

Decision 14-03-004

BEFORE THE PUBLIC UTILITIES COMMISSION OF THE STATE OF CALIFORNIA

| | |
|---|--|
| Order Instituting Rulemaking to Integrate and Refine Procurement Policies and Consider Long-Term Procurement Plans. | Rulemaking 12-03-014 (Filed March 22, 2012) |
|---|--|

**INTERVENOR COMPENSATION CLAIM OF [Environmental Defense Fund]
AND DECISION ON INTERVENOR COMPENSATION CLAIM OF
[Environmental Defense Fund]**

| | | |
|--|--|--|
| Claimant: Environmental Defense Fund | For contribution to Decision (D.) 14-03-004 | |
| Claimed: \$ 67,060 | Awarded: \$ | |
| Assigned Commissioner: Florio | Assigned ALJ: Gamson | |
| I hereby certify that the information I have set forth in Parts I, II, and III of this Claim is true to my best knowledge, information and belief. I further certify that, in conformance with the Rules of Practice and Procedure, this Claim has been served this day upon all required persons (as set forth in the Certificate of Service attached as Attachment 1). | | |
| Signature: /s/ Lauren Navarro | | |
| Date: 5/14/2014 | Printed Name: Lauren Navarro | |

PART I: PROCEDURAL ISSUES (to be completed by Claimant except where indicated)

| | |
|--|---|
| A. Brief Description of Decision: | Authorizing Long-Term Procurement for Local Capacity Requirements Due to Permanent Retirement of San Onofre Nuclear Generations Stations. |
|--|---|

B. Claimant must satisfy intervenor compensation requirements set forth in Pub. Util. Code §§ 1801-1812:

| | Claimant | CPUC Verified |
|---|-----------------|----------------------|
| Timely filing of notice of intent to claim compensation (NOI) (§ 1804(a)): | | |
| 1. Date of Prehearing Conference: | 9/04/2013 | |
| 2. Other Specified Date for NOI: | | |
| 3. Date NOI Filed: | 9/30/2013 | |
| 4. Was the NOI timely filed? | | |

| Showing of customer or customer-related status (§ 1802(b)): | | |
|---|--------------|--|
| 5. Based on ALJ ruling issued in proceeding number: | R. 12-03-014 | |
| 6. Date of ALJ ruling: | 2/25/2013 | |
| 7. Based on another CPUC determination (specify): | | |
| 8. Has the Claimant demonstrated customer or customer-related status? | | |
| Showing of "significant financial hardship" (§ 1802(g)): | | |
| 9. Based on ALJ ruling issued in proceeding number: | | |
| 10. Date of ALJ ruling: | | |
| 11. Based on another CPUC determination (specify): | | |
| 12. Has the Claimant demonstrated significant financial hardship? | | |
| Timely request for compensation (§ 1804(c)): | | |
| 13. Identify Final Decision: | D. 14-03-004 | |
| 14. Date of Issuance of Final Order or Decision: | 3/14/2014 | |
| 15. File date of compensation request: | 5/14/2014 | |
| 16. Was the request for compensation timely? | | |

C. Additional Comments on Part I (use line reference # as appropriate):

| # | Claimant | CPUC | Comment |
|---|----------|------|---------|
| | | | |
| | | | |

PART II: SUBSTANTIAL CONTRIBUTION (to be completed by Claimant except where indicated)

A. In the fields below, describe in a concise manner Claimant's contribution to the final decision (see § 1802(i), § 1803(a) & D.98-04-059). (For each contribution, support with specific reference to the record.)

| Contribution | Specific References to Claimant's Presentations and to Decision | Showing Accepted by CPUC |
|---|---|--------------------------|
| Track 4 1. The Need for Additional Procurement Has Not Been Sufficiently Established. "While the utilities have requested additional | "As discussed herein, we determine that it is necessary to authorize additional procurement at this time. The 2013/2014 TPP results are expected to be complete by March 2014. However, further procedural activities in this docket would necessitate at least several months to fully develop a record to | |

