

## Alice Napoleon, Senior Associate

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### PROFESSIONAL EXPERIENCE

**Synapse Energy Economics, Inc.**, Cambridge, MA. *Senior Associate*, June 2013 – present; *Associate*, July 2008 – June 2013; *Research Associate*, April 2005 – July 2008.

- Provide expert analysis, ongoing stakeholder support, and consulting services in regulatory proceedings regarding energy efficiency program design and performance, funding and incentive mechanisms, evaluation, cost-effectiveness screening, avoided costs, potential studies, and plans. Develop and sponsor testimony and formal comments on electric and natural gas energy efficiency plans, advanced metering infrastructure (AMI) proposals, and innovative programs and regulatory structures.
- Develop a cost effectiveness tool, program designs, and case studies to facilitate incorporating strategic energy management programs into energy efficiency program administrators' portfolios for commercial and industrial customers.
- Design research approach, manage team, and conduct a sweeping analysis of energy efficiency potential studies from utilities, states, and regions across the U.S.
- Conduct extensive research on low-income energy efficiency efforts in U.S. states. Analyze energy burden differences between low-income and non-low-income households, and across factors that can impact participation in and efficacy of energy efficiency programs, to inform efficiency program design and targeting efforts. Provide consulting services and testimony on low-income energy efficiency programs and proposals.
- Facilitate residential, commercial, and industrial policy working groups and manage technical analysis of working group recommendations to reduce greenhouse gas (GHG) emissions in Colorado, South Carolina, and Maryland.
- Research and analyze historical emissions of criteria and hazardous air pollutants, greenhouse gases, and coal combustion wastes. Research and develop potential state and local emissions mitigation strategies, such as strategies for reducing ambient fine particulates in New York City.
- Conduct surveys of regional, state, and utility policies and practices regarding ratemaking for energy efficiency, power procurement, risk management, and fuel diversity. Research federal, regional, and state policies and case histories on integrated resource planning, power procurement, power plant operations, renewable portfolio standards, and market power.
- Conduct research for modelling macroeconomic impacts of policies that reduce oil production.

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**Resource Insight, Inc.**, Arlington, MA. *Research Assistant*, 2003-2005.

Responsible for conducting research and analysis of electric, gas, steam, and water resource issues. Conducted discounted cash flow analysis for asset valuation. Developed market-price benchmarks for analysis of power-supply bids including energy, capacity, ancillary services, transmission, ISO services, losses, and adjustment for load shape. Prepared discovery responses, formal objections, comments, and testimony; collaboratively wrote and edited reports; created and formatted exhibits. Participated in drafting an Energy Plan for New York City. Edited solicitation for competitive power supply to serve aggregated municipal load.

**University of Massachusetts**, Amherst, MA. *Teaching Assistant*, 2001-2002.

Developed and taught lessons on applied math to a diverse group of incoming graduates; tutored students in microeconomic theory and cost benefit analysis; graded problem sets and memoranda.

**International Council for Local Environmental Initiatives**, Berkeley, CA. *Cities for Climate Protection Intern for the City of Northampton, MA*, 2001.

Compiled primary and secondary source data on energy consumption and solid waste generation by the municipal government, city residents, and businesses; applied emissions coefficients to calculate total GHG emissions; identified current and planned municipal policies that impact GHG emissions; researched the predicted local effects of global warming ; gathered public feedback to provide acceptable and proactive policy alternatives. Composed a GHG emissions inventory describing research findings; wrote and distributed a policy report and press releases; gave newspaper and radio interviews; addressed public officials and the public during a televised meeting.

**University of Massachusetts**, Amherst, MA. *Research Assistant*, 2000-2001.

Located federal data sources, identified changes, and updated a research database to evaluate the Habitat Conservation Program; proofread articles and white papers; composed a literature review on land use modelling. Collaboratively administered, tested, and proposed interface enhancements for a web-based data warehouse of regional habitat change research; formally presented the system to an independent research group.

