solar requests a first-time representative hourly rate for Jim Baak, Vote Solar's Program Director – Grid Integration, of \$275/hour for 2012 and 2013. Mr. Baak has no previously adopted rate approved by the Commission.

Mr. Baak has worked in the electric utility industry in a variety of capacities for more than 25 years. Over that time, Mr. Baak gained experience in renewable energy program design/management, renewable resource integration, transmission scenario planning, siting/permitting issues, electric rate design, cost of service analysis, economic analysis, metering, solar performance monitoring, electric vehicle program design/management, renewable incentive/tax abatement programs, regulatory strategy, and business development.

Mr. Baak's requested first-time representative hourly rate of \$275 for 2012 and 2013 is reasonable. It is less than the median authorized rate for experts with 13+ years of experience at the Commission and equal to or less than hourly rates authorized for other representatives with similar experience, including a previous expert witness for Vote Solar, Mr. Ed Smeloff who in 2005 and 2006 received a rate of \$300 per hour.

Mr. Baak brings both a California perspective, having worked for PG&E and Alameda Municipal Power, as well as experience in regional transmission and resource planning as a representative on the Western Electricity Coordinating Council's Scenario Planning Steering Group and via participation in PUC proceedings and legislative processes in Nevada. Mr. Baak has extensive experience participating in and testifying before regulatory and legislative bodies at the federal, state and local levels, as described below. Given the breadth, depth and length of his experience, the \$275/hour rate is reasonable.

**Resume of James Baak**

**Program Director, Grid Integration: The Vote Solar Initiative (7/08 – Present)**

Develop and implement policies, regulations, legislation and incentives to support solar power. Influence federal and regional policies for grid integration, transmission development and project siting on public lands. Intervene in regulatory proceedings dealing with resource and transmission planning and variable resource integration issues. Provide oral or written testimony at state legislative committees and utility commissions on renewable energy matters.

Testified before U.S. House of Representatives Natural Resources Committee in support of modernizing federal transmission. Serve on the Nevada State Office of Energy New Energy Industry Task Force, helping shape the state's transmission and energy development policies. As

Solar Technology Advocate for the Western Electricity Coordinating Council (WECC) Scenario Planning Steering Group (SPSG), helped develop 10- and 20-year regional transmission plans. Serve on SPSG Executive Committee; the Metrics Definition Task Force, establishing cost, performance and market trends for solar energy to guide planning efforts; and the Transmission Expansion Planning Policy Committee (TEPPC) Transition Task Force to help guide the reorganization of WECC. Prepared reports on economic development potential of solar development and presented to NV State Legislature, helping ensure passage of renewable energy tax abatement legislation. Lead contributor for solar PV section of the Western Governor's Association 2013 State of Energy in the West and major contributor to DOE Solar Vision Study.

**Senior Program Manager:** Pacific Gas and Electric Co. (11/04 – 6/08)

Shaped policies and regulations for the California Solar Initiative (CSI) program, including metering, performance monitoring, solar thermal incentives, and low-income solar programs. Developed and managed the utility's performance-based incentive payment process. Chaired working group to establish national certification standards for inverter-integrated meters; co-chaired statewide CSI Metering Subcommittee; represented PG&E and the Solar Electric Power Association (SEPA) on DOE's Solar Advisory Board for Codes and Standards; participated in several SEPA working groups, including the Utility Solar Business Models Working Group. Developed and managed the first ever Solar Metering and Performance Monitoring Exposition. Conducted CSI program training for solar installers. Coordinated solar distributed generation, energy storage and utility "Smart Grid" integration efforts.

Prior to joining the Customer Generation Department, managed development of new application to monitor and evaluate competitive threats. Negotiated a resolution of a long-standing metering and over-billing issue for a large merchant generator, resulting in a \$250,000 settlement payment. Identified and implemented process improvements to load data analysis systems. Managed project to upgrade a load data acquisition system, accounting for \$2.6 billion in annual revenues.

