



# Senate Bill 300 Implementation Consulting

## PART IA – TECHNICAL PROPOSAL

### Section I – Title Page

TO:  
STATE OF NEVADA  
PUBLIC UTILITIES COMMISSION OF NEVADA

RFP#: 1219  
VENDOR NAME: ROCKY MOUNTAIN INSTITUTE  
ADDRESS: 2490 JUNCTION PLACE, SUITE 200 BOULDER, CO 80301

PROPOSAL OPENING DATE: JANUARY 10, 2020  
PROPOSAL OPENING TIME: 2:00 PM



Rocky Mountain Institute is an independent, entrepreneurial, nonprofit organization. We foster the efficient and restorative use of resources to make the world thriving, verdant, and secure, for all, forever.



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## Section III – Vendor Information Sheet


V1	<b>Company Name</b>	
	<b>Rocky Mountain Institute</b>	

V2	<b>Company Address</b>	
	Street Address:	<b>2490 Junction Place, Suite 200</b>
	City, State, Zip Code:	<b>Boulder, CO, 80301</b>

V3	<b>Telephone Numbers</b>			
		<b>Area Code</b>	<b>Number</b>	<b>Extension</b>
	Telephone:	<b>303</b>	<b>245-1003</b>	
	Fax:	<b>303</b>	<b>245-7213</b>	
	Toll Free:			

V4	<b>Contact Person for Questions / Contract Negotiations, including address if different than above</b>	
	Name:	<b>Dan Cross-Call</b>
	Title:	<b>Principal, Electricity Practice</b>
	Address:	<b>Same as above</b>
	Email Address:	<b><u><a href="mailto:dcrosscall@rmi.org">dcrosscall@rmi.org</a></u></b>
	Telephone Number:	<b>303-567-8556</b>
	Fax:	

V5	<b>Name of Individual Authorized to Bind the Organization</b>	
	Name:	<b>Leia Guccione</b>
	Title:	<b>Managing Director, Electricity Practice</b>

V6	<b>Signature (Individual shall be legally authorized to bind the vendor per NRS 333.337)</b>	
	Signature: 	Date: <b>1/7/2019</b>



## Section IV – State Documents

### 1. Attachment A – Confidentiality and Certification of Indemnification

Submitted proposals, which are marked “confidential” in their entirety, or those in which a significant portion of the submitted proposal is marked “confidential” **shall not** be accepted by the State of Nevada. Pursuant to NRS 333.333, only specific parts of the proposal may be labeled a “trade secret” as defined in NRS 600A.030(5). All proposals are confidential until the contract is awarded; at which time, both successful and unsuccessful vendors’ technical and cost proposals become public information.

In accordance with the Submittal Instructions of this RFP, vendors are requested to submit confidential information in a separate binder/file marked “**Part IB – Confidential Technical**” and “**Part III - Confidential Financial Information**”.

The State shall not be responsible for any information contained within the proposal. If vendors do not comply with the labeling and packaging requirements, proposals shall be released as submitted. In the event a governing board acts as the final authority, there may be public discussion regarding the submitted proposals that shall be in an open meeting format, the proposals shall remain confidential.

By signing below, I understand it is my responsibility as the vendor to act in protection of the labeled information and agree to defend and indemnify the State of Nevada for honoring such designation. I duly realize failure to so act shall constitute a complete waiver, and all submitted information shall become public information; additionally, failure to label any information that is released by the State shall constitute a complete waiver of any and all claims for damages caused by the release of the information.

This proposal contains Confidential Information, Trade Secrets and/or Proprietary information.

*Please initial the appropriate response in the boxes below and provide the justification for confidential status.*

Part IB – Confidential Technical Information			
YES		NO	X
Justification for Confidential Status			
N/A			

Part III – Confidential Financial Information			
YES		NO	X
Justification for Confidential Status			
N/A			

A Public Records CD or Flash Drive has been included for the Technical and Cost Proposal			
YES	X	NO	

**Rocky Mountain Institute**

Company Name

Signature

**Lela Guccione**

Print Name

**1/7/2019**

Date



## 2. Attachment B – Vendor Certifications

Vendor agrees and shall comply with the following:

- (1) Any and all prices that may be charged under the terms of the contract do not and shall not violate any existing federal, State or municipal laws or regulations concerning discrimination and/or price fixing. The vendor agrees to indemnify, exonerate and hold the State harmless from liability for any such violation now and throughout the term of the contract.
- (2) All proposed capabilities can be demonstrated by the vendor.
- (3) The price(s) and amount of this proposal have been arrived at independently and without consultation, communication, agreement or disclosure with or to any other contractor, vendor or potential vendor.
- (4) All proposal terms, including prices, shall remain in effect for a minimum of 180 days after the proposal due date. In the case of the awarded vendor, all proposal terms, including prices, shall remain in effect throughout the contract negotiation process.
- (5) No attempt has been made at any time to induce any firm or person to refrain from proposing or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal. All proposals shall be made in good faith and without collusion.
- (6) All conditions and provisions of this RFP are deemed to be accepted by the vendor and incorporated by reference in the proposal, except such conditions and provisions that the vendor expressly excludes in the proposal. Any exclusion shall be in writing and included in the proposal at the time of submission.
- (7) Each vendor shall disclose any existing or potential conflict of interest relative to the performance of the contractual services resulting from this RFP. Any such relationship that might be perceived or represented as a conflict shall be disclosed. By submitting a proposal in response to this RFP, vendors affirm that they have not given, nor intend to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant or any employee or representative of same, in connection with this procurement. Any attempt to intentionally or unintentionally conceal or obfuscate a conflict of interest shall automatically result in the disqualification of a vendor's proposal. An award shall not be made where a conflict of interest exists. The State shall determine whether a conflict of interest exists and whether it may reflect negatively on the State's selection of a vendor. The State reserves the right to disqualify any vendor on the grounds of actual or apparent conflict of interest.
- (8) All employees assigned to the project are authorized to work in this country.
- (9) The company has a written equal opportunity policy that does not discriminate in employment practices with regard to race, color, national origin, physical condition, creed, religion, age, sex, marital status, sexual orientation, developmental disability or disability of another nature.
- (10) The company has a written policy regarding compliance for maintaining a drug-free workplace.
- (11) Vendor understands and acknowledges that the representations within their proposal are material and important and shall be relied on by the State in evaluation of the proposal. Any vendor misrepresentations shall be treated as fraudulent concealment from the State of the true facts relating to the proposal.
- (12) The proposal shall be signed by the individual(s) legally authorized to bind the vendor per NRS 333.337.

**Rocky Mountain Institute**

Vendor Company Name

Vendor Signature

**Leia Guccione**

Print Name

**1/7/2019**

Date



## Section V – Scope of Work

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*It is with pleasure that Rocky Mountain Institute (RMI) and Regulatory Assistance Project (RAP) propose to support the Public Utilities Commission of Nevada (PUCN) to support its examination of alternative ratemaking. For the purposes of this submission, RMI intends to serve as the primary vendor to the PUCN, while RAP would be a subcontractor to RMI.*

*Consistent with RFP guidelines (9.2.3.5), written responses have been placed in bold/italics immediately following the applicable RFP question, statement and/or section.*

### 1. Project Overview

The PUCN may choose to award one or more contracts limited to \$89,000.00.

Successful vendor(s) will work with the PUCN regarding implementation of the requirements of Senate Bill (“SB”) 300 in Docket No. 19-06008. SB 300 requires the PUCN to adopt regulations to establish procedures for an electric utility to apply for approval of an alternative ratemaking plan. This will be the PUCN’s first foray into alternative ratemaking.

The PUCN seeks to engage experts to help educate and assist the PUCN, its Policy Staff, and interested stakeholders, in implementing the requirements of SB 300. Successful vendors need to: (1) educate stakeholders; (2) fully engage stakeholders via a structured process that involves a period of stakeholder dialogue and concludes with a formal comment period that will inform the final PUCN decision; and (3) assist the PUCN in carrying out the requirements of SB 300 by preparing or assisting with preparation of document(s).

Project work should start as soon as possible. Project is expected to end no later than June 1, 2021.