| | | |
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| <p>procurement approval in the current track, the actual need of such procurement has not been established by the utilities and CAISO.” EDF Opening Brief p. 3.</p> | <p>incorporate the new TPP results. With long lead-time resources requiring several years of effort, and potential reliability issues surfacing starting in 2018, we cannot wait for further information at this point. Further, additional information inevitably becomes available as time passes. It is simply not possible to both incorporate all information and make timely decisions. However, knowing the TPP results are soon to be available and that additional transmission solutions may impact future LCR needs (by lowering local procurement requirements), we will take a cautious approach to avoid over procurement.” D. 14-03-004, p. 9-10</p> <p>“To replace a zero emission facility like SONGS with other resources, several parties argue it is necessary to mandate only low-to-no emitting resources as a source of replacement capacity. NRDC, Sierra Club, CEJA, and EDF all urge that any procurement authorized by the Commission should include preferred resources only.” D. 14-03-004, p. 76.</p> <p>“These parties recommend that the Commission, if it authorizes any additional Track 4 LCR procurement, require the utilities to first seek to satisfy that additional need with preferred resources. EDF contends that “[i]n comparison to combustion resources, the siting of [energy efficiency, demand response,] and small and large scale renewable generation is significantly less likely to face time delays and substantial obstacles to implementation.” D. 14-03-004, p. 96.</p> | |
| <p>2. The Use of Preferred Resources Is Underutilized. “The underutilization of DR</p> | <p>“A minimum procurement level must also be defined. Several environmental and ratepayer parties (e.g., NRDC, CEJA, Sierra Club, EDF, CLECA)</p> | |

| | | |
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| and renewable resources in the analysis by CAISO and the utilities unnecessarily favors the procurement of additional generation, that if procured will exist and require recoupment long beyond its necessity. If, the Commission grants the procurement of additional megawatts despite the lack of clear analysis, EDF strenuously advocates for the use of only Preferred Resources to meet any additional needs.” EDF Opening Brief p. 5. | recommend no procurement at this time, based on their analysis that there are likely to be sufficient resources available (and reductions in demand) to obviate any LCR need in the SONGS study area through 2022 We disagree. Our concern in D.13-02-015 included the reliability risks of under-procurement.” D. 14-03-004, p. 65. | |
|--|--|--|

B. Duplication of Effort (§§ 1801.3(f) & 1802.5):

| | Claimant | CPUC Verified |
|--|----------|---------------|
| a. Was the Office of Ratepayer Advocates (ORA) a party to the proceeding? ¹ | Yes | |
| b. Were there other parties to the proceeding with positions similar to yours? | Yes | |
| c. If so, provide name of other parties: NRDC, Sierra Club, CEJA, CLECA | | |
| d. Describe how you coordinated with ORA and other parties to avoid duplication or how your participation supplemented, complemented, or contributed to that of another party: EDF participated in numerous coordinating conference calls and meetings to coordinate positions, but not duplicate efforts. | | |

C. Additional Comments on Part II (use line reference # or letter as appropriate):

| # | Claimant | CPUC | Comment |
|---|----------|------|---------|
| | | | |

PART III: REASONABLENESS OF REQUESTED COMPENSATION (to be completed by Claimant except where indicated)

¹ The Division of Ratepayer Advocates was renamed the Office of Ratepayer Advocates effective September 26, 2013, pursuant to Senate Bill No. 96 (Budget Act of 2013: public resources), which was approved by the Governor on September 26, 2013.

A. General Claim of Reasonableness (§§ 1801 & 1806):

| | |
|--|-----------------------------|
| <p>a. Concise explanation as to how the cost of Claimant’s participation bears a reasonable relationship with benefits realized through participation: EDF fully analyzed and participated in the proceeding in an efficient and concise manner to maximize our efforts for the benefit of CA consumers and the environment.</p> | <p>CPUC Verified</p> |
| <p>b. Reasonableness of Hours Claimed. Track 4 of the LTPP proceeding was a very complex docket that required numerous hours of preparation and participation. EDF strove to utilize its resources in an efficient and concise manner without duplicating the efforts of other intervenors.</p> | |
| <p>c. Allocation of Hours by Issue. EDF participated in Track 4 of the proceeding with a concise effort focused on advocating for preferred resources, specifically demand response, including time-variant rates to address any procurement needs in the wake of the closure of SONGS. EDF limited its participation to the issue of preferred resources, specifically demand response include time-variant rates. All of the hours were focused on that narrow issue.</p> | |