**Director of Utility Services:** Powel Group, Inc. (1/02 – 10/04)

Helped launch a European-based utility geospatial information system and engineering analysis software into North America. Exhibited at trade shows, made sales calls, conducted software demonstrations, and wrote sales proposals. Generated a significant percentage of Powel's revenue through consulting services to support the company's domestic growth. Identified and evaluated potential acquisition candidates and business alliance partners. Responsible for the company's first domestic software sale and for identifying and establishing relationship with domestic software and engineering consulting firm that eventually merged with Powel.

**Consultant:** Self-Employed (1/01 – 12/01)

Developed and implemented business-to-business Internet strategy for software consulting firm (identified target markets, developed marketing material, made sales calls and submitted proposals). Worked with municipal electric and telecom utility on various projects, including environmental permitting for several large, alternative diesel-fueled generators; rewrote Rules and Regulations policy manual; analyzed and developed electric and telecommunications rates and tariffs; wrote Procurement Procedures Manual.

**Director of Emerging Markets:** Utility.com (5/99 – 1/01)

Evaluated deregulated utility markets and developed national product rollout strategy for electricity and natural gas products. Assisted with product launch in two states and 11 utility service territories, resulting in a 2,000 percent increase in customers in less than 12 months. Managed staff of analysts to assist with market and competitive evaluation.

- Negotiated zero margin, equity-only wholesale natural gas contract
- Set up out-of-state call center for customer enrollments
- Developed pricing and helped develop marketing collateral and online partnerships
- Served as billing product manager to implement billing enhancements
- Identified and evaluated potential strategic partnerships

**Electric Vehicle Program Manager:** Alameda Power and Telecom (8/96 – 5/99)

Developed and managed the Alameda Electric Vehicle (EV) Model City Program. Oversaw \$200,000 annual budget and managed a team of employees, consultants and volunteers. Chaired EV Task Force and lead the development of the group's strategic plan. Responsible for all marketing and economic development activities.

- Managed EV technology demonstration projects
- Directed grant program to acquire funds from federal, state and regional governmental agencies
- Developed EV Loaner Program and other marketing programs and promotions
- Organized and managed the largest annual EV exposition in North America
- Extensive public speaking to promote the program, including print and broadcast media interviews, speaking engagements and national/international trade conference presentations

Coauthored An Electric Vehicle Model City Program in the U.S., which was published in the proceedings of the 15th International EV Symposium and Exhibition held in Brussels, Belgium in October 1998. Traveled to Belgium at personal expense to present paper and host exhibit. Increased FY99 budget by 125 percent through acquisition of federal and regional grants totaling more than \$250,000.

**Rate Analyst / Forecaster:** Alameda Power and Telecom (1/92 – 5/99)

Performed cost-of-service analysis, designed electric tariffs and made recommendations on rate level and structure changes. Prepared reports and presented recommendations to Public Utilities Board. Analyzed electric load data and assisted in preparation of electric load forecast.

Awarded 1995 Employee of the Quarter and 1995 Management Employee of the Year. Participated in several strategic planning task forces, including Information Systems, Marketing, Organizational Culture (chaired), Strategic Planning, and New Business Opportunities. Project leader and principal witness for the defense in lawsuit over utility ratemaking practices.

**Rate Analyst:** ElectriCities of North Carolina, Inc. (9/88 - 12/91)

Analyzed utility rates, budgets, electric usage data and customer service policies. Prepared written study with recommendations, presented findings to city councils, and assisted staff in implementing recommendations. Presented technical topics to management and elected officials at regional meetings.

**EDUCATION**

Bachelor of Science in Business Administration (*Major: Business Economics*), University of South Carolina, May 1986 (magna cum laude).

