

# Karl R. Rábago

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## Summary

Nationally recognized electricity industry leader and innovator. Experienced as a utility executive leader and manager, public utility regulatory commissioner, research and development program manager, educator, business builder, federal executive, corporate sustainability leader, consultant, and advocate. Thought leader and practice expert in organizational transformation. Highly proficient in advising, managing and interacting with government agencies and committees, the media, citizen groups, and business associations. Successful track record of working with US Congress, state legislatures, governors, regulators, city councils, business leaders, researchers, academia, and community groups. National and international contacts through experience with Austin Energy, AES Corporation, US Department of Energy, Texas Public Utility Commission, Jicarilla Apache Tribal Utility Authority, Cargill Dow LLC (now NatureWorks, LLC), Rocky Mountain Institute, CH2M HILL, Houston Advanced Research Center, Environmental Defense Fund, and others. Expert in development of new energy markets in renewable energy, green power, and tradable credits, and in helping new market entrants shape new products and services. Skilled attorney, negotiator, and advisor with more than twenty years experience working with diverse stakeholder communities in guiding electricity policy and regulation, emerging energy markets development, clean energy technology development, electric utility restructuring, smart grid development, and the implementation of sustainability principles. Nationally recognized speaker on energy, environment and sustainable development matters. Managed staff as large as 250; responsible for operations of research facilities with staff in excess of 600. Developed and managed budgets in excess of \$300 million. Law teaching experience at University of Houston Law Center and U.S. Military Academy at West Point. Trial experience as a Judge Advocate. Post doctorate degrees in environmental and military law. Military veteran.

## Employment

### **RÁBAGO ENERGY LLC**

Principal: July 2012--Present. Solo consulting practice dedicated to providing strategic advice and support to businesses and organizations in the clean and advanced energy sectors. Services include distributed energy business, project, and product development; energy policy development and advocacy; renewable energy product development and market development; strategic and corporate sustainability planning; and government and regulatory affairs support. Additional activities:

- Chairman of the Board, Center for Resource Solutions (1997-present). CRS is a not-for-profit organization based at the Presidio in California. CRS developed and manages the Green-e Renewable Electricity Brand, a nationally and internationally recognized branding program for green power and green pricing products and programs. Past chair of the Green-e Governance Board (formerly the Green Power Board).
- Director, Interstate Renewable Energy Council (IREC) (2012-present). IREC focuses on issues impacting expanded renewable energy use such as rules that support renewable energy and distributed resources in a restructured market, connecting small-scale renewables to the utility grid, developing quality credentials that indicate a level of knowledge and skills competency for renewable energy professionals.
- Of Counsel, Osha Liang, LLP. Osha Liang is an intellectual property law firm with offices in Texas, California, France, and Japan.

### **AUSTIN ENERGY – THE CITY OF AUSTIN, TEXAS**

Vice President, Distributed Energy Services: April 2009—June 2012. Executive in 8th largest public power electric utility serving more than one million people in central Texas. Responsible for management and oversight of energy efficiency, demand response, and conservation programs; low-income weatherization; distributed solar and other renewable energy technologies; green buildings program; key accounts relationships; electric vehicle infrastructure; and market

research and product development. Executive sponsor of Austin Energy's participation in an innovative federally-funded smart grid demonstration project led by the Pecan Street Project. Led teams that successfully secured over \$39 million in federal stimulus funds for energy efficiency, smart grid, and advanced electric transportation initiatives. Additional activities included:

- Director, Renewable Energy Markets Association. REMA is a trade association dedicated to maintaining and strengthening renewable energy markets in the United States.
- Membership on Pedernales Electric Cooperative Member Advisory Board. Invited by the Board of Directors to sit on first-ever board to provide formal input and guidance on energy efficiency and renewable energy issues for the nation's largest electric cooperative.