***Nevada SB 300 directed the PUCN to adopt new regulations that establish procedures for a Nevada electric utility to apply for approval of alternative ratemaking treatment. The Commission opened Docket No. 19-06008 to carry out the legislative direction by means of a regulatory proceeding that supports dialogue, education, and input from utility stakeholders in Nevada, including the utility, customers, energy service providers, and environmental interests.***

***This process represents an opportunity to evaluate the state’s existing utility regulations, their compatibility with an evolving electricity system in Nevada, and to consider what adjustments to those regulations can support a more efficient, cost-effective utility business that helps achieve state policy objectives. Nevada’s undertaking of this investigation is concurrent with similar reforms being considered in other leading U.S. states, including Colorado, Minnesota, and Hawaii. RMI and RAP are excited by the prospect of working with the Commission to provide meaningful input to this important regulatory effort, to support the State of Nevada, its investor-owned utilities (IOUs), and electricity stakeholders to develop new regulations that better align utility incentives with state policy goals and maximize value for customers.***

***RMI and RAP are uniquely qualified to partner with the PUCN to support all four phases of the work outlined in this RFP. Our organizations offer more than 40 years of collective experience working with utilities and regulators to advance industry thinking on electric sector transformation, including on concepts like alternative ratemaking, performance-based regulation, electricity pricing, and utility business models to modernize the power sector. Some members of our team have significant experience working in Nevada on electricity regulation issues. As described further below, our subject-matter specialization and***



demonstrated experience conducting multi-stakeholder facilitation position us well to (a) boost the PUCN’s capacity and (b) amplify the Commission’s effectiveness in this rulemaking.

*In our experience, regulatory processes such as that envisioned by the PUCN in this docket are most successful when appointed consultants establish a collaborative and trusted relationship with the regulatory agency. In practice, this will likely entail regular communication with lead Policy Staff on Docket 19-06008 – in the form of bi-weekly (or another appropriate frequency) planning calls. RAP and RMI also anticipate facilitating PUCN Policy Staff review and input on workshop agendas. As appropriate and feasible, RMI and RAP will encourage timely input, guidance, and participation at workshops from PUCN Commissioners during the course of this engagement. In addition to collaborating with PUCN Commissioners and Policy Staff to facilitate workshops, our organizations will work to support the development of documents underpinning any PUCN guidance on alternative ratemaking reforms.*

*Consistent with the scope of work outlined in this RFP, RMI and RAP intend to work alongside the PUCN and Policy Staff to engage stakeholders via a structured process according to the timeline outlined in Table 1 below. This schedule can be amended as workshop developments and project needs dictate.*

**Table 1: Anticipated Process Timeline and RMI/RAP Deliverables**

<i>MONTHS</i>	<i>ACTIVITIES</i>	<i>DELIVERABLES</i>
<b>March</b>	Contract start date	
<b><i>Phase 1 – Stakeholder Education and Options Framing</i></b>		
<b>March</b>	Refinement of process design	Input to PUCN on process design and schedule; issuance of workshop notice(s) by PUCN to stakeholders
<b>March</b>	Concept Paper #1	Issuance of concept paper to parties to support Workshop #1
<b>April-May</b>	Concept Paper #2 (as needed)	Issuance of concept paper to parties to support Workshop #2
<b>May-June</b>	Concept Paper #3 (as needed)	Issuance of concept paper to parties to support Workshop #3
<b><i>Phase 2 – Workshops for Stakeholder Dialogue and Feedback</i></b>		
<b>April</b>	Workshop #1	Agenda design and workshop facilitation; workshop summary notes to PUCN
<b>May</b>	Workshop #2	Agenda design and workshop facilitation; workshop summary notes to PUCN
<b>June</b>	Workshop #3	Agenda design and workshop facilitation; workshop summary notes to PUCN
<b><i>Phase 3 – Regulatory Filings by PUCN and Stakeholders</i></b>		
<b>June-July</b>	Staff straw proposal	Outlining, draft sections, and review/edits during straw proposal development
<b>August</b>	Party comments on straw proposal	Review and summary feedback to PUCN on parties’ positions, to inform commission deliberations
<b><i>Phase 4 – PUCN Guidance Documents by Policy Staff and/or Commission</i></b>		



<b>August- November</b>	PUCN guidance on alternative ratemaking	Outlining, draft sections, and review/edits during development of Commission guidance
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## 2. Goals and Objectives

The high-level objective is to adopt regulations, as required by SB 300, to establish procedures for an electric utility to apply to the PUCN for the approval of an alternative rate-making plan.

*See response in the “Project Overview” section above.*

## 3. Scope of Work

Successful vendor(s) will work alongside the Public Utilities Commission of Nevada (“PUCN”) regarding implementation of the requirements of Senate Bill (“SB”) 300 from the 2019 Legislative Session in Docket No. 19-06008. The **objective** of this contract is to adopt regulations which establish procedures for an electric utility to apply for approval of an alternative ratemaking plan, as required by SB 300.

**Tasks** to satisfy this objective include, but are not limited to, the following: (1) education of stakeholders; (2) engagement of stakeholders via a structured process that involves a period of stakeholder dialogue and concludes with a formal comment period that will inform the final PUCN decision; and (3) assistance to the PUCN in carrying out the requirements of SB 300 by preparing or assisting with preparation of document(s) chosen as necessary by the PUCN in the four phases below.

Alternative ratemaking mechanisms represent a paradigm shift in terms of the traditional cost-of-service ratemaking that the PUCN has applied to electric utilities for decades. The electric utility industry is changing rapidly, and as a result, regulators across the country are grappling with this paradigm shift. This will be the PUCN’s first foray into alternative ratemaking.

SB 300 requires that the PUCN determine what alternative ratemaking mechanisms an electric utility may include in an alternative ratemaking plan. SB 300 includes a menu of possible alternative ratemaking mechanisms, including, but not limited to, performance-based rates, subscription-based pricing, formula rates, decoupling, an earnings sharing mechanism, and multi-year rate plans. The PUCN is also tasked with determining the information that the utility must include in an alternative ratemaking plan application and establish the criteria for the evaluation of an alternative ratemaking plan. SB 300 includes a list of nine different criteria that the PUCN should consider in determining how to evaluate an alternative ratemaking plan. Moreover, SB 300 gives the PUCN full flexibility in evaluating the appropriateness of alternative ratemaking for Nevada, with SB 300 stating that the PUCN “is not required to accept applications to establish an alternative ratemaking plan if the [PUCN] determines, after a reasonable investigation, that the use of alternative ratemaking plan is not consistent with the criteria” that the PUCN adopts for consideration of an alternative ratemaking plan.

The PUCN seeks to engage experts to help educate and assist the PUCN, its Policy Staff, and interested stakeholders, in implementing the requirements of SB 300.

The four phases as outlined below act as preliminary structure for the work to be performed. At the discretion of the PUCN, the phases as outlined below may be expanded or compressed. The activities below represent the **activities and deliverables** the PUCN expects as part of this contract.

***RMI and RAP view the 4-phase process outlined by the PUCN as a practical and reasoned approach to this rulemaking. The process, as described, will allow for stakeholder education, provide the Commission and stakeholders to collaboratively review alternative ratemaking options and evaluate their applicability to Nevada, and ultimately position the Commission to make an informed assessment of options when issuing guidance regarding evaluation of utility alternative ratemaking proposals.***



**Our responses below provide a brief summary of planned activities and deliverables for each of the four phases, accompanied by the type of support we propose to provide the Commission.**

## Phase 1

Stakeholder education and options framing will happen first. If the PUCN determines it is necessary, successful vendor(s) will assist the PUCN with drafting a proposed process document for the proceeding. Specifically, Phase 1 of the assistance may include **activities** or **deliverables** at the discretion of the PUCN:

- PUCN will issue a process proposal and schedule to stakeholders. If requested, an **activity** from successful vendor(s) will be to assist the PUCN with the proposal and schedule.
- A **deliverable** from successful vendor(s), at the discretion of the PUCN, is a concept document(s) that outlines how to begin the Nevada approach to alternative ratemaking. Document(s) will be prepared in coordination with PUCN Policy Staff. If issued, these concept document(s) will be subject to stakeholder input and further refinement in Phase 2. The concept document(s) will describe the current context in Nevada and describe the case for alternative ratemaking, as well as provide foundational framing (e.g., regulatory objectives) that will be the subject of stakeholder dialogue in Phase 2.

