



## Skills Overview

- ENERGY & UTILITIES
- RATES AND REGULATORY
- PURCHASE POWER AGREEMENT CONTRACT NEGOTIATION & MANAGEMENT
- POWER MARKETING & FEDERAL AND REGIONAL MARKET POLICY
- DISTRIBUTED GENERATION
- RENEWABLE ENERGY GENERATION
- ENERGY EFFICIENCY
- POLICY AND FINANCIAL ANALYSIS
- PERFORMANCE MANAGEMENT
- CHANGE MANAGEMENT

## Education

**State University College at Brockport**  
 BS International Business Management

**University at Albany**  
 MA Economics

**Sage Colleges Graduate School**  
 MBA Finance, and Management Studies,  
 – Inaugural recipient “Outstanding MBA Student Award”

## Summary

Paul is a Director at West Monroe Partners within the Energy and Utilities practice. Paul has extensive experience in power marketing in his tenure with Long Island Power Authority as both Vice President of Power Markets and Managing Director of Contract Oversight. Paul has led and completed over \$10 billion in power purchase agreements, initiated option and process for repowering of base-load and peaking generation, developed plans for new distributed generation, storage, demand-response, and “feed-in-tariff” and central station renewable energy resources.

Paul has extensive governmental experience, serving as Deputy Secretary for Energy, advising two New York Governors. He chaired the State Energy Planning Board and was a member of the New York City Energy Planning Board. Paul founded the Governor’s Clean Energy Collaborative, led establishment of the State’s clean energy portfolio standard, and the New York Battery and Energy Storage Consortium, among other progressive initiatives.

Paul holds a BS in International Business Management, an MA in Economics, and an MBA in Finance and Management Studies. The following is a representative list of Paul’s past experience:

## Highlights

### **Managing Director for Contract Oversight (2014)**

Long Island Power Authority holding company. Overseeing the PSEG Long Island utility services contract for T&D operations, customer service, business services, and emergency planning and storm restoration. Member, Risk Management Committee.

### **Vice President of Power Markets (2009-2014)**

Long Island Power Authority. Oversaw power supply planning, acquisition, management, and purchased power and capital program for power generation. Oversaw market policy and trading in the NYISO; ISO-NE; and PJM markets and fuel purchases and deliveries to power generation facilities. Oversaw FERC and NY regulatory policy.

**Notables** | Led and completed negotiations for over \$10 billion in power purchase agreements; initiated option and process for repowering of baseload and peaking generation; developed plan for new distributed generation, storage, demand-response, and feed-in-tariff renewable energy resources.

### **Deputy Secretary for Energy (2007-2009)**

New York State Office of the Governor. Senior advisor to the Governor overseeing strategy, policy, legislation, and implementation activities of the State’s energy agencies including the State PSC, NYSERDA, NYPA, and LIPA. Chair of the State Energy Planning

Board and member of the NYC Energy Planning Board.

**Notables** | Founded the Governor's Clean Energy Collaborative and led establishment of the State's "45 by 15" clean energy portfolio standard; initiated the Northeast Mid-Atlantic Governor's Clean Energy Forum, NY Battery and Energy Storage Consortium (NY-BEST), State Smart Grid Consortium, and the New York Energy Policy Institute.

#### **Director of Energy Analysis (1995-2007)**

New York State Energy Research and Development Authority (NYSERDA).

**Notables** | Led corporate planning and strategy development; created the energy program and R&D performance management and measurement program; oversaw policy and modeling support for the Regional Greenhouse Gas Initiative, the nation's first CO<sub>2</sub> trading program.

#### **Chief of Policy Analysis (1990-1995)**

New York State Energy Office.

**Notables** | Developed financial planning, economic input-output, and technology costing models for use in policy development. Project manager for State facilities energy performance contract. Developed the utility revenue decoupling and performance incentive mechanism adopted by the State.

#### **President, Innovative Management Solutions Consulting (1991-2007)**

**Notables** | Mediated funding disputes; developed organizational capabilities, mentored executive staffs, conducted governance, customer service, communications, teambuilding, and leadership training programs.

#### **Adjunct Faculty Member (1986-2012)**

RIT Public Policy Department; Cornell University School of Industrial and Labor Relations; Sage MBA Program.

**Notables** | Developed and taught graduate courses in finance, investment and portfolio management, ethics, social responsibility, management and supervision, communications, and public policy. Authored over four dozen articles, professional papers, and submissions of expert testimony.