#### **THE AES CORPORATION**

Director, Government & Regulatory Affairs: June 2006—December 2008. Government and regulatory affairs manager for AES Wind Generation, one of the largest wind companies in the country. Manage a portfolio of regulatory and legislative initiatives to support wind energy market development in Texas, across the United States, and in many international markets. Active in national policy and the wind industry through work with the American Wind Energy Association as a participant on the organization's leadership council. Also served as Managing Director, Standards and Practices, for Greenhouse Gas Services, LLC, a GE and AES venture committed to generating and marketing greenhouse gas credits to the U.S. voluntary market. Authored and implemented a standard of practice based on ISO 14064 and industry best practices. Commissioned the development of a suite of methodologies and tools for various greenhouse gas credit-producing technologies. Also served as Director, Global Regulatory Affairs, providing regulatory support and group management to AES's international electric utility operations on five continents. Additional activities:

- Director and past Chair, Jicarilla Apache Nation Utility Authority (1998 to 2008). Located in New Mexico, the JAUA is an independent utility developing profitable and autonomous utility services that provides natural gas, water utility services, low income housing, and energy planning for the Nation. Authored "First Steps" renewable energy and energy efficiency strategic plan.

#### **HOUSTON ADVANCED RESEARCH CENTER**

Group Director, Energy and Buildings Solutions: December 2003—May 2006. The Houston Advanced Research Center (HARC) is a mission-driven not-for-profit contract research organization based in The Woodlands, Texas. Responsible for developing, maintaining and expanding upon technology development, application, and commercialization support programmatic activities, including the Center for Fuel Cell Research and Applications, an industry-driven testing and evaluation center for near-commercial fuel cell generators; the Gulf Coast Combined Heat and Power Application Center, a state and federally funded initiative; and the High Performance Green Buildings Practice, a consulting and outreach initiative. Secured funding for major new initiative in carbon nanotechnology applications in the energy sector. Developed and launched new and integrated program activities relating to hydrogen energy technologies, combined heat and power, distributed energy resources, renewable energy, energy efficiency, green buildings, and regional clean energy development. Active participant in policy development and regulatory implementation in Texas, the Southwest, and national venues. Frequently engaged with policy, regulatory, and market leaders in the region and internationally. Additional activities:

- President, Texas Renewable Energy Industries Association. As elected president of the statewide business association, leader and manager of successful efforts to secure and implement significant expansion of the state's renewable portfolio standard as well as other policy, regulatory, and market development activities.
- Director, Southwest Biofuels Initiative. Established the Initiative acts as an umbrella structure for a number of biofuels related projects, including emissions evaluation for a stationary biodiesel pilot project, feedstock development, and others.

- Member, Committee to Study the Environmental Impacts of Windpower, National Academies of Science National Research Council. The Committee was chartered by Congress and the Council on Environmental Quality to assess the impacts of wind power on the environment.
- Advisory Board Member, Environmental & Energy Law & Policy Journal, University of Houston Law Center.

**CARGILL DOW LLC (NOW NATUREWORKS, LLC)**

Sustainability Alliances Leader: April 2002—December 2003. Founded in 1997, NatureWorks, LLC is based in Minnetonka, Minnesota. Integrated sustainability principles into all aspects of a ground-breaking biobased polymer manufacturing venture. Responsible for maintaining, enhancing and building relationships with stakeholders in the worldwide sustainability community, as well as managing corporate and external sustainability initiatives. NatureWorks is the first company to offer its customers a family of polymers (polylactide – “PLA”) derived entirely from annually renewable resources with the cost and performance necessary to compete with packaging materials and traditional fibers; now marketed under the brand name “Ingeo.”

- Successfully completed Minnesota Management Institute at University of Minnesota Carlson School of Management, an alternative to an executive MBA program that surveyed fundamentals and new developments in finance, accounting, operations management, strategic planning, and human resource management.