**Authorized hourly intervenor rate ranges -- Table 1 of Resolution ALJ-287**

<b>Years of Experience</b>	<b>2008 Range</b>	<b>2009 Range</b>	<b>2010 Range</b>	<b>2011 Range</b>	<b>2012 Range</b>	<b>2013 Range</b>
<b>Attorneys</b>						
0 - 2	\$150-\$205	\$150-\$205	\$150-\$205	\$150-\$205	\$155-\$210	\$160-\$215
3 - 4	\$200-\$235	\$200-\$235	\$200-\$235	\$200-\$235	\$205-\$240	\$210-\$245
5 - 7	\$280-\$300	\$280-\$300	\$280-\$300	\$280-\$300	\$285-\$305	\$290-\$310
8 - 12	\$300-\$355	\$300-\$355	\$300-\$355	\$300-\$355	\$305-\$360	\$310-\$365
13+	\$300-\$535	\$300-\$535	\$300-\$535	\$300-\$535	\$305-\$545	\$310-\$555
<b>Experts</b>						
0 - 6	\$125-\$185	\$125-\$185	\$125-\$185	\$125-\$185	\$130-\$190	\$135-\$195
7 - 12	\$155-\$270	\$155-\$270	\$155-\$270	\$155-\$270	\$160-\$275	\$165-\$280
13+	\$155-\$390	\$155-\$390	\$155-\$390	\$155-\$390	\$160-\$400	\$165-\$410

## **Summary of James Baak's Relevant Experience Before Regulatory and Legislative Bodies**

Mr. Baak has participated in many Commission proceedings in addition to the 2011 - 2012 Long Term Planning and Procurement (LTPP) proceeding (R.11-10-023), both for Vote Solar and for PG&E. Mr. Baak represented PG&E in a successful Petition for Modification for changes to the California Solar Initiative (CSI) program rules regarding metering and performance monitoring of rooftop solar, filed jointly with the San Diego Regional Energy Office (now California Center for Sustainable Energy), SMA America, Vote Solar (prior to his joining the organization), PV Now and the California Solar Energy Industries Association (R.06-03-004/D.08-01-030). This effort resulted in improvements to the CSI Program's metering and performance monitoring requirements and led to an effort to develop national standards for inverter-integrated meter accuracy. Mr. Baak has also intervened in the 2011 Resource Adequacy (R.11-10-023), 2013-2014 Vehicle-Grid Integration/ Alternative Vehicle (R.13-11-007), and 2014 NEM Paired Storage (R.12-11-007) proceedings before the Commission and is representing Vote Solar in the 2014-2015 LTPP proceeding (R.13-12-010).

In addition, Mr. Baak has participated in and provided oral and/or written comments to the CEC's 2013 Integrated Energy Policy Report (IEPR), and the CAISO's Transmission Planning Process for the 2011-2012, 2012-2013 and 2014-2015 planning years, and has participated in the CAISO's Energy Imbalance Market stakeholder process, as well as regional and interregional FERC Order 1000 compliance workshops.

Mr. Baak has also participated in regulatory proceedings in Nevada, submitting oral and/or written comments on subjects including the renewable portfolio standard (2009), integrated resource planning (2010), renewable energy costs (2010), renewable energy zones and transmission planning and permitting (2011), energy imbalance markets (2013) and resource planning and competitive bidding issues (2013).

Mr. Baak also has extensive experience presenting to City Councils and/or Public Utility Boards the results of cost of service analyses and rate studies he performed for public power utilities in North Carolina who were members of ElectriCities of NC, Inc. (1989 – 1991), and for Alameda Municipal Power (1992 – 1999). These studies and reports often resulted in recommendations for rate level increases, rate design changes, and changes to utility rules and regulations.

In addition to his regulatory experience, Mr. Baak has testified before the United States House of Representatives Natural Resources Committee (9-11-2012) in support of the DOE's efforts to have the Power Marketing Administrations, specifically Western Area Power Administration, upgrade the federal transmission grid to support renewable energy integration, improve reliability and grid security.

Finally, Mr. Baak has testified before the Nevada State Legislature for the 2009 and 2011 legislative sessions. In 2009, Mr. Baak presented the results of a study he performed on the economic and environmental impacts of developing 2,000 MW of large-scale solar plants in Nevada to a joint Assembly/Senate committee, as well as to the Senate Commerce, Labor and Energy Committee, in support of legislation extending tax abatements for renewable energy. For the 2011 legislative session, Mr. Baak testified before the State Assembly Commerce and Labor Committee on distributed generation issues.