

Exhibit JG-1

Jim Grevatt Resume



JAMES GREVATT, MANAGING CONSULTANT

EDUCATION

B.F.A., University Honors, University of Illinois, 1982

EXPERIENCE

2013-present: Managing Consultant, Energy Futures Group, Hinesburg, VT
2012-2013: Director, Targeted Implementation, Vermont Energy Investment Corp., Burlington, VT
2011-2012: Director, Residential Energy Services, District of Columbia Sustainable Energy Utility
for Vermont Energy Investment Corp., Washington, D.C. and Burlington, VT
2010-2012: Managing Consultant, Vermont Energy Investment Corporation, Burlington, VT
2005-2010: Director, Residential Services, Vermont Energy Investment Corp., Burlington, VT
2001-2005: Manager, Energy Services, Vermont Gas Systems, S. Burlington, VT
1998-2001: Manager, Residential Energy Services, Vermont Gas Systems, S. Burlington, VT
1996-1998: Manager, HomeBase Retrofit Program, Vermont Gas Systems, S. Burlington, VT
1994-1996: Technical Specialist, Vermont Gas Systems, S. Burlington, VT
1991-1994: Associate Director and Technical Specialist, Champlain Valley Weatherization Program,
Burlington, VT

PROFESSIONAL SUMMARY

James Grevatt brings 25 years' experience as a leadership professional in energy efficiency program operations to his consulting practice. Mr. Grevatt uses an in-depth knowledge of the nuts and bolts of running programs and a clear understanding of strategic thinking and planning to assess the effectiveness of program designs and identify improvement areas that will ensure achievement of desired outcomes. Throughout his career, Mr. Grevatt has focused on building strong relationships with staff, peers, trade allies, regulators, and clients as the best way to understand the needs and challenges that each sector faces. As Director of Residential Services for Efficiency Vermont for over five years, and then in the same role for the District of Columbia Sustainable Energy Utility for its startup operation, Mr. Grevatt has hands-on experience with industry-leading markets-based approaches to managing energy efficiency programs, including multi-family, low income, residential retrofit, new construction, HVAC, and efficient products programs. In his leadership roles he was responsible for finding successful consensus approaches among diverse groups of partners and stakeholders, and for policy interactions with regulators, assuring that program processes were efficient and effective. Prior to his roles with Vermont Energy Investment Corporation, Mr. Grevatt managed Vermont Gas' residential and commercial energy efficiency programs. In each of these roles he had overall responsibility both for program design and operations.

SELECTED PROJECTS

- ***Coalition of Maryland Energy Efficiency Advocates*** Prepared written comments and multiple appearances before the Commission to present evidence regarding Maryland utilities' 2015-2017 and 2018-2020 EmPOWER Maryland energy efficiency plans, and in additional proceedings related to utility goal-setting, cost-effectiveness testing, best-practices in low-income programs, and energy efficiency financing (2014-2017)