***In Phase 1, RMI and RAP plan to work with the PUCN to refine the process for the remainder of the proceeding, establish a reasonable schedule, and design a coherent set of activities that achieve the aims of the proceeding. This work can build upon the insights that emerged in the September 2019 comments and previous workshops in this docket, in addition to those likely to arise in the forthcoming February 18 workshop that the PUCN recently scheduled. In coordination with PUCN Policy Staff, RMI and RAP expect to help prepare framing and context documents to be issued in advance of future stakeholder workshops – including 1-3 “concept papers” prepared in a timely way to support these respective workshops. These concept papers can help to clarify issues under consideration and inform participant thinking regarding regulatory objectives and available mechanisms for achieving those goals. In some cases, we will seek PUCN Policy Staff involvement in the drafting of these papers, especially where important to align key concepts with PUCN regulatory and statutory parameters. In consultation with the PUCN, we can determine when and if these concept papers are issued by the PUCN or by RMI and RAP.***

***In our experience, upfront and thoughtful planning is essential to laying a foundation for effective stakeholder engagement and review of reform options. This can serve to clarify expectations for stakeholders about the Commission’s expectations for the proceeding and how they are being asked to participate. Accordingly, the envisioned “concept papers” can provide an invaluable set of reference documents to review both current regulations and available reform options, as well as provide a means for regulatory staff to put forward ideas for stakeholder vetting and feedback. The papers can provide an important and tangible (while informal) way to guide progress in the rulemaking.***

## Phase 2

Approximately three workshops will be conducted, each of which will provide time for stakeholder dialogue and feedback. The **activities** or **deliverables** from successful vendor(s) will be to help the PUCN to structure these workshops, to support PUCN Policy Staff in preparing any needed materials and to help to facilitate the dialogue in each workshop topic. Possible topics for three workshops could be:

- Workshop Topic 1: An alternative ratemaking dialogue will seek to identify the regulatory objectives stakeholders hope to either preserve or achieve with alternative approaches, and will seek to identify those objectives that are priorities for all stakeholders as well as those that are priorities for some but not all;



- Workshop Topic 2: A review of current Nevada regulations will seek to identify and provide stakeholder input on what priority objectives current regulations do and do not achieve;
- Workshop Topic 3: A review and consideration of alternative ratemaking reform options that align with the objectives identified by stakeholders.

Another **deliverable** from successful vendor(s) will be document(s) that memorialize the information gathered in the three workshops.

*As outlined above, the PUCN plans to conduct approximately three stakeholder workshops with support from its selected consultants. Consistent with this process, RMI and RAP envision leading the design and facilitation of these workshops, utilizing our industry-leading expertise and proven approaches to stakeholder engagement, systems theory, and process design. We will develop meeting objectives for each workshop, in consultation with PUCN Policy Staff, then create detailed meeting agendas that incorporate activities and stakeholder dialogue in support of those objectives. Specific workshop activities and suggestions include:*

1. ***Workshop #1: Alternative ratemaking dialogue and review of regulatory objectives for prioritization. RMI and RAP would facilitate activities by attendees to review and reflect on their suggested regulatory objectives, in order to identify top concerns and to refine the set of focus areas.***
2. ***Workshop #2: Review of existing Nevada regulation. RMI and RAP would help facilitate a common understanding of current structures and identify “leverage points” for possible alternative ratemaking treatment. In our experience, it is important to spend time reviewing the “current reality” before moving to quickly to solution development. This is a helpful exercise to conduct after beginning the reflection and dialogue on regulatory objectives (Workshop #1), as review can be informed by its connections to what objectives currently are or are not achieved.***
3. ***Workshop #3: Review of alternative ratemaking reform options in the context of key stakeholder objectives. RMI and RAP would facilitate a discussion to evaluate how updates to Nevada utility regulations can better achieve identified priority objectives. While some aspects of this workshop focus will likely be introduced in previous activities (and have already been covered, in part, by PUCN meetings held last Fall), this workshop #3 will provide the opportunity for a more informed and targeted discussion by stakeholders than is normally possible.***

***RMI and RAP staff will travel to Nevada for these PUCN-hosted workshops, working alongside Commissioners and Policy Staff to deliver successful meetings. Following each workshop, we will prepare summary notes for the commission’s review and reference, and for distribution to stakeholders as deemed appropriate.***

### **Phase 3**

A more formal regulatory process begins with Phase 3. If determined by the PUCN as a necessary component, a **deliverable** from successful vendor(s) will be a “straw proposal” for alternative ratemaking, addressing the requirements of SB 300, drafted in conjunction with PUCN Policy Staff. Parties to the rulemaking will have the opportunity to file formal comments on the straw proposal. If determined by the PUCN as a necessary component, a **deliverable** from successful vendor(s) will be an evaluation of the straw proposals.



***RMI and RAP would be available, at the request of the Commission, to help outline a “straw proposal,” conduct research to support elements of the straw proposal, draft select sections of the document, and/or review it before issuance by the PUCN.***

***In our experience, straw proposals can be a very effective method for synthesizing stakeholder positions and ideas heard in earlier stages of the investigation. By providing a “draft” of a possible rulemaking, the PUCN can sharpen parties’ focus and expedite the Commission’s deliberations in the proceeding. Party comments on the straw proposal help to establish party positions more clearly, allow for vetting and improvement of ideas contained therein, and build the record for a final Commission’s rulemaking.***

#### **Phase 4**

If determined by the PUCN as a necessary component, an activity from successful vendor(s) will be to assist the PUCN with drafting alternative ratemaking guidance based on the straw proposal and filed comments. The guidance will be utilized to formulate draft regulations in Docket No. 19-06008. Successful vendor(s) will be available to provide **activities** or **deliverables** that include alternative ratemaking guidance or draft regulations to PUCN Policy Staff as requested.

***As the Commission reviews feedback on any straw proposal and prepares to issue its alternative ratemaking guidance, RMI and RAP would be available, at the Commission’s request, to help outline the guidance document, conduct additional research, draft select sections, and/or review the document before it is issued.***



#### 4. Additional Requirements

1. Vendors must specify that they are non-partisan in their approach to consulting work.

***Both RMI and RAP are non-partisan, not-for-profit organizations. We are both independent think tanks, with decades of industry experience that combines applied research and publications on matters of energy system reforms, and with direct experience advising public sector officials and interacting with private sector participants.***

2. Vendors must have previously worked with other state public utility commissions or with the PUCN.

***As noted elsewhere in this submission, RMI and RAP have a long history of working with state public utilities commissions and similar regulatory agencies. A non-exhaustive list of state agencies that we have worked with and for includes:***

- a) ***Hawaii Public Utilities Commission (2017 – Present)*** – RMI serves as technical advisor and process facilitator, including for its PBR investigation.
- b) ***New Jersey Board of Public Utilities (2019)*** – RMI served as technical advisor to analyze least-cost technology and investment paths to inform NJ's Energy Master Plan.
- c) ***North Carolina Department of Environmental Quality (2019)*** – RMI and RAP served jointly as advisors and workshop facilitators for the North Carolina Department of Environmental Quality's (DEQ) Clean Energy Plan development process.
- d) ***Oregon Public Utilities Commission (2018)*** – RMI and RAP served jointly as advisors and workshop facilitators for the Oregon PUC's 2018 investigation to review electricity system transition and identify areas for regulatory and policy attention, pursuant to S.B. 978.
- e) ***New York Public Service Commission (2014 – 2016)*** – RMI and RAP served jointly as advisors to commissioners and staff on the Reforming the Energy Vision (REV) initiative.
- f) ***Arkansas Public Service Commission (2019-Present)*** – RAP provides strategic guidance and technical assistance as part of a stakeholder process in the Commission's comprehensive exploration of opportunities for distributed energy resource aggregation and participation in providing energy services to distribution utilities.
- g) ***Rhode Island Division of Public Utilities and Carriers, and Public Utilities Commission (2017-Present)*** – RAP serves as advisors and technical experts for the Division's innovative Power Sector Transformation Initiative and the Power Sector Transformation Advisory Group; we also advised the PUC on its National Grid rate case proceeding, which represented the first opportunity to begin implementing performance-based recommendations.

***Additional detail on these and other RMI and RAP projects is included in Section IV – Company Background – 1.1.10 below***

3. Vendors will be required to sign non-disclosure agreement and will only be permitted to share information regarding discussions with PUCN Commissioners or Commission policy staff upon an agreement in writing.

***RMI or RAP are prepared to sign non-disclosure agreements if selected as vendor and subcontractor, respectively, for this work.***



4. Vendors will specify if they have access to non-partisan fundraising or otherwise have a non-partisan funding source to supplement the PUCN funds available. Vendors must specify the amount of funding available and whether that funding will cover the balance of money estimated to complete the project.

***RMI and RAP are currently in the process of securing non-partisan funding sources to supplement available PUCN funds. Please see Part II – Cost Proposal, for additional information on the anticipated budget for this work.***



## Section VI – Company Background

### 1. Vendor Information

#### 1.1.1

Vendors shall provide a company profile in the table format below.

