

## **LAURENCE B. DEWITT**

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### **PACE ENERGY PROJECT, 2000 to Present**

#### **Senior Policy Analyst**

Represents environmental and small consumer interests at the New York Independent System Operator, which manages the bulk transmission and wholesale electric markets in New York. Efforts to date have focused on price responsive load, intermittent energy and distributed generation issues. Serves as Chair of the New York ISO's Business Issues Committee. Prior to that served as Chair of the Price Responsive Load Working Group. Major accomplishment of the Working Group was the development of an Emergency Demand Reduction Program that led to over 700 MWs of load reduction in the Summer of 2002. Participated in a redesign of that program to make it more market based. Helped design and institute an aggressive economic price response program that is seeking to establish demand responsiveness to prices as an integral and significant part of the energy market in New York State. Thorough evaluations have been conducted in order to develop improvements for these programs.

Review proposed and existing New York State energy policies. Helped initiate a statewide environmental rule-making, at the New York Department of Environmental Conservation, that will establish emission standards for small generators while facilitating the rapid permitting of clean distributed generation. Worked to remove barriers to renewable energy participation in New York's wholesale markets.

### **NEW YORK STATE DEPARTMENT OF PUBLIC SERVICE, 1988 to 1999**

#### **Director, Office of Energy Efficiency and Environment**

Lead responsibility for developing a comprehensive competitive restructuring plan for one New York electric utility, while participating on the management team that oversaw all aspects of the restructuring of the electric and gas industries in New York State. Lead responsibility for developing thorough Environmental Impact Statements for all aspects of these landmark decisions. Also responsible for development of new energy efficiency, environmental, renewable energy, research and development, and low income programs that supported this new competitive regime. Central role in the development of competitive retail energy markets.

Position involved regular communications and negotiations with utility executives, the legislature and State agencies. Maintained working relations with federal and state energy and environmental organizations. Participated actively on committees of the National Association of Regulatory Utility Commissioners. Spoke frequently at national energy, environmental and regulatory conferences and workshops. Reported to Commission Chairman. Staff of 30.

#### Major Accomplishments (1995 – 1999)

- ◆ Principal negotiator for the Orange and Rockland Utilities competitive restructuring agreement that implemented immediate rate reductions, auction of generation plants, full retail competition for all customers by mid-1999, and innovative environmental, energy efficiency and consumer awareness programs.
- ◆ Principal negotiator for the establishment of the statewide System Benefits Charge that provided \$234 million over three years for energy efficiency, renewables, research and development, and low income projects. The New York State Energy Research and Development Authority now administers this program.
- ◆ Managing Director for the Generic Environmental Impact Statement that thoroughly reviewed the probable environmental impacts associated with competitive restructuring, and that led to Commission approved mitigation strategies.
- ◆ Managing Director for New York's Environmental Disclosure program that requires retailers of electricity to provide information on the environmental characteristics of the electricity that they sell.
- ◆ A Managing Director for the Department's Retail Access Team whose job it was to encourage and facilitate retail competition by substantially removing regulatory requirements while maintaining or improving system reliability and consumer protections.
- ◆ Managing Director for Article VII and Article X cases that certify the siting of major new or repowered electric generation stations and siting of new gas and electric transmission lines.

#### Earlier Accomplishments

- ◆ Transformed utility demand-side management activities from pilot and demonstration stage into large-scale operational programs (1989-on), which saved over 1200 MWs of electric capacity savings and over 3.5% of the state's annual use of electric energy (MWHs).

- ◆ Established competitive bidding (auction) programs for demand-side management for all New York electric utilities.
- ◆ Developed a system of Performance Based Regulation for demand-side management at all New York electric utilities to align shareholder, customer and public policy interests.
- ◆ Quantified baseline estimates of environmental externalities (including global climate change) in 1990; New York's Commission was the first in the nation to embed such costs in utility decision-making regarding acquisition of new electric generation and demand-side management.
- ◆ Initiated an in-depth multi-year study in 1995 that developed improved estimates of the damages caused in New York by environmental externalities.
- ◆ Developed pilot low-income weatherization and assistance programs to be run by each of the New York electric and gas utilities.

### **NEW YORK STATE ENERGY RESEARCH AND DEVELOPMENT AUTHORITY, 1978-1988**

#### **Program Director for Energy Efficiency and Economic Development, 1982-1988**

Planned and implemented \$14 million per year program that developed and commercialized new conservation techniques and equipment in the industrial, transportation and building sectors. A major emphasis was on technology transfer, including developing methods for facilitating the adoption of these new technologies. Determined program priorities while managing 12 senior staff and overseeing the efforts of over 200 contractor personnel. Position involved regular presentations and briefings to the Chairman, members of the Board of Directors, the Budget Division and the Legislature. Represented the Authority on the Governor's Economic Development Subcabinet. Reported to the President.

#### **Major Accomplishments**

- ◆ Established the Lighting Research Center, jointly with the Rensselaer Polytechnic Institute, to develop and commercialize efficient lighting systems and equipment.
- ◆ Established the Energy Products Center that encouraged the manufacture in New York of new energy products while taking a royalty position.

- ◆ Initiated a \$3.5 million Residential Load Management program, an effort by the Authority, the state's electric utilities and the Electric Power Research Institute to develop and demonstrate new real time pricing equipment in the residential sector.
- ◆ Created the Industrial Waste Treatment Program that demonstrated cost and energy saving techniques for treating industrial waste more efficiently, while actually improving the environmental mitigation.
- ◆ Secured co-funding of about \$1.5 for every \$1 of Authority support.
- ◆ Received seven U.S. Department of Energy National Awards for outstanding projects.