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- ***New Jersey Clean Energy Program: Planning Team Lead for F2018-F2022 Strategic Plan***
Facilitated focus groups, worked with Board of Public Utilities Staff, program administrators, utility companies, and other stakeholders to identify opportunities to improve NJCEP strategic direction and increase benefits for ratepayers. Lead author drafting strategic plan (2015-2017)
- ***Energy Efficiency for All: Expert technical support for affordable multifamily energy efficiency advocacy in Pennsylvania and Virginia***
Worked with a coalition of energy efficiency and affordable housing advocates to shape advocacy efforts with utilities and regulators (2015-2017)
- ***Sierra Club of British Columbia and British Columbia Sustainable Energy Association:***
Provided expert witness testimony in DSM proceedings with Fortis BC and BC Hydro. (2017)
- ***Natural Resources Defense Council:***
Provided expert witness testimony in DSM proceedings with Public Service Company of Colorado and technical program and policy support in Nevada proceedings. (2017)
- ***Southern Environmental Law Center:***
Provided expert witness testimony in DSM proceedings with Duke Energy Progress, as well as technical support for SELC staff regarding pre-pay programs and other policy issues. (2015-2017)
- ***Regulatory Assistance Project: Researched and co-authored with Chris Neme: The Next Quantum Leap in Efficiency: 30 Percent Electric Savings in Ten Years,*** addressing program and policy questions related to doubling the best efficiency program results (2016)
- ***Natural Resources Defense Council:***
Provided expert witness testimony in support of NRDC's intervention in Ameren Illinois' 2014-2016 energy efficiency plan. Testimony demonstrated that Ameren would be capable of capturing significantly greater efficiency savings than it had proposed (2013)
- ***Regulatory Assistance Project: Expert technical support for DSM in China***
Worked with various government agencies and grid companies, as well as advocacy organizations to provide technical support related to advancing DSM and energy efficiency in China (2015)
- ***Vermont Public Service Department: Evaluation of Clean Energy Development Fund***
Conducted interviews of staff and key stakeholders under contract to NMR and prepared memo outlining process findings and recommendations (2014-2015)
- ***Evaluation of Efficiency Maine Low-Income Multi-Family Weatherization Program-***
Responsible for program staff and building owner interviews and process evaluation under contract to NMR and Efficiency Maine (2014-2015)
- ***Northeast Energy Efficiency Partnerships-***
Researched and co-authored meta-study of the use of energy efficiency to defer T&D investments (2014)
- ***Northeast Energy Efficiency Partnerships-***
Researched and co-authored meta-study of ductless heat pump performance and market acceptance (2014)
- ***New Hampshire Electric Co-op-***
Conducted assessment of the co-op's environmental and social responsibility programs' promotion of whole building efficiency retrofits, cold climate



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heat pumps and renewable energy systems. Presented recommendations to the co-op Board. (2014)

- ***High Meadows Fund-*** Co-authored a study assessing the market viability of “High Performance Homes” in Vermont (2014)
- ***Energy Savings Potential Study, Delaware Department of Natural Resources-*** led narrative development for the residential programs for a study of the energy efficiency savings potential in Delaware (2013-2014)
- ***Regulatory Assistance Project-*** Provide technical support to energy efficiency advocates in proceedings in Maryland, Mississippi, and Missouri (2013-2017)
- ***Better Buildings Solutions Center, U. S. Department of Energy-*** Energy Futures Group’s lead author in drafting and reviewing web content for ten how-to “handbooks” detailing proven approaches to designing and implementing residential retrofit efficiency programs (2013-2014)
- ***Utility Program Benchmarking-*** led research on behalf of a large IOU to compare the cost of saved energy across ~10 leading utility portfolios. The research sought to determine if there are discernable differences in the cost of saved energy related to utility spending in specific non-incentive categories, including administration, marketing, and EM&V (2013)
- ***Research on trends in multi-family, HVAC, and new construction programs-*** developed an analysis of emerging program trends on behalf of a leading energy efficiency industry firm (2013-2014)
- ***Efficiency Power Plant, Regulatory Assistance Project-*** Partnered with RAP to develop a demonstration tool to show how energy efficiency measures can be used to mitigate air quality impacts related to power production (2013)
- ***Natural Gas Energy Efficiency Analysis, the Green Energy Coalition-*** Provided analytical support to demonstrate in testimony that Enbridge Gas could reduce the scale of its proposed pipeline expansion by implementing aggressive energy efficiency programs (2013)
- ***Targeted Implementation, VEIC-*** Responsible for market analysis and strategic planning for a new division expanding VEIC’s energy efficiency program implementation projects (2012-2013)
- ***DC Sustainable Energy Utility-*** Led the planning and startup implementation of Residential programs for the DC SEU, including single and multi-family and retail market programs. Led the development of the initial portfolio-level Annual Plan. Led client and partner interactions around planning and policy development. Member of DC SEU Senior Management Team (2011-2012)
- ***EmPOWER Maryland Critical Program Review-*** Expert consultant to the Maryland Office of Peoples’ Counsel in EmPOWER Maryland hearings regarding utility energy efficiency planning and reporting. Represented the OPC in stakeholder meetings that informed the current 2012-2014 EmPOWER plans. Multiple appearances before the Maryland Public Service Commission. (2010-2012)