B. Specific Claim:

| CLAIMED | | | | | | CPUC AWARD | | |
|---|------|-------|---------|-----------------|----------|------------------------|---------|----------|
| ATTORNEY, EXPERT, AND ADVOCATE FEES | | | | | | | | |
| Item | Year | Hours | Rate \$ | Basis for Rate* | Total \$ | Hours | Rate \$ | Total \$ |
| Jennifer Weberski | 2013 | 94 | \$400 | See Comment 2 | \$37,600 | | | |
| Jennifer Weberski | 2014 | 15 | \$400 | See Comment 2 | \$6,000 | | | |
| Steven Moss | 2013 | 51 | \$350 | See Comment 3 | \$17,860 | | | |
| Steven Moss | 2014 | 16 | \$350 | See Comment 3 | \$5,600 | | | |
| Subtotal: \$ 67,060 | | | | | | Subtotal: \$ \$ | | |
| OTHER FEES | | | | | | | | |
| Describe here what OTHER HOURLY FEES you are Claiming (paralegal, travel **, etc.): | | | | | | | | |
| Item | Year | Hours | Rate \$ | Basis for Rate* | Total \$ | Hours | Rate | Total \$ |
| [Person 1] | | | | | | | | |
| [Person 2] | | | | | | | | |
| Subtotal: \$ | | | | | | Subtotal: \$ | | |

| INTERVENOR COMPENSATION CLAIM PREPARATION ** | | | | | | | | |
|---|------|--------------------------------------|---------|-----------------|----------|---|------|----------|
| Item | Year | Hours | Rate \$ | Basis for Rate* | Total \$ | Hours | Rate | Total \$ |
| Jennifer Weberski | 2014 | 8 | \$200 | | \$1,600 | | | |
| Subtotal: \$ 1,600 | | | | | | Subtotal: \$ | | |
| COSTS | | | | | | | | |
| # | Item | Detail | | | Amount | Amount | | |
| | | | | | | | | |
| TOTAL REQUEST: \$ 67,060 | | | | | | TOTAL AWARD: \$ | | |
| <p>When entering items, type over bracketed text; add additional rows as necessary. *If hourly rate based on CPUC decision, provide decision number; otherwise, attach rationale. **Travel and Reasonable Claim preparation time are compensated at ½ of preparer's normal hourly rate.</p> | | | | | | | | |
| Attorney | | Date Admitted to CA BAR ² | | Member Number | | Actions Affecting Eligibility (Yes/No?) If "Yes", attach explanation | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

C. Attachments Documenting Specific Claim and Comments on Part III (Claimant completes; attachments not attached to final Decision):

| Attachment or Comment # | Description/Comment |
|-------------------------|--|
| 1 | Certificate of Service |
| Comment 2 | <p>Jennifer Weberski is an accomplished public utility regulation professional focused on utility reliability and consumer outreach and advocacy. Ms. Weberski has seventeen years of experience in utility rate regulation, smart grid deployment, consumer engagement, natural gas pipeline expansion, replacement programs and energy policy. Ms. Weberski began her career at the Connecticut Office of Consumer Counsel where she embarked on advocating on behalf of the state's energy, gas, water and telecom customers.</p> <p>Ms. Weberski spent ten years with the D.C. Office of People's Counsel serving as lead counsel for numerous utility rate proceedings and representing the Office in reviewing and analyzing proposed utility projects for cost/benefit to customers, reviewing resource planning and advanced metering plans to ensure adequate reliability.</p> <p>Currently, Ms. Weberski provides legal and policy guidance to the Environmental Defense Fund with particular focus on the following proceedings at the California Public Utilities Commission: Rates/Time of Use, Long-Term Procurement Planning,</p> |

² This information may be obtained at: <http://www.calbar.ca.gov/>.

| | |
|--------------|--|
| | and proceedings related to the closure of San Onofre Nuclear Power Plant (SONGS). |
| Comment 3 | Steven Moss, PhD., has 20 years of working on the technical aspects of utility regulatory proceedings. He is currently assisting EDF in several CPUC proceedings. He is contributing to EDF's efforts in multiple dockets. |
| Attachment 4 | List of Substantive Documents Submitted by EDF |
| Attachment 5 | Breakdown of Hours for Jennifer Weberski |
| Attachment 6 | Breakdown of Hours for Steven Moss |