Question	Response
Company Name:	<b>Rocky Mountain Institute</b>
Ownership (sole proprietor, partnership, etc.):	<b>501(c)(3)</b>
State of incorporation:	<b>Colorado</b>
Date of incorporation:	<b>1982</b>
# of years in business:	<b>38</b>
List of top officers:	<b>Jules Kortenhorst, Chief Executive Officer; Heather McCreery, Chief Financial Officer; Martha C. Pickett, Managing Director and General Counsel</b>
Location of company headquarters, to include City and State:	<b>Basalt, Colorado</b>
Location(s) of the office that shall provide the services described in this RFP:	<b>Boulder, Colorado</b>
Number of employees locally with the expertise to support the requirements identified in this RFP:	<b>0</b>
Number of employees nationally with the expertise to support the requirements in this RFP:	<b>15</b>
Location(s) from which employees shall be assigned for this project:	<b>Boulder, Colorado</b>

#### 1.1.2

Pursuant to NRS 333.3354, the State of Nevada awards a five percent (5%) preference to a vendor certifying that its principal place of business is in Nevada. The term ‘principal place of business’ has the meaning outlined by the United States Supreme Court in Hertz Corp v. Friend, 559 U.S. 77 (2010), typically meaning a company’s corporate headquarters. This preference cannot be combined with any other preference, granted for the award of a contract using federal funds, or granted for the award of a contract procured on a multi-state basis. To claim this preference a business must submit a letter with its proposal showing that it qualifies for the preference.

**Neither RMI nor RAP’s principal place of business is located in Nevada.**



### 1.1.3

**Please be advised**, pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state shall register with the State of Nevada, Secretary of State’s Office as a foreign corporation before a contract can be executed between the State of Nevada and the awarded vendor, unless specifically exempted by NRS 80.015.

*If selected for this work, RMI can register with the State of Nevada as a foreign corporation, as needed.*

### 1.1.4

The selected vendor, prior to doing business in the State of Nevada, shall be appropriately licensed by the State of Nevada, Secretary of State’s Office pursuant to NRS 76. Information regarding the Nevada Business License can be located at <http://nvsos.gov>.

Question	Response
Nevada Business License Number:	<i>RMI does not currently have a Nevada Business License, but will apply for a license if selected for this work.</i>
Legal Entity Name:	<i>N/A</i>

Is “Legal Entity Name” the same name as vendor is doing business as?

Yes		No	<b>N/A</b>
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If “No,” provide explanation.

### 1.1.5

Vendors are cautioned that some services may contain licensing requirement(s). Vendors shall be proactive in verification of these requirements prior to proposal submittal. Proposals that do not contain the requisite licensure may be deemed non-responsive.

### 1.1.6

Has the vendor ever been engaged under contract by any State of Nevada agency?

Yes		No	<b>X</b>
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If “Yes,” complete the following table for each State agency for whom the work was performed. Table can be duplicated for each contract being identified.

Question	Response
Name of State agency:	<i>N/A</i>
State agency contact name:	<i>N/A</i>





Question	Response
Dates when services were performed:	N/A
Type of duties performed:	N/A
Total dollar value of the contract:	N/A

### 1.1.7

Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

Yes		No	<b>X</b>
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If “Yes”, please explain when the employee is planning to render services, while on annual leave, compensatory time, or on their own time?

If you employ (a) any person who is a current employee of an agency of the State of Nevada, or (b) any person who has been an employee of an agency of the State of Nevada within the past two (2) years, and if such person shall be performing or producing the services which you shall be contracted to provide under this contract, you shall disclose the identity of each such person in your response to this RFP, and specify the services that each person shall be expected to perform.

### 1.1.8

Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor’s ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP shall also be disclosed.

Does any of the above apply to your company?

Yes		No	<b>X</b>
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If “Yes”, please provide the following information. Table can be duplicated for each issue being identified.

Question	Response
Date of alleged contract failure or breach:	N/A
Parties involved:	N/A
Description of the contract failure, contract breach, or litigation, including the products or services involved:	N/A



Question	Response	
Amount in controversy:	N/A	
Resolution or current status of the dispute:	N/A	
If the matter has resulted in a court case:	<b>Court</b>	<b>Case Number</b>
	N/A	N/A
Status of the litigation:	N/A	

### 1.1.9

Vendors shall review and provide if awarded a contract the insurance requirements as specified in Attachment D, Insurance Schedule for RFP 1219.

***RMI and RAP can meet the insurance minimums as outlined in Attachment D, Insurance Schedule for RFP 1219. We will be happy to provide certification of the insurance requirements if selected for the contract.***

### 1.1.10

Company background/history and why vendor is qualified to provide the services described in this RFP. Limit response to no more than five (5) pages.

***RMI and RAP both have a long history of working with utilities and regulators to advance industry thinking on alternative ratemaking, performance-based regulation, electricity pricing, and utility business models to modernize the power sector.***

***RMI and RAP, together and respectively, have performed client work that demonstrates our ability and experience supporting strategic initiatives that engage regulators, utilities, and other stakeholders in energy system transformation. Recent work includes:***

- ***Hawaii PUC Regulatory Reform Initiatives (2017-Present):*** RMI serves as a strategic advisor to the Hawaii Public Utilities Commission, providing direct support to regulatory staff and commissioners in active proceedings as well as strategic planning across proceedings. Areas of support include technical advising and workshop facilitation in the Proceeding to Investigate Performance-Based Regulation, and research support on topics spanning grid planning, advanced demand response, rate design, and DER compensation mechanisms.
- ***Minnesota Performance Based Regulation and Grid Modernization Support (2017-Present):*** RAP has served as a strategic advisor to the Minnesota Public Service Commission and its staff since 2017 on issues ranging from the implementation of revised statewide interconnection standards in compliance with IEEE 1547-2018 and evaluation of utility distribution grid modernization applications to the assessment of performance based regulation metrics options
- ***New Jersey Board of Public Utilities (February 2019-Present):*** RMI is serving Staff and Commissioners of the Board of Public Utilities and the Governor's Office of New Jersey in creating an Integrated Energy Plan for the state that describes pathways for reaching 100% net-zero carbon energy by 2050, and policies or strategies for near-term action to enable meeting future goals. RMI is leading stakeholder engagement, technology and baselining research, and recommendation development, and partnering with Evolved Energy Research for detailed quantitative analysis.
- ***Arkansas Distributed Energy Resources Investigation (2018-Present):*** RAP has served as a strategic advisor and technical subject matter expert for the Public Service Commission in Arkansas on issues



related to DER opportunities in Arkansas. RAP provided original research on DER 3<sup>rd</sup> Party Aggregation in 2017 and RAP is currently supporting a broad investigation proceeding that addresses data access issues, DER interconnection standards, 3<sup>rd</sup> Party Aggregation options and distribution system planning approaches.

- **North Carolina DEQ Clean Energy Plan process (2019)**. RMI partnered with RAP to advise on and support the North Carolina Department of Environmental Quality's (DEQ) development of a Clean Energy Plan, pursuant to Executive Order 80, which set a statewide 40% greenhouse gas reduction goal. This work involved designing and facilitating the Clean Energy Plan stakeholder process – including six multi-stakeholder workshops – and drafting sections of the Clean Energy Plan for review and incorporation by the DEQ.
- **Oregon SB.978 process design and stakeholder engagement (2018)**: RMI partnered with RAP to serve as process designers and facilitators for the Oregon PUC in their recent collaborative process to review grid modernization and utility regulation issues, as required by Oregon Senate Bill 978. We designed and led a series of six workshops, broadly inclusive of Oregon utilities and electricity stakeholders, to review current issues and gather input, resulting in a Commission report to the Oregon legislature recommending necessary changes to utility, planning, regulations and PUC authority.
- **Duke Energy Grid Improvement Filing (2018)**: RMI served as an independent, neutral facilitator for several Duke Energy workshops focused on stakeholder engagement for the company's grid improvement planning and filing process. Summary reports from each workshop were included in the company's publicly available materials for the grid improvement filing in South Carolina.
- **Duke Energy and the Energy Innovation Task Force (2016-17)**: RMI performed independent analysis and offered strategic recommendations to a multi-stakeholder task force in Western North Carolina including Duke Energy, the City of Asheville, and community and business groups. Our work supported the task force's goals to avoid the construction of a gas peaker plant and to support the region's long-term clean energy future.
- **Green Mountain Power customer program recommendations (2017)**: RMI performed an independent evaluation of GMP's innovative customer programs and presented a suite of recommendations to grow customer participation in existing programs and expand the scope of program offerings to support a low-carbon, affordable, resilient energy system. We will publish these recommendations as a case study this fall.
- **New York Reforming the Energy Vision (REV) and Market Design and Platform Technology (MDPT) working group (2014-2016)**: RMI served as a strategic advisor to the New York Public Service Commission on the REV proceeding, from time of launching the initiative through major Commission decisions in Tracks 1 and 2 of the proceeding. Work included managing the MDPT working group of six distribution utilities and dozens more stakeholders, to collaboratively develop recommendations to the commission on market and grid modernization issues.
- **California Distribution Resource Plan (DRP) and Integrated Distributed Energy Resource (IDER) Proceeding (2014-2017)**: RAP performed research and served as a strategic adviser to the California PUC Energy Division in their evaluation of the utility hosting capacity analysis methodologies and the utility distribution grid modernization proposals from 2014 to 2016. RAP also supported compensation of DERs through our evaluation of the California Standard Practice Manual Benefit/Cost tests and through our evaluation of proposed electric vehicle rate designs.