**Court Square Data Group, Inc.**, Springfield, MA. *Administration Manager*, 1998-2000; *Project Administrator*, 1996-1998.

As Administration Manager, analysed profitability and diversity of income sources; managed cash flow, expense, and income data; created budgets; devised and implemented procedures to increase administrative efficiency; implemented new accounting system with minimal disruption to workflow.

As Project Administrator, coordinated implementation of software features; identified opportunities for future development; monitored problem resolution; wrote and coordinated production of a user's manual and questionnaires; edited technical proposals and a business plan.

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## EDUCATION

**University of Massachusetts**, Amherst, MA  
Master of Public Administration, 2002

**Rutgers University**, New Brunswick, NJ  
Bachelor of Arts in Economics, 1995

**Syracuse University**, Syracuse, NY, 1994

## PUBLICATIONS

Kallay, J., A. Napoleon. 2019. *Comments and Revised Comments on EfficiencyOne's Proposed Enhancements to its Rate and Bill Impact Model*. Synapse Energy Economics for the Nova Scotia Utility and Review Board.

Napoleon, A., D. Goldberg, K. Takahashi, T. Woolf. 2019. *An Assessment of Prince Edward Island Energy Corporations' 2018 - 2021 Energy Efficiency and Conservation Plan*. Synapse Energy Economics for Carr, Stevenson and MacKay as Counsel to the Island Regulatory and Appeals Commission.

Camp, E., B. Fagan, J. Frost, D. Glick, A. Hopkins, A. Napoleon, N. Peluso, K. Takahashi, D. White, R. Wilson, T. Woolf. 2018. *Phase 1 Findings on Muskrat Falls Project Rate Mitigation*. Synapse Energy Economics for Board of Commissioners of Public Utilities, Province of Newfoundland and Labrador.

Hall, J., J. Kallay, A. Napoleon, K. Takahashi, M. Whited. 2018. *Locational and Temporal Values of Energy Efficiency and other DERs to Transmission and Distribution Systems*. Synapse Energy Economics.

Ackerman, F., S. Fields, A. Napoleon, D. Bhandari. 2018. *Can Clean Energy Replace California Oil Production: Petroleum cutbacks and the California economy*. Synapse Energy Economics for the 11th Hour Project.

White, D., K. Takahashi, A. Napoleon, T. Woolf. 2018. *Value of Energy Efficiency in New York: Assessment of the Range of Benefits of Energy Efficiency Programs*. Synapse Energy Economics for Natural Resources Defense Council.

Woolf, T., A. Hopkins, M. Whited, K. Takahashi, A. Napoleon. 2018. *Review of New Brunswick Power's 2018/2019 Rate Case Application*. In the Matter of the New Brunswick Power Corporation and Section 103(1) of the Electricity Act Matter No. 375. Prepared by Synapse Energy Economics for the New Brunswick Energy and Utilities Board Staff.

Fagan, B., A. Napoleon, S. Fields, P. Luckow. 2017. *Clean Energy for New York: Replacement Energy and Capacity Resources for the Indian Point Energy Center Under New York Clean Energy Standard (CES)*. Synapse Energy Economics for Riverkeeper and Natural Resources Defense Council.

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Kallay, J., A. Napoleon, M. Chang. 2016. *Opportunities to Ramp Up Low-Income Energy Efficiency to Meet States and National Climate Policy Goals*. Synapse Energy Economics.

Woolf, T., A. Napoleon, P. Luckow, W. Ong, K. Takahashi. 2016. *Aiming Higher: Realizing the Full Potential of Cost-Effective Energy Efficiency in New York*. Synapse Energy Economics for Natural Resources Defense Council, E4TheFuture, CLEAResult, Lime Energy, Association for Energy Affordability, and Alliance for Clean Energy New York.

Napoleon, A., K. Takahashi, J. Kallay, T. Woolf. 2016. "Evaluation, Measurement, and Verification in Virginia." Memorandum prepared by Synapse Energy Economics for Clean Energy Solutions Inc., Virginia Energy Efficiency Council, and Virginia Department of Mines, Minerals and Energy.