D. CPUC Disallowances, Adjustments, and Comments (CPUC completes):

| Item | Reason |
|------|--------|
| | |
| | |

PART IV: OPPOSITIONS AND COMMENTS
 Within 30 days after service of this Claim, Commission Staff
 or any other party may file a response to the Claim (see § 1804(c))

(CPUC completes the remainder of this form)

| | |
|---|--|
| A. Opposition: Did any party oppose the Claim? | |
|---|--|

If so:

| Party | Reason for Opposition | CPUC Disposition |
|-------|-----------------------|------------------|
| | | |
| | | |

| | |
|---|--|
| B. Comment Period: Was the 30-day comment period waived (see Rule 14.6(2)(6))? | |
|---|--|

If not:

| Party | Comment | CPUC Disposition |
|-------|---------|------------------|
| | | |
| | | |

FINDINGS OF FACT

1. Claimant [has/has not] made a substantial contribution to D. _____.

2. The requested hourly rates for Claimant's representatives [,as adjusted herein,] are comparable to market rates paid to experts and advocates having comparable training and experience and offering similar services.
3. The claimed costs and expenses [,as adjusted herein,] are reasonable and commensurate with the work performed.
4. The total of reasonable contribution is \$_____.

CONCLUSION OF LAW

1. The Claim, with any adjustment set forth above, [satisfies/fails to satisfy] all requirements of Pub. Util. Code §§ 1801-1812.

ORDER

1. Claimant is awarded \$_____.
2. Within 30 days of the effective date of this decision, _____ shall pay Claimant the total award. [for multiple utilities: "Within 30 days of the effective date of this decision, ^, ^, and ^ shall pay Claimant their respective shares of the award, based on their California-jurisdictional [industry type, for example, electric] revenues for the ^ calendar year, to reflect the year in which the proceeding was primarily litigated."] Payment of the award shall include compound interest at the rate earned on prime, three-month non-financial commercial paper as reported in Federal Reserve Statistical Release H.15, beginning [date], the 75th day after the filing of Claimant's request, and continuing until full payment is made.
3. The comment period for today's decision [is/is not] waived.
4. This decision is effective today.

Dated _____, at San Francisco, California.

**Attachment 1:
Certificate of Service by Customer**

I hereby certify that I have this day served a copy of the foregoing **INTERVENOR COMPENSATION CLAIM OF [Environmental Defense Fund] AND DECISION ON INTERVENOR COMPENSATION CLAIM** by (check as appropriate):

- hand delivery;
- first-class mail; and/or
- electronic mail

to the following persons appearing on the official Service List:

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Executed this 2nd day of July, 2014 at San Francisco, California.

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Attachment 4

List of Substantive Documents Submitted in Track 4

- **OPENING TESTIMONY OF ENVIRONMENTAL DEFENSE FUND ON TRACK 4 OF THE LONG-TERM PROCUREMENT PLANNING DOCKET**, filed September 30, 2013
- **OPENING BRIEF OF ENVIRONMENTAL DEFENSE FUND ON TRACK 4 OF THE LONG-TERM PROCUREMENT PLANNING DOCKET**, filed November 25, 2013
- **REPLY BRIEF OF ENVIRONMENTAL DEFENSE FUND ON TRACK 4 OF THE LONG-TERM PROCUREMENT PLANNING DOCKET**, filed December 16, 2013
- **COMMENTS OF ENVIRONMENTAL DEFENSE FUND ON THE PROPOSED DECISION IN TRACK 4 OF THE LONG-TERM PROCUREMENT PLANNING DOCKET**, filed March 3, 2014

Attachment 5

Breakdown of Hours for Jennifer Weberski Track 4

| <u>Date</u> | <u>Hours</u> | <u>Preferred Resources Issue</u> | <u>Attendance at Hearings/CPUC</u> | <u>Preparation</u> |
|---------------|--------------|----------------------------------|------------------------------------|--|
| 9/4/2013 | 2 | | Attend PHC | |
| 9/4/2013 | 1 | | | Meet with enviro coalition to limit duplication of efforts |
| 9/11-16/2013 | 7 | Prepare 9/30 Comments | | |
| 9/17/2013 | 1 | | | Call with coalition |
| 9/23-30/2013 | 8 | Prepare 9/30 Comments | | |
| 10/22/2013 | 2 | | Attend PHC | |
| 10/22-25/2013 | 5 | | | Prep for Hearings |
| 10/28-31/2013 | 32 | | Attend Hearings | |
| 11/1-20/2013 | 15 | Opening Brief | | |
| 12/1-16/2013 | 12 | Reply Brief | | |

| | | | | |
|-------------------|----|--|--|--------------------|
| 2/28- 3/3/2014 | 15 | Comments on Proposed Decision | | |
| 5/7- 14/2014 | 8 | | | Prep Comp Claim |