**RMI and RAP's respective efforts with respect to published thought leadership also highlights our expertise on innovation in utility and regulatory reform, including integrated system planning and DER market development. Recent publications include:**

- **Process for Purpose: Reimagining Regulatory Approaches for Power Sector Transformation (2019)**. RMI published this report to review emerging best practice and lessons learned from regulatory reform and grid modernization activities in states around the U.S., in light of new needs for collaborative approaches to



stakeholder engagement and PUC leadership that address complex challenges of the utility and power system.

- **The Electricity Journal Special Issue on Energy Optimization (2019)**. RAP guest-edited a special edition of the *Electricity Journal*, providing thought leadership on energy optimization policies through nine articles written by RAP staff and outside experts we selected. This opportunity allowed us to garner expert thinking on energy optimization and to make that thought leadership available to a wide audience of policymakers, regulators, utilities and advocates.
- **Capturing More Value from Combinations of PV and Other DERs (2019)**. RAP published this report for the Department of Energy's Solar Energy Innovation Network. This report identifies incremental steps to align distributed energy resource value and compensation that can be taken by a wide variety of entities, including the Federal Energy Regulatory Commission (FERC), state public utility commissions, utilities and regional transmission organizations.
- **The Non-Wires Solutions Implementation Playbook: A Practical Guide for Regulators, Utilities, and Developers (December 2018)**. RMI published this Playbook to help grid planners improve on the current approach to infrastructure investment by more systematically evaluating opportunities to deploy modular—and often lower-cost—NWS portfolios.
- **Navigating Utility Business Model Reform: A Practical Guide to Regulatory Design (November 2018)**. RMI's report provides a menu of 10 options to guide policymakers as they work to modernize electric utilities. This guide was released in conjunction with a set of five case studies, which go into additional detail for how some of the reform options have been applied by select states and utilities, providing added insight into design options and lessons from past experience.
- **Doing Rate Design Better: Recommendations for Improved Rate Design in Ohio's Powerforward Inquiry (July 2018)**. RMI's document reviews key issues in electricity rate design to manage an increasingly distributed, variable power system. It identifies essential dimensions and design of time-varying and demand charge rates and recommends a process for the PUC of Ohio and Ohio utilities to further explore and adopt improved rate design.
- **Reimagining the Utility: Evolving the Functions and Business Model of Utilities to Achieve a Low-Carbon Grid (January 2018)**. In this report, RMI reviews changing utility functions at the distribution level of the grid and associated options for how to evolve the utility market. It identifies key decision variables for regulators and utility reformers to consider and discusses implications of those decisions.
- **From Gas to Grid: Building Charging Infrastructure to Power Electric Vehicle Demand (2017)**. In this report, RMI identifies key factors to consider in deploying EV charging infrastructure, with focused evaluations of five U.S. states (California, Colorado, Hawaii, Ohio, and Texas).
- **EVgo Fleet and Tariff Analysis (2017)**. This RMI publication analyzes cost implications to EV fleet managers of different electric rate structures, including demand charges for direct current (DC) fast chargers.
- **Breaking Ground: New Models That Deliver Energy Solutions to Low-Income Customers (2016)**. This RMI report profiles four examples of new business models that are unlocking the potential for low-income customers to participate in and benefit from distributed energy resources.
- **Next Generation Performance Based Regulation (2017)**. RAP and the National Renewable Energy Lab (NREL) produced a three-volume series of reports on Performance Based Regulation theory and practice in the United States and Internationally. The three-volume set has become a standard reference document in all PBR proceedings underway in the United States today.
- **Revenue Regulation and Decoupling: A Guide to Theory and Application (with Case Studies) (2016)**. RAP produced a definitive guide on decoupling options and practices in the United States in 2016. The volume includes detailed case studies that highlight implementation options pursued in six different states.



### 1.1.11

Provide a brief description of the length of time vendor has been providing services described in this RFP to the public and/or private sector.

***RMI and RAP have provided the services described in this RFP in a variety of forms since their establishment. RMI has worked with state regulatory agencies in the specific role of process design and facilitator for regulators since at least 2014, while leading workshop design and facilitation in other contexts for more than 20 years.***

***RAP was founded nearly 30 years ago to support public servants in their efforts to implement regulations that address the public interest and meet state policy goals. RAP strives to meet regulators and policymakers where they are, realizing that every state is unique, and RAP strives to help regulators and policymakers fulfill their policy mandates.***

### 1.1.12

Financial information and documentation to be included in accordance with *Section 9.5, Part III - Confidential Financial Information*.

- 1 Dun and Bradstreet Number  
**14-430-1835 (Rocky Mountain Institute)**
- 2 Federal Tax Identification Number  
**74-2244146 (Rocky Mountain Institute)**



## Section VII – Proposed Staff Resumes

<b>Company Name Submitting Proposal:</b>	Rocky Mountain Institute
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<i>The following information requested pertains to the individual being proposed for this project.</i>			
<b>Name:</b>	DAN CROSS-CALL	<b>Key Personnel: (Yes/No)</b>	Yes
<b>Individual's Title</b>	<i>Principal</i>		
<b># of Years in Classification:</b>	1	<b># of Years with Firm:</b>	6

<b>BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE</b> <i>Information should include a brief summary of the proposed individual's professional experience.</i>
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Dan leads RMI projects on regulatory and utility business model reform, with partners including state utility commissions, utilities, and energy service providers. He currently leads an engagement with the Hawaii Public Utilities Commission to advise the Commission on distributed energy resource (DER) market design and performance-based regulation.

Previously, Dan served as project manager in RMI's engagement as a strategic advisor to the New York Public Service Commission (NYPSC) on the Reforming the Energy Vision (REV) proceeding. In that role, he supported Commission staff and advised the NYPSC on matters of electricity market reform, resource valuation, and performance-based regulation of utilities.

Dan also works on RMI's Electricity Innovation Lab (e-Lab), a multi-year collaboration of leading industry actors to develop, implement, and spread new solutions to enable greater adoption of clean energy resources. Dan has authored numerous reports on utility regulations, including Navigating Utility Business Model Reform: A Practical Guide to Regulatory Design (2018) and Process for Purpose: Reimagining Regulatory Approaches for Power Sector Transformation (2019).

Prior to RMI, Dan was a consultant in the energy practice of Charles River Associates in Boston. At CRA he conducted market analyses and economic forecasts of energy and capacity markets for power plant valuations in U.S. markets, analysis of proposed legislation and regulatory rule changes, transmission development studies, and strategic planning for RTO wind integration. He conducted studies of all of major North American deregulated electricity markets and performed modeling and research of European and Middle East electricity systems.

Dan was also a researcher for the MIT Energy Initiative (MITEI) Green Islands program, collaborating with university researchers and utility personnel in the US and Europe. Research focused on matching energy storage systems to renewable development and island electricity needs. Dan has also managed renewable energy credit (REC) marketing programs with municipal utilities and has conducted climate science field research in the Alaskan Arctic.

<b>RELEVANT EXPERIENCE</b> <i>Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>
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**Rocky Mountain Institute – Principal**  
 2019 - Present  
 Boulder, Colorado



- Lead research and consulting engagements focused on regulatory reform and developing new utility business models, including consulting and process facilitation for state regulatory agencies, business strategy development for utilities, and writing industry reports on regulatory reform.
- Advisor to Hawaii Public Utilities Commission (PUC) to support market reforms to achieve Hawaii state goal for 100% renewable electricity by 2045. Deliver policy recommendations to commissioners and PUC staff; help write PUC decision & orders. Lead process design and stakeholder facilitation for Hawaii PUC's *Investigation into Performance-Based Regulation*, in partnership with PUC Staff.
- Support the Electricity Innovation Lab (eLab), a multi-year collaboration of industry actors to develop and spread new solutions for greater adoption of distributed energy resources (DERs).

### **Rocky Mountain Institute – Manager/Sr. Associate**

2013 – 2019

Boulder, Colorado

- Managed consulting engagements to government clients, utilities, non-profit organizations and foundations. Applied systems theory approaches and advanced facilitation techniques to support diverse stakeholder groups in project design and change management.
- Project manager and lead author on leading industry reports to review and evaluate regulatory reform options for electric utilities, including *Process for Purpose: Reimagining Regulatory Approaches for Power Sector Transformation (2019)*; *Navigating Utility Business Model Reform: A Practical Guide to Regulatory Design (2018)*; and *Reimagining the Utility (2018)*.
- Served as advisor to New York Public Service Commission and agency staff on the Reforming the Energy Vision (REV) proceeding. Provided policy analysis and recommendations to senior policymakers on all aspects of utility regulations, distribution market design, and rate reform. Project manager for staff of eight on REV engagement, including coordinating research teams, executing on key deliverables, managing budget, and fundraising to support work.
- Launched inaugural e-Lab Accelerator meeting, in 2014, to provide coaching and expert input to leading electricity projects from across North America. Facilitated 4-day strategy discussions for project teams from Minnesota, Idaho, California, and Colorado, on state regulatory reform, microgrid development, and community energy strategy.