Woolf, T., A. Napoleon, M. Whited. 2015-2016. *Comments and Reply Comments in the New York Public Service Commission Case 14-M-0101: Reforming the Energy Vision*. Comments related to Staff's (a) a benefit-costs analysis framework white paper, (b) ratemaking and utility business models white paper, and (c) Distributed System Implementation Plan guide. Prepared by Synapse Energy Economics on behalf of Natural Resources Defense Council and Pace Energy and Climate Center.

Kallay, J., K. Takahashi, A. Napoleon, T. Woolf. 2015. *Fair, Abundant, and Low-Cost: A Handbook for Using Energy Efficiency in Clean Power Plan Compliance*. Synapse Energy Economics for the Energy Foundation.

Woolf, T., K. Takahashi, E. Malone, A. Napoleon, J. Kallay. 2015. *Ontario Gas Demand-Side Management 2016-2020 Plan Review*. Synapse Energy Economics for the Ontario Energy Board.

Biewald, B., J. Daniel, J. Fisher, P. Luckow, A. Napoleon, N. R. Santen, K. Takahashi. 2015. *Air Emissions Displacement by Energy Efficiency and Renewable Energy*. Synapse Energy Economics.

Takahashi, K., A. Napoleon. 2015. "Pursue Behavioral Efficiency Programs." Ed. John Shenot. In *Implementing EPA's Clean Power Plan: A Menu of Options*. National Association of Clean Air Agencies.

Daniel, J. A. Napoleon, T. Comings, S. Fields. 2015. *Comments on Entergy Louisiana's 2015 Integrated Resource Plan*. Synapse Energy Economics for Sierra Club.

Whited, M., T. Woolf, A. Napoleon. 2015. *Utility Performance Incentive Mechanisms: A Handbook for Regulators*. Synapse Energy Economics for the Western Interstate Energy Board.

Takahashi, K., T. Comings, A. Napoleon. 2014. *Maximizing Public Benefit through Energy Efficiency Investments*. Synapse Energy Economics for Sierra Club.

Keith, G., S. Jackson, A. Napoleon, T. Comings, J. Ramey. 2012. *The Hidden Costs of Electricity: Comparing the Hidden Costs of Power Generation Fuels*. Synapse Energy Economics for Civil Society Institute.

Keith, G., B. Biewald, K. Takahashi, A. Napoleon, N. Hughes, L. Mancinelli, E. Brandt. 2010. *Beyond Business as Usual: Investigating a Future without Coal and Nuclear Power in the US*. Synapse Energy Economics for Civil Society Institute.

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Napoleon, A., W. Steinhurst, M. Chang, K. Takahashi, R. Fagan. 2010. *Assessing the Multiple Benefits of Clean Energy: A Resource for States*. US Environmental Protection Agency with research and editorial support from Stratus Consulting, Synapse Energy Economics, Summit Blue, Energy and Environmental Economics, Inc., Demand Research LLC, Abt Associates, Inc., and ICF International.

Napoleon, A., D. Schlissel. 2009. *Economic Impacts of Restricting Mountaintop/Valley Fill Coal Mining in Central Appalachia*. Synapse Energy Economics for Sierra Club, and Appalachian Center for the Economy and the Environment.

Napoleon, A., J. Fisher, W. Steinhurst, M. Wilson, F. Ackerman, M. Resnikoff. 2008. *The Real Costs of Cleaning Up Nuclear Waste: A Full Cost Accounting of Cleanup Options for the West Valley Nuclear Waste Site*. Synapse Energy Economics for Citizens' Environmental Coalition.

Napoleon, A., G. Keith, C. Komanoff, D. Gutman, P. Silva, D. Schlissel, A. Sommer, C. Chen, A. Roschelle, J. Levy, P. Kinney. 2007. *Quantifying and Controlling Fine Particulate Matter in New York City*. Synapse Energy Economics for Coalition Helping Organize a Kleaner Environment, Natural Resources Defense Council (NRDC), Reliant Energy.