Attachment 6

Breakdown of Hours for Steven Moss Track 4

| <u>Date</u> | <u>Hours</u> | <u>Preferred Resources Issue</u> | <u>Attendance at Hearings/CPUC</u> | <u>Preparation</u> |
|---------------|--------------|----------------------------------|------------------------------------|--------------------|
| 9/4/2013 | 1 | | | Team Meeting |
| 9/11-16/2013 | 8 | Prepare 9/30 Comments | | |
| 9/23-30/2013 | 8 | Prepare 9/30 Comments | | |
| 10/22/2013 | 1 | | | Team Meeting |
| 10/22-25/2013 | 7 | | | Prep for Hearings |
| 10/28-31/2013 | 1 | | | Team Meetings |
| 11/1-20/2013 | 14 | Opening Brief | | |
| 12/1-16/2013 | 11 | Reply Brief | | |
| 2/28-3/3/2014 | 16 | Comments on Proposed Decision | | |
| 5/7-14/2014 | 8 | | | Prep Comp Claim |

Attachment 7

PROFILE

Accomplished public utility regulation professional focused on utility reliability and consumer outreach and advocacy, with significant experience in utility rate regulation, smart grid deployment, consumer engagement, natural gas pipeline expansion, replacement programs and energy policy.

KEY ACCOMPLISHMENTS AND QUALIFICATIONS

- Provide legal and policy guidance to the Environmental Defense Fund with particular focus on the following proceedings at the California Public Utilities Commission: Rates/Time of Use, Long-Term Procurement Planning, and proceedings related to the closure of San Onofre Nuclear Power Plant (SONGS).
- Lead counsel on the Washington Gas Light Company rate proceeding, wherein the Office of the People's Counsel was successful in defeating substantial claims asserted by the utility for a rate increase. As lead, I successfully defeated the utility's proposed \$50 million pipeline replacement program as unwarranted. Ultimately, the utility was granted less than 30% of the requested rate increase.
- Lead representative on the Productivity Improvement Working Group tasked with reviewing and analyzing proposed utility projects for cost/benefit to consumers, reviewing resource planning and vegetation management plans to ensure adequate reliability.
- Lead counsel on Washington Gas Light Company's rate mechanism proceeding, wherein the Office of the People's Counsel was successful in defeating the utility's claim in its entirety.
- Co-lead representative of the Office of the People's Counsel on the Board of Directors of the PowerCentsDC pilot program designed to test customer engagement with advanced pricing signals for electric service. The pilot program was conceived by the Office and included the participation of the local electric utility, the public service commission and the local union of electrical workers.
- Represented the Office on the Mayor's Pipeline Undergrounding Task Force and the Emergency Response Subcommittee of the Task Force to address the adequacy of electric service in the District and the cost/benefits of undergrounding primary and secondary cable to address issues of reliability.
- Represented and advocated on behalf of the consumer advocate in utility proceedings involving telecommunications, natural gas, electric and water issues.

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PROFESSIONAL EXPERIENCE

CONSULTANT, Walnut Creek, CA 2013
Environmental Defense Fund
Apartment and Office Building Association of Metropolitan Washington, DC

- Provide legal services, including briefing and written comments, for clients.

OFFICE OF THE PEOPLES COUNSEL, Washington, D.C. 2010-2013
Supervisor of Litigation 2003-2010
Assistant People's Counsel