### **Charles River Associates – Associate**

2008 – 2011

Boston, Massachusetts

- Performed economic analyses of U.S. and international electricity markets for utilities, financial investors and system operators. Wrote client reports, providing detailed market overviews and economic valuations of power plants, proposed transmission projects and other system assets.
- Maintained models of ISO-New England, New York ISO and PJM capacity markets to forecast auction prices over one- to ten-year horizons.
- Researched wind integration policies for 2010 Southwest Power Pool (SPP) wind integration study.

### **3Degrees, Inc. – Marketing Associate**

2007 – 2008

San Francisco, California

- Managed utility accounts for renewable energy credit (REC) marketing programs.

## **EDUCATION**

*Information required should include: institution name, city, state,*



*degree and/or Achievement and date completed/received.*

**Massachusetts Institute of Technology - Cambridge, Massachusetts**

*M.S., Technology & Policy - 2013*

**Dartmouth College – Hanover, New Hampshire**

*B.A., Economics and Environmental Studies - 2005*

### CERTIFICATIONS

*Information required should include: type of certification and date completed/received.*

Trained in **Leading for Full Engagement** for effective coaching and management of teams to promote outstanding performance and professional development. Three-part training with expert coaches, held 2017-2018.

Trained in **Advanced Facilitation and Process Design** for facilitation of multi-stakeholder, cross-organizational groups to solve complex challenges. Four-part, multi-day intensive trainings with Reos Partners, held 2015-2016.

### REFERENCES

*A minimum of three (3) references are required,  
including name, title, organization, phone number, fax number and email address.*

Insert here a minimum of three (3) references with the above information.

**Name:** Dave Parsons

**Title/Organization:** Chief of Policy and Research, Hawaii Public Utilities Commission

**Phone:** 808-586-2068

**Fax:** 808-974-4534

**Email:** [david.c.parsons@hawaii.gov](mailto:david.c.parsons@hawaii.gov)

**Name:** Rudy Stegemoeller

**Title/Organization:** Special Assistant for Energy Policy, New York Department of Public Service

**Phone:** 518-747-1807

**Fax:** N/A

**Email:** [rudy.stegemoeller@dps.ny.gov](mailto:rudy.stegemoeller@dps.ny.gov)

**Name:** Michael O'Boyle

**Title/Organization:** Energy Innovation

**Phone:** 480-215-7467

**Fax:** 415-799-2177

**Email:** [michael@energyinnovation.org](mailto:michael@energyinnovation.org)





<b>Company Name Submitting Proposal:</b>	Rocky Mountain Institute
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<i>The following information requested pertains to the individual being proposed for this project.</i>			
<b>Name:</b>	LEIA GUCCIONE	<b>Key Personnel: (Yes/No)</b>	Yes
<b>Individual's Title</b>	<i>Managing Director</i>		
<b># of Years in Classification:</b>	0.5	<b># of Years with Firm:</b>	8

<b>BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE</b> <i>Information should include a brief summary of the proposed individual's professional experience.</i>
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Leia Guccione is the Managing Director for RMI's Electricity Program, where she leads RMI's research and collaboration efforts to support the rapid transition to a low-carbon electricity system to support a secure, prosperous, and equitable US economy.

Since 2012, Leia has directed RMI's research exploring the potential for distributed generation, distributed energy resources, and distributed battery technologies to disrupt utility business models and other aspects of the US electricity system—and advanced the development of targeted solutions for these innovations. Additionally, she's led client engagements assisting leading utilities, public utility commissions, large corporations, states, and cities to develop evolved business models and policies.

At RMI, Leia has employed an expansive set of strategies to accelerate the transformation of the US electricity system. Leia currently leads a body of work to inform utility regulators of policy solutions for a clean energy future, as well as provide them with unique process design and facilitation as they develop and execute reform initiatives to implement these solutions. She has supported multiple engagements with utilities, with an emphasis on improving utility innovation programs, pilots, and demonstrations. Leia also contributed to the growth of RMI's Electricity Innovation Lab (e-Lab), a unique ongoing collaboration of leading electricity industry actors to develop, implement, and spread new solutions. She specifically led the design and development of e-Lab's annual Accelerator and Summit programs. She has also led engagements with corporations and cities to support them in their procurement and deployment of renewable energy, energy efficiency, and advanced energy solutions such as microgrids.

Before joining RMI, Leia served in the US Navy as a nuclear-trained Surface Warfare Officer and continues to serve in the US Navy Reserves.

<b>RELEVANT EXPERIENCE</b> <i>Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>
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**Rocky Mountain Institute – Managing Director**

October 2019 – Present (Managing Director)

October 2012 – October 2019 (Principal)

Boulder, Colorado

- Led research, consulting, and collaborations to support the development of new business models and regulatory frameworks for the electricity industry. Specific areas of expertise include: utility business models, community energy strategies, microgrids, distributed generation and storage.
- Managed all events, activities, and industry relationships in support of RMI's Electricity Innovation Lab (eLab), a multi-year, multi-stakeholder forum that convenes decision makers from across the electricity industry to collaboratively address barriers to economic deployment of distributed energy resources in the U.S. electricity sector.



- Project manager and co-author of The Economics of Grid Defection and The Economics of Load Defection, two widely acclaimed industry reports exploring when and where distributed solar generation plus storage competes with traditional utility electric service.

#### **United States Navy – Reserve Civil Engineer Corps Officer**

*December 2012 – Present*

- Serve as the Assistant Operations Officer for the First Naval Construction Regiment (1NCR).
- Serve as the lead planning officer for all Naval Construction Force (NCF) support of RIMPAC 2018—the largest joint maritime training exercise in the world.
- Served as the Alpha Company Commander for NMCB 25, coordinating all transportation and civil engineer equipment support for 10 unit training evolutions and two IRT construction projects.

#### **United States Navy – Surface Warfare Officer (Nuclear Trained)**

*December 2004 – September 2012*

- Recognized as the top Nuclear Engineer Officer (NEO) trainer in the Navy, preparing over 50 officers for NEO certification.
- Developed curriculum and provided instruction to prepare nuclear trained officers for the Navy's Nuclear Engineer Officer (NEO) qualification exam (comparable to the Professional Engineers exam).
- Led a Machinery Division of 29 Sailors, responsible for the operation and maintenance of two 70,000 HP main propulsion engines, two 8-MW turbine generators, and two desalination units.

#### **Black & Veatch Corporation – Alternative Energy Consulting Intern**

*Summer 2004*

- Provided consulting services for Black & Veatch's Global Renewable Energy Group
- Wrote technical reports and feasibility studies on biofuel resources and economics
- Worked with B&V engineers to prepare and produce resource assessments and renewable energy strategies for various customers including the country of Jamaica, the island of Kauai, the State of Pennsylvania, and the European Bank for Reconstruction and Development

### **EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

#### **University of London – London, United Kingdom**

*MSc in Sustainable Development – 2013*

#### **United States Naval Nuclear Power School and Nuclear Power Training Unit – Goose Creek, South Carolina**

*Qualified Engineering Officer of the Watch and Certified Nuclear Operator – 2007*

#### **Iowa State University of Science and Technology – Ames, Iowa**

*B.S. Mechanical Engineering and Political Science; Minor in Naval Science – 2004*

### **CERTIFICATIONS**

*Information required should include: type of certification and date completed/received.*

Licensed Professional Engineer, State of Colorado - 2017

LEED Green Associate - 2012

DoD Lean Six Sigma Green Belt Course - 2011



## REFERENCES

*A minimum of three (3) references are required,  
including name, title, organization, phone number, fax number and email address.*

**Name:** Megan Decker

**Title/Organization:** Chair, Oregon Public Utilities Commission

**Phone:** 503-373-7394

**Fax:** (503) 378-6163

**Email:** [megan.decker@state.or.us](mailto:megan.decker@state.or.us)

**Name:** Sushma Masemore

**Title/Organization:** Deputy Assistant Secretary for Environment and State Energy Director, North Carolina  
Department of Environmental Quality, State Energy Office