**ROCKY MOUNTAIN INSTITUTE**

Managing Director/Principal: October 1999–April 2002. In two years, co-led the team and grew annual revenues from approximately \$300,000 to more than \$2 million in annual grant and consulting income. Co-authored “Small Is Profitable,” a comprehensive analysis of the benefits of distributed energy resources. Worked to increase market opportunities for clean and distributed energy resources through consulting, research, and publication activities. Provided consulting and advisory services to help business and government clients achieve sustainability through application and incorporation of Natural Capitalism principles. Frequent appearance in media at international, national, regional and local levels. RMI is an independent, non-profit research and educational foundation. Joined the organization to develop the Natural Capitalism research and consulting practice at RMI.

- President of the Board, Texas Ratepayers Organization to Save Energy. Texas R.O.S.E. is a non-profit organization advocating low-income consumer issues and energy efficiency programs.
- Co-Founder and Chair of the Advisory Board, Renewable Energy Policy Project-Center for Renewable Energy and Sustainable Technology. REPP-CREST was a national non-profit research and internet services organization.

**CH2M HILL**

Vice President, Energy, Environment and Systems Group: July 1998–August 1999. Responsible for providing consulting services to a wide range of energy-related businesses and organizations, and for creating new business opportunities in the energy industry for an established engineering and consulting firm. Completed comprehensive electric utility restructuring studies for the states of Colorado and Alaska.

**PLANERGY**

Vice President, New Energy Markets: January 1998–July 1998. Responsible for developing and managing new business opportunities for the energy services market. Provided consulting and advisory services to utility and energy service companies.

**ENVIRONMENTAL DEFENSE FUND**

Energy Program Manager: March 1996–January 1998. Managed renewable energy, energy efficiency, and electric utility restructuring programs for a not-for-profit environmental group with a staff of 160 and over 300,000 members. Led regulatory intervention activities in Texas and

California. In Texas, played a key role in crafting Deliberative Polling processes, which in turn led to electric utility restructuring legislation and the state's Renewable Portfolio Standard. Initiated and managed nationwide collaborative activities aimed at increasing use of renewable energy and energy efficiency technologies in the electric utility industry, including the Green-e Certification Program, Power Scorecard, and others. Participated in national environmental and energy advocacy networks, including the Energy Advocates Network, the National Wind Coordinating Committee, the NCSL Advisory Committee on Energy, and the PV-COMPACT Coordinating Council. Frequently appeared before the Texas Legislature, Austin City Council, and regulatory commissions on electric restructuring issues.

#### **UNITED STATES DEPARTMENT OF ENERGY**

Deputy Assistant Secretary, Utility Technologies: January 1995–March 1996. Manager of the Department's programs in renewable energy technologies and systems, electric energy systems, energy efficiency, and integrated resource planning. Supervised technology research, development and deployment activities in photovoltaics, wind energy, geothermal energy, solar thermal energy, biomass energy, high-temperature superconductivity, transmission and distribution, hydrogen, and electric and magnetic fields. Developed, coordinated, and advised on legislation, policy, and renewable energy technology development within the Department, among other agencies, and with Congress. Managed, coordinated, and developed international agreements for cooperative activities in renewable energy and utility sector policy, regulation, and market development between the Department and counterpart foreign national entities. Established and enhanced partnerships with stakeholder groups, including technology firms, electric utility companies, state and local governments, and associations. Supervised development and deployment support activities at national laboratories. Developed, advocated and managed a Congressional budget appropriation of approximately \$300 million.

#### **STATE OF TEXAS**

Commissioner, Public Utility Commission of Texas. May 1992–December 1994. Appointed by Governor Ann W. Richards. Regulated electric and telephone utilities in Texas. Laid the groundwork for legislative and regulatory adoption of integrated resource planning, electric utility restructuring, and significantly increased use of renewable energy and energy efficiency resources. Appointed by Governor Richards to co-chair and organize the Texas Sustainable Energy Development Council, a public/private council that crafted a blueprint for Texas' development of renewable energy, energy efficiency, and other sustainable energy resources. Served as Vice-Chair of the National Association of Regulatory Utility Commissioners (NARUC) Committee on Energy Conservation. Member and co-creator of the Photovoltaic Collaborative Market Project to Accelerate Commercial Technology (PV-COMPACT), a nationwide program to develop domestic markets for photovoltaics. Member, Southern States Energy Board Integrated Resource Planning Task Force. Member of the University of Houston Environmental Institute Board of Advisors.