- Responsible for the supervision and management of the Litigation Division personnel of the Office, consisting of attorneys, technical and administrative staff. Responsibilities include the supervision and management of all tasks, deadlines, submissions and external meetings assigned to the Litigation Division and its personnel.
- Review and analyze complex financial, regulatory and legal applications and statements from public utilities. Responsibilities include the issuing of discovery and discovery responses, testimony and briefs and conducting cross-examination and oral advocacy during litigation.
- Direct and manage financial and legal consultants and Office staff during administrative hearings and investigations. Responsible for the project management of formal proceedings before the Public Service Commission, including the quantity and quality of work produced by outside and internal staff.
- Responsible for the drafting and editing of all Litigation Division consumer outreach materials, including the Annual Report, consumer Fact Sheets, web articles and Mid-Year updates. In addition to the published materials, responsible for the coordination and participation of in-person briefings for both Office staff and external stakeholders on Litigation Division activities.
- Responsible for communicating the Litigation Division positions and activities into understandable text and ideas for lay consumers, council members, and other non-legal stakeholders.
- Responsible for the policy, litigation strategy and program development of Litigation Division pleadings and documents.
- Assist in the recruitment and hiring of legal and non-legal staff, including the drafting of job postings, review of potential candidates and interviewing of potential candidates.
- Serve as the Ethics Officer of the Office, responsible for the review of all ethics issues and policy questions.

CONNECTICUT OFFICE OF CONSUMER COUNSEL, New Britain, CT 1997-2003
Staff Attorney

- Responsible for the investigation, legal research, case preparation, both through written filings and oral presentation, of water, electric, natural gas and telecommunications cases before the CT Department of Public Utility Control and the Connecticut courts.
- Lead attorney responsible for representing the Office during the Yankee Gas rate proceeding.
- Conducted extensive research and writing of legal memorandum, briefs, and pleadings regarding public utility law, consumer protection, administrative law and regulatory law.
- Applied knowledge of federal and state statutes, legal processes and forms to administrative hearings and appeals before the Connecticut courts.
- Represented the Office before the Connecticut legislature committee tasked with drafting statutes governing the licensing of electric suppliers and the education of the public on electric deregulation.

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PRESENTATIONS

GridWeek 2011, Consumer Symposium, Innovations in Energy Literacy-Substitute Panelist

DC Community Outreach-Presenter on numerous topics, including electric reliability, natural gas and electric rates and AMI deployment

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UNIVERSITY OF CONNECTICUT SCHOOL OF LAW, Hartford, CT 1994-1997
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Attachment 8

Academic Background

MPP, Institute of Public Policy Studies, University of Michigan, 1985
BS, Conservation of Natural Resources, University of California, Berkeley, 1982

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San Francisco Community Power, Director, 2001-2014
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Office of Technical Assistance, U.S. Treasury Department, Budget Advisor, 1997-1998; 2006-2008
Foster Associates/Spectrum Economics/QED Research, Senior Economist, 1988-1992
U.S. Congress, Committee Staff, 1987
U.S. Office of Management and Budget, 1985-1986

Mr. Moss specializes in environmental and energy resource economics and public policy analysis. He's testified before and prepared reports on behalf of numerous federal, state and local regulatory agencies on energy, air quality, and water supply and quality issues. Mr. Moss has analyzed many different aspects of energy utility operations, and has developed and implemented a range of distributed energy resource programs (DER) in the context of research and development pilots. He worked with the California Energy Commission to examine the distribution-level impacts of DER measures, and launched the first demand response (DR) aggregation pool in California oriented towards small businesses. He's testified numerous times before the California Public Utilities Commission and other state commissions on the impacts of electricity rates on agricultural groundwater pumping, issues associated with proposed utility revenue requirements and tariffs, and drought-mitigation policies.

Selected Projects

Skills: Rates Analysis and System Impacts, System-wide Planning Modeling, Technology Cost Assessment and Modeling, Regional Economic Analysis, Agricultural Water Use Economics, Expert Witness

- **Energy Regulatory Proceedings, Environmental Defense Fund (2012-present).** Testified on how to catalyze greater DR penetration, particularly load-modifying resources, with an emphasis on geographic-specific approaches. Examined and commented on Resource Adequacy and Long-Term Power Procurement filings.
- **Agricultural Rate Setting Testimony, Agricultural Energy Consumers Association (1992-present).** Testified about agricultural economic issues related to energy use, linkage to California water management policy, and utility rates in numerous proceedings at the California Public Utilities Commission, California Energy Commission, and California State Legislature.
- **Chloride Compliance Project Economic Impact Assessment, Los Angeles County Sanitation Districts (2014).** Estimated the economic and fiscal impacts of a \$130 million water quality project using the IMPLAN model.