Drunic, M., A. Napoleon, E. Hausman, R. Hornby. 2007. *Arkansas Electric Generation Fuel Diversity: Implementation of EPC Act 2005 Amendments to PURPA Section 111 (d)*. Synapse Energy Economics for Arkansas Public Service Commission Staff.

Hausman, E., R. Fagan, D. White, K. Takahashi, A. Napoleon. 2007. *LMP Electricity Markets: Market Operations, Market Power, and Value for Consumers*. Synapse Energy Economics for American Public Power Association.

Synapse Energy Economics. 2006. *Portfolio Management: Tools and Practices for Regulators*. Prepared for National Association of Regulatory Utility Commissioners.

Steinhurst, W., A. Napoleon, K. Takahashi. 2006. *Energy in the Northern Forest Region: A Situation Analysis*. Synapse Energy Economics for Northern Forest Center and The North Country Council.

Synapse Energy Economics. 2006. *Ensuring Delaware's Energy Future: A Response to Executive Order Number 82*. Synapse Energy Economics for Delaware Public Service Commission Staff by the Delaware Cabinet Committee on Energy and others.

Fagan, R., A. Napoleon, A. Rochelle, A. Sommer, W. Steinhurst, D. White, K. Takahashi. 2006. *Mohave Alternatives and Complements Study: Assessment of Carbon Sequestration Feasibility and Markets*. Sargent & Lundy and Synapse Energy Economics, Inc. for Southern California Edison.

## TESTIMONY

**Nova Scotia Utility and Review Board (Matter No. M08604):** Evidence of Alice Napoleon regarding the 2019 Demand Side Management Resource Plan. On behalf of Counsel to the Nova Scotia Utility and Review Board. June 13, 2018.

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**Nova Scotia Utility and Review Board (Matter No. M08349):** Evidence of Alice Napoleon regarding Nova Scotia Power's Advanced Meter Infrastructure Proposal. On behalf of Counsel to the Nova Scotia Utility and Review Board. January 18, 2018.

**Nova Scotia Utility and Review Board (Case No. M07767):** Direct evidence in the matter of the Nova Scotia Power Advanced Meter Infrastructure Pilot. On behalf of Counsel to the Nova Scotia Utility and Review Board. February 16, 2017.

**Public Service Commission of South Carolina (Docket No. 2016-223-E):** Direct Testimony of Alice Napoleon regarding South Carolina Electric and Gas Energy Efficiency Efforts. On behalf of South Carolina Coastal Conservation League. September 1, 2016.

**Nova Scotia Utility and Review Board (Case No. M06247):** Direct evidence in the matter of an application by Efficiency Nova Scotia Corporation for approval of its electricity demand-side management plan for 2015. On behalf of Counsel to the Nova Scotia Utility and Review Board. July 14, 2014.

## **TESTIMONY ASSISTANCE**

**Public Service Commission of South Carolina (Docket No. 2017-2-E):** Direct Testimony of Thomas Vitolo, PhD regarding Avoided Cost Calculations and the Costs and Benefits of Solar Net Energy Metering for South Carolina Electric & Gas Company. On behalf of South Carolina Coastal Conservation League and Southern Alliance for Clean Energy. March 22, 2017.

**State of New Jersey Board of Public Utilities (Docket No. ER16060524):** Direct testimony of Tim Woolf regarding the Petition of Rockland Electric Company for Approval of an Advanced Metering Program, and for Other Relief. On behalf of New Jersey Division of the Ratepayer Advocate. September 9, 2016.

**Nova Scotia Utility and Review Board (Matter No. M06733):** Direct testimony of Tim Woolf regarding EfficiencyOne's 2016-2018 demand-side management plan. On behalf of the Nova Scotia Utility and Review Board. June 2, 2015.

**Missouri Public Service Commission (File No. EO-2015-0055):** Rebuttal and surrebuttal of Tim Woolf on the topic of Ameren Missouri's 2016-2018 Energy Efficiency Plan. On behalf of Sierra Club. March 20, 2015 and April 27, 2015.