**Phone:** (919) 707-8700

**Fax:** 828-232-4420

**Email:** [sushma.masemore@ncdenr.gov](mailto:sushma.masemore@ncdenr.gov)

**Name:** Marion Gold

**Title/Organization:** Commissioner, Rhode Island Public Utilities Commission

**Phone:** (401) 780-2101

**Fax:** (401) 941-8827

**Email:** [marion.gold@puc.ri.gov](mailto:marion.gold@puc.ri.gov)



<b>Company Name Submitting Proposal:</b>	Rocky Mountain Institute
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<i>The following information requested pertains to the individual being proposed for this project.</i>			
<b>Name:</b>	<b>CORY FELDER</b>	<b>Key Personnel: (Yes/No)</b>	<b>Yes</b>
<b>Individual's Title</b>	<b>Senior Associate</b>		
<b># of Years in Classification:</b>	<b>1</b>	<b># of Years with Firm:</b>	<b>1</b>

<b>BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE</b> <i>Information should include a brief summary of the proposed individual's professional experience.</i>
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Cory Felder is a Senior Associate with RMI's Electricity Practice, where he focuses on utility business model and regulatory reform issues. Prior to joining RMI, Cory conducted regulatory and economic analysis of power sector topics including state regulatory reform, energy storage and distributed energy resources, natural gas pipelines, and federal environmental policy at the ClearView Energy Partners, LLC, an energy consulting firm. He has conducted research and consulting projects related to energy sector reforms, products and policies for a number of power sector stakeholders, including Ranger Solar and 3Degrees.

<b>RELEVANT EXPERIENCE</b> <i>Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>
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**Rocky Mountain Institute – Senior Associate**

May 2019 - Present  
Boulder, Colorado

- Draft reports and develop analysis related to utility business model reform, including performance-based regulation.
- Assist with the management and coordination of the Utility Business Innovation Network (UBIN), a group of NGOs focused on advancing business reform across the United States.
- Facilitate multi-stakeholder workshops related to electricity sector topics, including performance incentive mechanisms and transport electrification.

**ClearView Energy Partners, LLC – Research Associate**

October 2016 – April 2019  
Washington DC

- Developed quantitative and qualitative analyses of electric industry trends, including on federal and state energy policy, wholesale power markets, state regulation, grid-scale energy storage and distributed energy resources.
- Tracked and authored one-page summaries of regulated energy developments as part of a monthly publication for financial and corporate clients.
- Conducted legal and regulatory analysis of trends in natural gas pipeline and LNG export project development.
- Collected, distilled and analyzed data from sources including FERC, the Energy Information Agency, Bloomberg, RTO/ISO regions and regulatory dockets for use in economic and policy analysis.

**Ranger Solar, LLC – Policy Intern**

July 2016 – October 2016  
Medford, Massachusetts

- Analyzed PJM's transition to Capacity Performance and implications for solar and wind resources.
- Authored memos on renewable policy standards and renewable energy credit (REC) market trends in PJM.



- Researched and briefed executive team on tax structures for new utility-scale wind projects in Maine.

**3Degrees Group, Inc. – Consultant**

*June 2016 – October 2016*

- Evaluated voluntary renewable energy credit markets in North America, Europe, Asia, and Latin America.
- Identified products, partnerships, and challenges to implementing the company's international market strategy.
- Developed a European market entry strategy based around new international GHG emission accounting guidelines.

**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

**Cornell University – Ithaca, New York**

*B.A., International Relations, 2011*

**Tufts University, Fletcher School of International Relations – Medford, Massachusetts**

*M.A., International Energy and Environmental Policy*

**CERTIFICATIONS**

*Information required should include: type of certification and date completed/received.*

RMI Facilitation Training – 2019

**REFERENCES**

*A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.*

**Name:** Binnu Jeyakumar

**Title/Organization:** Program Director for Electricity, Pembina Institute

**Phone:** 403-269-3344

**Fax:** N/A

**Email:** [binnuj@pembina.org](mailto:binnuj@pembina.org)

**Name:** Paul Harris

**Title/Organization:** President, Ranger Power

**Phone:** 847-707-1395

**Fax:** N/A

**Email:** [paul@rangersolar.com](mailto:paul@rangersolar.com)

**Name:** Katie Soroye

**Title/Organization:** VP of Marketing, 3Degrees

**Phone:** 206-920-7811

**Fax:** N/A

**Email:** [ksoroye@3degreesinc.com](mailto:ksoroye@3degreesinc.com)



<b>Company Name Submitting Proposal:</b>	Regulatory Assistance Project
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<i>The following information requested pertains to the individual being proposed for this project.</i>			
<b>Name:</b>	<b>CARL LINVILL</b>	<b>Key Personnel: (Yes/No)</b>	<b>Yes</b>
<b>Individual's Title</b>	<i>Principal</i>		
<b># of Years in Classification:</b>	<b>6</b>	<b># of Years with Firm:</b>	<b>6</b>

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**  
*Information should include a brief summary of the proposed individual's professional experience.*

Dr. Carl Linvill is a Principal with Regulatory Assistance Project (RAP) based in Davis, California. At RAP, he focuses on power sector planning and regulatory and market reforms that facilitate low carbon futures. His current projects address electricity rate and tariff design, wholesale market design, distributed energy resource integration and compensation, performance-based regulation, and integrated distribution system planning. Prior to joining RAP, Dr. Linvill was Economic and Energy Advisor to Nevada Governor Kenny Guinn, Director of the Governor's Office of Energy, a Nevada Public Utilities Commissioner, and an academic and consulting economist. Dr. Linvill's activities outside of RAP include serving as Chair of the California ISO Energy Imbalance Market (EIM) Governing Body.

**RELEVANT EXPERIENCE**  
*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

**Regulatory Assistance Project – Principal**

2013 – Present  
 Montpelier, Vermont

- Leads RAP's U.S. Program work on renewable energy integration, wholesale market reform and transmission planning, and works on a wide range of resource planning, procurement and market development issues in all regions. Distributed Energy Resource valuation, tariffs and rate design and Distribution resource planning have been a recent focus.
- Serves as the lead author or contributing author on many RAP publications and delivers advice and trainings to a wide range of policy-makers.

**Aspen Environmental Group – Director of Integrated Energy Analysis and Planning**

2006 – 2013  
 Agoura Hills, California

- Directed the division, including research, project management, and business development responsibilities involving long term energy policy analysis, conventional and renewable energy supply alternatives planning, electricity demand forecasting, and energy efficiency and demand response planning and evaluation.

**Nevada State Office of Energy - Director and Energy and Economic Advisor to the Governor**

2001-2003, 2006  
 Carson City, Nevada

- Served as the Governor's advisor and his representative to the legislature in negotiating Nevada's Renewable Energy Portfolio Standard law; and played a key role in updating net metering rules, upgrading Performance Contracting statutes, implementing LEED certification for commercial buildings program, and creating Nevada's first strategic plan for implementing its renewable energy and energy efficiency policies.



**Public Utilities Commission of Nevada – Commissioner**  
2003-2006

- Implemented significant policies regarding renewable energy procurement and demand side management program development, helped to revise resource planning regulations to include incentive awards for renewable projects, helped establish best practice risk management practices at the utilities, and established best practice distributed generation interconnection rules and tariffs.

**Public Utilities Commission of Nevada – Senior Economist**  
1998 – 2001

- Performed research and testified on resource planning, demand forecasting, depreciation forecasting, physical plant mortality studies, generation divestiture assessments, and market monitoring issues.

**University of Arkansas – Assistant Professor of Economics**  
1993 – 1998  
Fayetteville, Arkansas

- Published in Journal of Regulatory Economics, European Journal of Operational Research, Journal of Comparative Economics, the International Journal of Industrial Organization and the Journal of Productivity Analysis. Responsible for teaching masters and doctoral level microeconomic theory and game theory courses.

**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

**University of North Carolina, Chapel Hill – Chapel Hill, North Carolina**  
Ph.D., Economics – 1993

**University of California, Davis – Davis, California**  
B.A., Mathematics and Economics – 1984

**CERTIFICATIONS**

*Information required should include: type of certification and date completed/received.*

N/A

**REFERENCES**

*A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.*

**Name:** Matthew Schuerger  
**Title/Organization:** Commissioner, Minnesota Public Utilities Commission  
**Phone:** 651-201-2210  
**Fax:** 651-297-7073  
**Email:** [Matt.Schuerger@state.mn.us](mailto:Matt.Schuerger@state.mn.us)

**Name:** Jeffrey Ackermann  
**Title/Organization:** Chairman, Colorado Public Utilities Commission  
**Phone:** 303-894-2007  
**Fax:** 303-894-2065  
**Email:** [jeffrey.ackermann@state.co.us](mailto:jeffrey.ackermann@state.co.us)

**Name:** Rebecca Wagner  
**Title/Organization:** CEO, Wagner Strategies  
**Phone:** 303-894-2007  
**Email:** [rebwagner@gmail.com](mailto:rebwagner@gmail.com)



<b>Company Name Submitting Proposal:</b>	<b>Regulatory Assistance Project</b>
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<i>The following information requested pertains to the individual being proposed for this project.</i>			
<b>Name:</b>	<b>JESSICA SHIPLEY</b>	<b>Key Personnel: (Yes/No)</b>	<b>Yes</b>
<b>Individual's Title</b>	<b>Senior Associate</b>		
<b># of Years in Classification:</b>	<b>1</b>	<b># of Years with Firm:</b>	<b>3</b>

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**  
*Information should include a brief summary of the proposed individual's professional experience.*

Ms. Shipley liaises with regulators, policymakers, NGOs, and other stakeholders to provide policy support to decision-makers in the U.S. She supports RAP's work on climate-related issues, utility regulatory policy, energy efficiency, integrated resource planning, and other energy policy topics.