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- ***Efficiency Vermont 20 year Forecast of Efficiency Potential-*** Senior Advisor in developing the forecast scenarios that led to significantly increased efficiency investment in Vermont (2010-2011)
- ***Efficiency Vermont Residential Programs-*** Directed 100% growth in program budgets to nearly \$10M annually. Responsible for strategic direction, leadership, and results for Efficiency Vermont's award-winning residential retrofit, new construction, retail, and low income programs. Supported excellence in a staff of 30 (2005-2010).
- ***Vermont Gas Systems Efficiency Program Leader-*** Directed strategic planning and program operations that led to six programs and portfolio as a whole being recognized as exemplary in Responding to the Natural Gas Crisis: America's Best Natural Gas Energy Efficiency Programs (ACEEE, 2003). Built contractor infrastructure and internal support to consistently meet program objectives. Led development of Annual Reports, planning and budgeting. Collaborated with Efficiency Vermont staff to develop a fuel-blind, state-wide, jointly offered residential new construction program (2001-2005)
- ***Residential Retrofit Program Development-*** Enhanced design and performance of VGS' residential retrofit offerings by streamlining delivery and building strong relationships with contractors, homeowners, and property managers (1994-2005)
- ***Demonstrated Technical Excellence in Approaches to Residential Retrofits*** Conducted hundreds of residential energy audits and quality assurance inspections for natural gas and alternative-fueled homes. Trained and coached installers to obtain desired quality. Worked to satisfy homeowners through explanation, education, sound listening to concerns, and ultimately assuring that concerns were addressed. Trained new staff in auditing techniques. (1991-1998)

SELECTED PRESENTATIONS

*Keys to the House: Unlocking Residential Savings with Program Models for Home Energy Upgrades-*ACEEE 2016 Summer Study on Energy Efficiency in Buildings, August, 2016

Home Upgrade Program Design & Implementation Models for Acquiring Savings in Multiple Climate Zones- 2016 National Home Performance Conference, April, 2016

EERS Advancements in Maryland: EmPOWER After 2015- Presentation at ACEEE Energy Efficiency as a Resource Conference, September, 2015

Leveling the Playing Field for Distributed Energy Resources- Panelist discussing the use of energy efficiency to defer T&D investments, Acadia Center forum on Envisioning Our Energy Future, February, 2015

Residential Retrofit Programs: What's Working? Perspectives from National Program Leaders- Panelist at AESP National Conference 2012

Elements of Retrofit Program Incentive Design- DOE Technical Assistance Program Publication, April, 2011

Designing Effective Incentives to Drive Residential Retrofit Participation- DOE Technical Assistance Program Webinar, October, 2010

Quality Assurance for Residential Retrofit Programs- DOE Technical Assistance Program Webinar, October, 2010



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Home Performance with ENERGY STAR, Quality Assurance in Vermont- Panelist at the ACI Home Energy Retrofit Summit, April 2010

Delivering on the Promise-Engaging Communities and the Public- Panelist at 2010 NEEP Summit, March, 2010

Home Performance with Energy Star in Vermont - Presentation at CEE Member meeting, June 2009

Leading by Example: Exemplary Low Income Energy Efficiency Programs –Presented on Efficiency Vermont’s Residential low income services at California’s Low Income Energy Efficiency Symposium, June 2006

“Natural Gas Efficiency Policies, Responding to the Natural Gas Crisis One Therm at a Time” - Co-presented with Dan York and Anna Monis Shipley of American Council for an Energy-Efficient Economy (ACEEE) -ACEEE/CEE Market Transformation Symposium, 2004