### **Program Director for Systems Assessment, 1978-1982**

Initiated and managed a \$3 million per year program which provided the Authority with planning and strategic technology assessment information concerning technical feasibility, short and long-term projected costs, financing and possible environmental impacts of energy programs. Also managed commercialization and technology transfer activities for all of the Authority's technologies and initiation of the Authority's Industrial Development Bond Program. Supervised a staff of seven professionals.

#### Major Accomplishments

- ◆ Devised and demonstrated innovative financing mechanisms, such as "shared savings" and third-party financings.
- ◆ Developed systematic analysis of comparative costs of the major energy alternatives for New York State.
- ◆ Established the first major artificial ocean reef made from blocks of coal ash (mixed with cement)—now a popular fishing site.
- ◆ Developed and operated system for acid rain monitoring and studied effects of acid rain in New York.

### **SYRACUSE RESEARCH CORPORATION, 1970-1978**

**Director, Energy Research Center, 1976-1978**

Initiated the Energy Research Center, which conducted all of the Syracuse Research Corporation's energy research. Work focused on forecasting, economic and financial analysis, and review of state and federal energy programs. Responsible for obtaining funding for all projects, and managing a staff of seven senior and associate staff. Reported to the Corporate President.

**Director, Educational Policy Research Center, 1974-1976**

Managed the Syracuse Educational Policy Research Center, which was funded to explore and develop methodologies for forecasting long-term hardware, technological, economic and societal trends. Computer simulation, cross impact matrix, delphi, econometric, and other approaches were developed and utilized. Managed a staff of 25 full-time professionals and graduate assistants.

**Deputy Director, Educational Policy Research Center, 1972-1974**

**Research Fellow, Educational Policy Research Center, 1970-1972**

**U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT, 1965-1966**

**Management Intern, Program and Policy Office in New Delhi, India**

**EDUCATION**

Ph.D., Economics Maxwell Fellow	Maxwell School Syracuse University	1970
M.A., Public Administration Ford Foundation Fellow	Maxwell School Syracuse University	1966
B.A., Political Science	Amherst College	1964

**Laurence B. DeWitt Responses to Questions About the  
NYISO Management Committee Vice-Chair Position  
August 1, 2003**

***Describe all experience you have had in chairing groups or committees of diverse interests, with a list of such groups.***

My most relevant and most recent experience is serving as the Chairman of the New York ISO Business Issues Committee. \* Prior to that, I served as Vice-Chair of the Business Issues Committee, and before that as Chair of the Business Issues Committee's Price Responsive Load Working Group (from September 2000 to June 2002). In all three of these positions I have enjoyed working with other members of the NYISO community to help develop more effective market mechanisms. In all instances I have endeavored to be totally neutral while facilitating the process. I have also attempted to make our procedures as open as possible, while making them more efficient, including keeping meetings as brief as reasonably possible...given us. We have improved the effectiveness with which we develop and track priorities, and the budgets that go with them. We have improved the coordination and cooperation between the market participants and the NYISO staff and Board. We have generally improved teamwork. Possibly I get some credit for helping to facilitate parts of this process—at least, sometimes, I knew when to get out of the way.

Prior to my NYISO career, I also ran a number of teams and groups when I was a Director at the New York Public Service Commission.

For the past several years I served as co-chair of the Hamagrael Elementary School Yearbook Committee. And you thought the NYISO was contentious?

***Describe the support of your organization for your assuming the position of Vice-Chairperson, and describe your ability to make the necessary time commitment.***

I have spoken in detail with the Pace University Energy Project about the nature of the responsibility of being a Vice-Chair and a Chair of the Management Committee. They are aware of the time commitment, and will support me to the extent of funds availability. Were adequate funds not available to cover all of the time, I will perform the work out of my own resources.

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\* *If I was elected to the position of Vice Chair of the Management Committee, I would immediately resign from the remaining several months of my BIC term.*

***Describe any training or experience you have had in mediation, ADR or consensus building.***

I like to think that the work I have done with the Business Issues Committee and the Price Responsive Load Working Group qualifies as mediation, alternative dispute resolution, and, certainly, consensus building. Whatever else it may have been, it certainly was “alternative” and improvised! When we are doing our jobs right, much of what we do involves trying to help and encourage parties with different views to reach viable compromises. Often this just requires getting them together to discuss possible solutions—hopefully before the meeting, but sometimes during it.

While working at the New York Public Service Commission I took several training courses in team-building and alternative dispute resolution, as well as in management skill development.

***Describe briefly why you would like to have this job.***

Being Chair of the Business Issues Committee and the Price Responsive Load Working Group have been very satisfying professional experiences. Everyone has pitched in; no one has gotten too carried away for too long; and we have developed some innovative and effective programs on a fairly quick timeline. It is important that the Chairs and Vice-Chairs of our NYISO committees “stand apart” from their client interests: I think I am able to do that. At the same time, I do enjoy being “in the mix” or “in the thick of things.” This is probably just a personality flaw—though perhaps not the worst of them. I would very much look forward to the challenge of working for the Management Committee.

***Describe your organization’s actual and/or potential business interests in the Northeast and New York State, including the sector in which your organization participates for purposes of NYISO governance.***

The Pace University Energy Project is an environmental and energy analysis organization. It has no commercial interests in the Northeast and New York as a market participant, although, just like everyone else, it is always concerned about its next contract. Such contracts are drawn from governmental entities and research foundations. I often represent small consumer organizations at the NYISO, and their interests are very much like that of other small consumers.