**RELEVANT EXPERIENCE**  
*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

**Regulatory Assistance Project – Senior Associate**

2019 – Present (Senior Associate)

2017 – 2019 (Associate)

Montpelier, Vermont

- In her role on the U.S. team, Ms. Shipley provides critical analysis of climate change policies targeting the power sector, energy efficiency and other distributed resource programs, renewable energy policy, competitive electricity market design, transmission and distribution policy, rate design policy, and coordinated energy and environmental regulation. She has managed major collaborations with government in Oregon and North Carolina and was a key contributor to RAP's four-part paper series on beneficial electrification.

**Oregon Department of Energy – Senior Policy Analyst**

2014 – 2017

Salem, Oregon

- Ms. Shipley served as the Department's senior analyst on low-carbon energy technology and policy and provided technical and policy guidance to the Oregon Global Warming Commission. She advised agency leadership, the Governor's office, and the legislature on policy options and strategy, and represented the Department on Oregon's interagency team implementing the Clean Power Plan.

**British Embassy – Senior Policy Advisor**

2011 – 2014

Washington, DC

- As senior policy advisor, Ms. Shipley led development and execution of climate and energy policy strategy, specializing in areas of energy efficiency, climate change, and shale gas. She analyzed U.S. policy developments, with a focus on Obama's Climate Action Plan, and drafted policy memos, position briefs, technical advice, and presentation materials.

**Pew Center on Global Climate Change – Fellow**

2009 – 2011

Washington, DC





- Ms. Shipley managed the state and regional climate program, providing policy analysis and facilitating dialogue among diverse policymakers to promote multi-state energy and climate change collaboration. She contributed to policy positions and briefs and represented Pew to the media and public.

**World Resources Institute – Researcher**

2008 – 2009

Berkeley, California

- In this role, Ms. Shipley analyzed U.S. transportation sector data and proposals to reduce emissions and authored a brief illustrating climate and upstream impacts of plug-in hybrid deployment policy.

**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

**Goldman School of Public Policy, University of California Berkeley – Berkeley, CA**

Masters of Public Policy - 2009

**University of California Berkeley – Berkeley, California**

B.S., Environmental Economics and Policy – 2005

**CERTIFICATIONS**

*Information required should include: type of certification and date completed/received.*

N/A

**REFERENCES**

*A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.*

**Name:** Megan Decker

**Title/Organization:** Chair, Oregon Public Utility Commission

**Phone:** 503-378-6025

**Fax:** 503-378-5505

**Email:** [megan.decker@state.or.us](mailto:megan.decker@state.or.us)

**Name:** Sushma Masemore

**Title/Organization:** Deputy Assistant Secretary for Environment and State Energy Director, North Carolina Department of Environmental Quality, State Energy Office

**Phone:** 919-707-8700

**Fax:** 828-232-4420

**Email:** [sushma.masemore@ncdenr.gov](mailto:sushma.masemore@ncdenr.gov)

**Name:** Julie Peacock

**Title/Organization:** Oregon Liaison, Regional Relations, Bonneville Power Administration

**Phone:** 503-230-3100

**Fax:** N/A

**Email:** [jxpeacockwilliamson@bpa.gov](mailto:jxpeacockwilliamson@bpa.gov)



<b>Company Name Submitting Proposal:</b>	Regulatory Assistance Project
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<i>The following information requested pertains to the individual being proposed for this project.</i>			
<b>Name:</b>	<b>MEGAN O'REILLY</b>	<b>Key Personnel: (Yes/No)</b>	<b>Yes</b>
<b>Individual's Title</b>	<i>Associate</i>		
<b># of Years in Classification:</b>	<i>1</i>	<b># of Years with Firm:</b>	<i>1</i>

<b>BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE</b> <i>Information should include a brief summary of the proposed individual's professional experience.</i>
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Megan O'Reilly's work in energy policy is informed by her broad experience using environmental law to protect communities and the health of the environment. An emphasis of her prior work was to consider the upstream impacts of reliance on coal and natural gas for electricity generation. As part of RAP's U.S. Team, Ms. O'Reilly's work focuses on solutions that provide for affordable, reliable, and sustainable energy over the long term.

<b>RELEVANT EXPERIENCE</b> <i>Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>
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**Regulatory Assistance Project (RAP) – Associate**  
**2018 – Present**  
**Taos, New Mexico**

- As a member of the U.S. team, Megan O'Reilly provides research and expertise on energy and environmental issues to enhance RAP's policy support to decision-makers. She supports work on climate-related issues, utility regulatory policy, energy efficiency, integrated resource planning, and other energy policy topics.

**Arc Research and Analysis – Owner and Principal**  
**2015 – 2018**  
**Taos, New Mexico**

- Ms. O'Reilly provided in-depth research and legal representation on energy and environmental issues, specializing in complexities related to the clean energy transition. For her major client, the Coalition for Clean Affordable Energy, a coalition of national, regional, and local organizations, she served as legal counsel in proceedings before the Public Regulation Commission and in broader New Mexico energy policy discussions.

**Robert Bosch Stiftung – Fellow**  
**2016 – 2017**  
**Berlin, Germany**

- As fellow, Ms. O'Reilly collaborated with organizations in Germany in a yearlong exploration of energy policy. Her work with Agora Energiewende, a think tank that develops solutions to ensure the success of Germany's energy transition, included research and analysis on the interaction between European Union and national law. While working with RAP's Berlin office, Ms. O'Reilly researched the German Energiewende and identified areas of common interest in Germany and the U.S. on energy policy.

**Western Environmental Law Center**  
**2012 – 2014 (Director, Climate and Energy Program)**  
**2007 – 2014 (Staff Attorney)**

- In her role as Director, Ms. O'Reilly provided strategic leadership of the Climate and Energy program and staff, advancing coordinated efforts that resonated broadly in the West. As staff attorney, she worked to mitigate the



health and environmental impacts of coal and natural gas production and combustion through legal representation for place-based, regional, and national organizations in all aspects of advocacy, including state and federal litigation, administrative proceedings, and communications.

**Megan Anderson – Attorney at Law**

2005 – 2007

Nevada City, California

- Representing grassroots environmental organizations in litigation and administrative proceedings, Ms. O'Reilly advanced river and forest protection through Clean Water Act enforcement actions and Federal Energy Regulatory Commission relicensing proceedings.

**Colorado Supreme Court – Judicial Clerk to the Honorable Alex J. Martinez**

2002 – 2004

Denver, Colorado

- As a judicial clerk, Ms. O'Reilly researched and wrote draft opinions, as well as memoranda to the court regarding original proceedings and petitions for writ of certiorari.

**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

**University of Colorado, Boulder – Boulder, CO**

Juris Doctor - 2002

**University of Colorado, Boulder, CO – Boulder, CO**

B.A., Environmental Studies (*cum laude*) – 1998

**CERTIFICATIONS**

*Information required should include: type of certification and date completed/received.*

N/A

**REFERENCES**

*A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.*

**Name:** Douglas Howe, Ph.D

**Title/Organization:** Director, Western Grid Group

**Phone:** 505-795-9193

**Fax:** N/A

**Email:** [dhowe@highrocknm.com](mailto:dhowe@highrocknm.com) or [doug@westerngrid.net](mailto:doug@westerngrid.net)

**Name:** Cydney Beadles

**Title/Organization:** Senior Staff Attorney, Western Resource Advocates

**Phone:** 505-501-7708

**Email:** [cydney.beadles@westernresources.org](mailto:cydney.beadles@westernresources.org)

**Name:** Charles F. Noble

**Title/Organization:** Coalition for Clean Affordable Energy

**Phone:** 505-913-0269

**Email:** [noble.ccae@gmail.com](mailto:noble.ccae@gmail.com)



## **Section VIII – Other Informational Material**

***N/A***