#### **LAW TEACHING**

**Associate Professor of Law:** University of Houston Law Center, 1990–1992. Full time, tenure track member of faculty. Courses taught: Criminal Law, Environmental Law, Criminal Procedure, Environmental Crimes Seminar, Wildlife Protection Law. Provided *pro bono* legal services in administrative proceedings and filings at the Texas Public Utility Commission. Launched a student clinical effort that reviewed and made recommendations on utility energy efficiency program plans.

**Assistant Professor:** United States Military Academy, West Point, New York, 1988–1990. Member of the faculty in the Department of Law. Honorably discharged in August 1990, as Major in the Regular Army. Courses taught: Constitutional Law, Military Law, and Environmental Law Seminar. Greatly expanded the environmental law curriculum and laid foundation for the concentration program in law. While carrying a full time teaching load, earned a Master of Laws degree in Environmental Law. Established a program for subsequent environmental law professors to obtain an LL.M. prior to joining the faculty.

**LITIGATION**

Trial Defense Attorney and Prosecutor, U.S. Army Judge Advocate General's Corps, Fort Polk, Louisiana, January 1985–July 1987. Assigned to Trial Defense Service and Office of the Staff Judge Advocate. Prosecuted and defended over 150 felony courts-martial. As prosecutor, served as legal officer for two brigade-sized units (approximately 5,000 soldiers), advising commanders on appropriate judicial, non-judicial, separation, and other actions. Pioneered use of psychiatric and scientific testimony in administrative and judicial proceedings.

**NON-LEGAL MILITARY SERVICE**

Armored Cavalry Officer, 2d Squadron 9<sup>th</sup> Armored Cavalry, Fort Stewart, Georgia, May 1978–August 1981. Served as Logistics Staff Officer (S-4). Managed budget, supplies, fuel, ammunition, and other support for an Armored Cavalry Squadron. Served as Support Platoon Leader for the Squadron (logistical support), and as line Platoon Leader in an Armored Cavalry Troop. Graduate of Airborne and Ranger Schools. Special training in Air Mobilization Planning and Nuclear, Biological and Chemical Warfare.

**Formal Education**

**LL.M., Environmental Law, Pace University School of Law, 1990:** Curriculum designed to provide breadth and depth in study of theoretical and practical aspects of environmental law. Courses included: International and Comparative Environmental Law, Conservation Law, Land Use Law, Seminar in Electric Utility Regulation, Scientific and Technical Issues Affecting Environmental Law, Environmental Regulation of Real Estate, Hazardous Wastes Law. Individual research with Hudson Riverkeeper Fund, Garrison, New York.

**LL.M., Military Law, U.S. Army Judge Advocate General's School, 1988:** Curriculum designed to prepare Judge Advocates for senior level staff service. Courses included: Administrative Law, Defensive Federal Litigation, Government Information Practices, Advanced Federal Litigation, Federal Tort Claims Act Seminar, Legal Writing and Communications, Comparative International Law.

**J.D. with Honors, University of Texas School of Law, 1984:** Attended law school under the U.S. Army Funded Legal Education Program, a fully funded scholarship awarded to 25 or fewer officers each year. Served as Editor-in-Chief (1983–84); Articles Editor (1982–83); Member (1982) of the Review of Litigation. Moot Court, Mock Trial, Board of Advocates. Summer internship at Staff Judge Advocate's offices. Prosecuted first cases prior to entering law school.