**State of New Jersey Board of Public Utilities (Docket No. EO14080897):** Direct testimony of Kenji Takahashi regarding the Petition of Public Service Electric & Gas Company to continue its Energy Efficiency Economic Extension Program on a Regulated Basis (EEE Extension II). On behalf of New Jersey Division of the Ratepayer Advocate. November 7, 2014.

**Kentucky Public Service Commission (Case No. 2014-00003):** Direct testimony of Tim Woolf regarding Louisville Gas and Electric Company and Kentucky Utilities Company's proposed 2015-2018 demand-side management and energy efficiency program plan. On behalf of Wallace McMullen and the Sierra Club. April 14, 2014.

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**State of New Jersey Board of Public Utilities (Docket No. GO12050363):** Direct testimony of Maximilian Chang regarding South Jersey Gas Company's proposal to extend and modify its energy-efficiency programs. On behalf of New Jersey Division of the Ratepayer Advocate. November 9, 2012.

**State of New Jersey Board of Public Utilities (Docket No. GO12070640):** Direct testimony of Robert Fagan regarding New Jersey Natural Gas Company's petition for approval of the extension of the SAVEGREEN energy efficiency programs. On behalf of the New Jersey Division of the Ratepayer Advocate. October 26, 2012.

**State of New Jersey Board of Public Utilities (Docket No. GO11070399):** Direct testimony of Robert Fagan regarding Elizabethtown Gas Company's Proposed Energy Efficiency Program. On behalf of New Jersey Division of the Ratepayer Advocate. December 16, 2011.

**State of New Jersey Board of Public Utilities (Docket No. GR11070425):** Direct testimony of Robert Fagan regarding New Jersey Natural Gas Company's petition for approval of the extension of the SAVEGREEN energy efficiency programs. On behalf of the New Jersey Division of the Ratepayer Advocate. November 16, 2011.

**State of New Jersey Board of Public Utilities (Docket No. GR10030225):** Direct testimony of David Nichols regarding New Jersey Natural Gas Company's Proposed Energy Efficiency Program. On behalf of New Jersey Division of the Ratepayer Advocate. July 9, 2010.

**Virginia State Corporation Commission (Case number PUE-2009-00097):** Direct testimony of William Steinhurst regarding Appalachian Power Company's Integrated Resource Plan filing pursuant to Va. Code § 56-597 et seq. On behalf of the Southern Environmental Law Center, Chesapeake Climate Action Network, Appalachian Voices, and the Virginia Chapter of The Sierra Club. March 23, 2010.

**Delaware Public Service Commission (Docket No. 07-20):** Jointly authored an expert report, with Robert Fagan, William Steinhurst, David White, and Kenji Takahashi, In the Matter of Integrated Resource Planning for the Provision of Standard Offer Service by Delmarva Power & Light Company Under 26 DEL. C. §1007 (c) & (d). On behalf of the Staff of Delaware Public Service Commission. April 2, 2009.

**State of New Jersey Board of Public Utilities (BPU Docket EM05020106):** Direct and surrebuttal testimony of Bruce Biewald, Robert Fagan, and David Schlissel regarding the Joint Petition Of Public Service Electric and Gas Company And Exelon Corporation For Approval of a Change in Control Of Public Service Electric and Gas Company And Related Authorizations. On behalf of New Jersey Division of the Ratepayer Advocate. November 14, 2005 and December 27, 2005.

**Illinois Commerce Commission (Dockets 05-0160, 05-0161, 05-0162):** Direct testimony of William Steinhurst regarding Ameren's proposed competitive procurement auction (CPA). On behalf of Illinois Citizens Utility Board. June 15, 2005 and August 10, 2005.

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**Illinois Commerce Commission (Docket 05-0159):** Direct testimony of William Steinhurst regarding Commonwealth Edison's Proposal to implement a competitive procurement process. On behalf of Illinois Citizens Utility Board and Cook County State's Attorney's Office. June 8, 2005 and August 3, 2005.

*Resume dated March 2019*