- **Aggregating Agricultural Accounts to Facilitate Load Management, Agricultural Energy Consumers Association (2012-present).** Analyzed load and billing data from nine farms with 368 accounts to assess the potential load reductions in the PG&E service area if agricultural customers were given the online tools and the rate incentives to manage all of their individual loads as aggregated sets of loads. Continued with similar analysis in SCE's service territory, also based on nine farms, with an emphasis on examining the implications of greater electricity demand triggered by water scarcity.
- **Time Variant Rates, New York and California, Environmental Defense Fund (2013-present).** Examined proposed time variant rates as part of regulatory processes in California and New York. Modeled how increased penetration of time of use rates in the residential sector for Consolidated Edison serving the New York City metropolitan area would reduce peak and energy demand, lower residential bills, and reduce utility costs.
- **Economic Implications of Water Scarcity, California Water Foundation (2012).** Examined the economic and fiscal implications of water scarcity on a number of state regions and industry sectors.
- **Solar Facility, Agahozo-Shalom-Youth Village (2012-2014).** Helped develop an 8.5 megawatt solar array in Rwanda, the largest photovoltaic facility in East Africa.
- **Residential Customer Segmentation, California Institute for Energy and the Environment (2010).** Examined best practices related to market segmentation to vend energy efficiency programs.
- **Equity Issues Associated with Greenhouse Gas Cap and Trade Programs, Environmental Defense Fund, (2008-2010).** Analyzed potential means to engage low income communities and small businesses in greenhouse gas reduction activities, including an examination of financing approaches.
- **Demand Response Regulatory Proceedings, San Francisco Community Power (2001-2008).** Examined issues associated with the structure of and cost related to various DR programs. Testified in proceedings on establishing DR programs catering to low-income communities and small businesses.
- **Distributed Energy Resources Distribution Feeder Research, California Energy Commission (2005-2008).** Developed and implemented a series of DER measures along two feeder lines in San Francisco, and examined the resulting implications to customers, the utility system, and the environment.
- **Economic Impacts of Assembly Bill 32, Environmental Defense Fund (2008).** Estimated the economic benefits of California's pioneering cap and trade legislation, including potential impacts on technological innovation.
- **Power Plant Closures, San Francisco Community Power, (2001-2008).** Identified, developed, and implemented a series of strategies to close two power plants in San Francisco, including engaging community members and merchants in deploying conservation, efficiency, and load-shifting measures, and analyzing transmission alternatives.
- **Agricultural Engine Conversion Program, Agricultural Energy Consumers Association (2005).** Testified before the CPUC on program to convert agricultural diesel engines to electricity.
- **Statewide Pricing Pilot, Track B Analysis, California Public Utilities Commission (2003-2005).** Developed experimental program to examine whether providing educational "treatments" communicated through a community-based organization in an environmentally-impacted neighborhood enhanced responses to critical peak pricing among residential energy users.
- **Economic and Fiscal Implications of Affordable Housing, Silicon Valley Citizens for Affordable Housing (2004).** Examined the socio-economic benefits associated with access to affordable housing in Silicon Valley.

- **National Economic Impacts of the Child Care Sector, National Child Care Association (2002).** Estimated the economic benefits, including associated with increased productivity, of child care services.
- **Agricultural Electricity Rates Report, California Energy Commission (2001).** Studied how electricity rates in California impact agricultural energy costs given restructuring. This included a comparison with rates in neighboring states. Developed a broad range of policy proposals to improve agricultural energy management and to lower energy costs.

Professional Affiliations

Chair, Business Committee, Agahozo Shalom Youth Village (2010-2014)

Member, Equal Opportunity Council of San Francisco (2010-2011)

Candidate, San Francisco Board of Supervisors, District 10 (2010)

Member, Bay Area Air Quality Management District Community Air Risk Evaluation (2008-2010)

Member, California Energy Commission Public Interest Energy Research Distribution Program Committee (2008-2009)

Supervisor's Appointee, Power Plant Task Force (2002-2011)

Governor's Appointee, California Inspection and Maintenance Review Committee (1997-2001)

Awards

Fulbright Indo-American Environmental Leadership Fellow (2004)

Salzberg Seminar Fellow (2001)

Kellogg National Leadership Fellow (2000)

Presidential Management Intern, (1985-1987)

Lyndon B. Johnson Congressional Scholar (1981)