**B.B.A., Business Management, Texas A&M University, 1977:** ROTC Scholarship (3–yr). Member: Corps of Cadets, Parson's Mounted Cavalry, Wings & Sabers Scholarship Society, Rudder's Rangers, Town Hall Society, Freshman Honor Society, Alpha Phi Omega service fraternity.

**Selected Publications**

- “The ‘Value of Solar’ Rate: Designing An Improved Residential Solar Tariff,” *Solar Industry*, Vol. 6, No. 1 (Feb. 2013)
- “A Review of Barriers to Biofuels Market Development in the United States,” *2 Environmental & Energy Law & Policy Journal* 179 (2008).
- “A Strategy for Developing Stationary Biodiesel Generation,” *Cumberland Law Review*, Vol. 36, p.461 (2006).
- “Evaluating Fuel Cell Performance through Industry Collaboration,” co-author, *Fuel Cell Magazine* (2005).
- “Applications of Life Cycle Assessment to NatureWorks™ Polylactide (PLA) Production,” co-author, *Polymer Degradation and Stability* 80 (2003) 403-419.
- “An Energy Resource Investment Strategy for the City of San Francisco: Scenario Analysis of Alternative Electric Resource Options,” contributing author, Prepared for the San Francisco Public Utilities Commission, Rocky Mountain Institute (2002).
- “Small Is Profitable: The Hidden Economic Benefits of Making Electrical Resources the Right Size,” co-author, Rocky Mountain Institute (2002).
- “Socio-Economic and Legal Issues Related to an Evaluation of the Regulatory Structure of the Retail Electric Industry in the State of Colorado,” with Thomas E. Feiler, Colorado Public Utilities Commission and Colorado Electricity Advisory Panel (April 1, 1999).
- “Study of Electric Utility Restructuring in Alaska,” with Thomas E. Feiler, Legislative Joint Committee on electric Restructuring and the Alaska Public Utilities Commission (April 1, 1999).
- “New Markets and New Opportunities: Competition in the Electric Industry Opens the Way for Renewables and Empowers Customers,” *EEBA Excellence (Journal of the Energy Efficient Building Association)* (Summer 1998).
- “Building a Better Future: Why Public Support for Renewable Energy Makes Sense,” *Spectrum: The Journal of State Government* (Spring 1998).
- “Preserving the Integrity of Green Markets,” *Solar Today* (May/June 1998).
- “The Green-e Program: An Opportunity for Customers,” with Ryan Wisner and Jan Hamrin, *Electricity Journal*, Vol. 11, No. 1 (January/February 1998).
- “Being Virtual: Beyond Restructuring and How We Get There,” *Proceedings of the First Symposium on the Virtual Utility*, Kluwer Press (1997).
- “Information Technology,” *Public Utilities Fortnightly* (March 15, 1996).
- “Better Decisions with Better Information: The Promise of GIS,” with James P. Spiers, *Public Utilities Fortnightly* (November 1, 1993).
- “The Regulatory Environment for Utility Energy Efficiency Programs,” *Proceedings of the Meeting on the Efficient Use of Electric Energy*, Inter-American Development Bank (May 1993).
- “An Alternative Framework for Low-Income Electric Ratepayer Services,” with Danielle Jaussaud and Stephen Benenson, *Proceedings of the Fourth National Conference on Integrated Resource Planning*, National Association of Regulatory Utility Commissioners (September 1992).
- “What Comes Out Must Go In: The Federal Non-Regulation of Cooling Water Intakes Under Section 316 of the Clean Water Act,” *Harvard Environmental Law Review*, Vol. 16, p. 429 (1992).
- “Least Cost Electricity for Texas,” *State Bar of Texas Environmental Law Journal*, Vol. 22, p. 93 (1992).
- “Environmental Costs of Electricity,” *Pace University School of Law, Contributor–Impingement and Entrainment Impacts*, Oceana Publications, Inc. (1990).