## **Memberships, Affiliations, and Activities**

- Member. National Academy of Sciences (NAS), Board on Energy and Environmental Systems. Washington DC.
- Chair, NAS Committee on Energy Resource Potential on DOE Lands.
- Member. Committee on Solid State Lighting. National Research Council of the National Academy of Sciences.
- Member. Committee on Energy Efficiency. National Academy of Sciences *America's Energy Future* study.
- Member. Committee on Solid State Lighting, National Research Council of the National Academies.
- Member. Montclair Publishing LLC. "Who's Who in North America."
- Chairman. U.S. Department of Energy's (U.S. DOE) State Energy Program (SEP) Expert Review Panel.
- Chairman. U.S. Department of Energy's (U.S. DOE) Energy Efficiency and Conservation Block Grant Program (EECBG) Expert Review Panel.
- Member. Editorial Board. Energy Efficiency Journal Editorial Board. Springer Science + Media Publishing. Netherlands.
- Member of the National Renewable Energy Laboratory (NREL) Energy Analysis Technical Review Panel.
- Recent past Chairman. U.S. Department of Energy's Weatherization Assistance Program Experts Review Panel. Recent past member of the New York State Reliability Council Executive Council.
- Recent past member. Board of Directors of the US Offshore Wind Collaborative.
- Recent past member. Board of Directors of the Clean Energy States Alliance.
- Recent past member. Eastern Interconnection States Planning Council (EISPC). Governor's delegate. Governance Committee.
- Past Chairman. New York State Energy Planning Board.
- Past member. New York City Energy Planning Board.
- Past member of the New York Independent System Operator (NYISO) Management Committee; Business Issues Committee, and Operating Committee.
- Past member. Energy Working Group of the Coalition of Northeastern Governors (CONEG).
- Past President and Board Chairman. Association of Energy Service Professionals International (AESP).
- Past Chairman. U.S. Department of Energy's Federal Energy Management Program (FEMP) Experts Review Panel.
- Past member. U.S. Department of Energy's Lawrence Berkeley National Laboratory, Energy Analysis Department Experts Review Panel.
- Past member. Committee on Prospective Benefits of U.S. DOE Energy Efficiency and Fossil Energy R&D Programs –Phase 1 and Phase 2 studies – and Chair of the NAS Distributed Energy Resources Panel.
- Past member. Northeast Energy Efficiency Partnership (NEEP) Board of Directors.
- Past member. Energy Resources Board of the American University at Kosovo.
- Past member. Sage Colleges Graduate Program in Management Advisory Board.
- Past Chairman. Town of Malta Library Committee. Malta, NY.
- Former President and Chief Fiscal Officer. Ballston Spa Central School District Board of Education (elected office). Chief negotiator for over \$300 million in labor contracts and oversaw financing and construction of over \$40 million in capital projects, including a new high school and district-wide energy performance contract. Served three 3-year terms.

- Former Chairman. Saratoga County School Boards Association, 13 member school districts in New York. Elected.
- Past member of several local community and not-for-profit Boards of Directors, including Centro-Civico of Amsterdam; Ballston Spa Soccer Club; Cub-Scout Leader, Boy Scouts of America; and the Waypoint Technology Group Advisory Board.

## **Publications and Professional Papers & Testimony**

1. **DeCotis, Paul A.**, (2015, October). *Electricity and telecommunications nexus could mean increased costs for utilities*. Natural Gas & Electricity 32/3, ©2015 Wiley Periodicals, Inc., a Wiley company.
2. **DeCotis, Paul A.**, August 2015. *Utilities Must Be Proactive in Public Participation in Transmission Siting*. Natural Gas and Electricity. Wiley Periodicals, Inc. Volume 32. Issue 1.
3. **DeCotis, Paul A.**, 2014-2015. *Director's Corner*. Quarterly Clean Power Plan Newsletter. West Monroe Partners: Chicago, IL.
4. **DeCotis, Paul A.**, et.al. May 29, 2015. *Expert Peer Review Panel Letter Report: US DOE Energy Efficiency Conservation Block Grant Program National Evaluation* to Oak Ridge National Laboratory and US DOE.
5. **DeCotis, Paul A.**, et.al. March 6, 2015. *Expert Peer Review Panel Letter Report: WUS DOE State Energy Program National Evaluation* to Oak Ridge National Laboratory and US DOE.
6. **DeCotis, Paul A.**, McNamara, Will. Nov. 7, 2014. *What the Clean Power Plan Means for You & How to Tackle Building a Compliance Strategy*. Energy Central. Cybertech, Inc.
7. **DeCotis, Paul A.**, McNamara, Will. Sept. 2014. *The Clean Power Plan: What It Means and Tips for Building a Compliance Strategy and Plan*. West Monroe Partners: Chicago, IL.
8. **DeCotis, Paul A.**, et.al. Sept. 10, 2014. *Expert Peer Review Panel Letter Report: US DOE Weatherization Assistance Program Evaluation* to Oak Ridge National Laboratory and US DOE.
9. **DeCotis, Paul A.**, Ferguson, Sean. 2012. "The Politics of Energy in New York State." *The Oxford Handbook of New York State Government and Politics*. Edited by Gerald Benjamin. Oxford University Press Inc.: New York, NY.
10. **DeCotis, Paul A.** 2012. "Envisioning the Renewable Energy Future." *New Energy on Long Island*. Stony Brook Small Business Development Center, Stony Brook, NY.
11. **DeCotis, Paul A.** June 2009. "Coming of Age in New York: The Maturation of Energy Efficiency as a Resource." *The Bridge*. National Academy of Engineering of the National Academies. Washington, DC: National Academies Press.
12. **DeCotis, Paul A.** March 26, 2009. "Pending Legislation Regarding Electricity Transmission Lines." Testimony on behalf of the State of New York to the United States Senate Committee on Energy and Natural Resources.
13. **DeCotis, Paul A.** 2008. "Energy Policy: Special Topics." *Reflections on Blended Learning: Rethinking the Classroom*. Edited by Michael Starenko. Creative Commons: San Francisco, CA.
14. **DeCotis, Paul A.** October 2008. "Response to Questions." Following testimony presented before the United States House of Representatives Select Committee on Energy Independence and Global Warming on behalf of the State of New York.
15. **DeCotis, Paul A.** May 8, 2008. "Negawatts: The Role of Efficiency Policies in Climate Legislation." Testimony presented before the United States House of Representatives Select Committee on Energy Independence and Global Warming on behalf of the State of New York.

16. **DeCotis, Paul A.**, DeCotis, Sara E., et. al. July 2006. *Library Committee Report: Report to the Town Board and Community*. Town of Malta, Malta, NY
17. **DeCotis, Paul A.**, Gonzales, Patricia, Peters, Jane S., Baggett, Sharon A., Freeman, Luisa. 2006. "Evaluation of Public Benefits Programs: A Review of the NYSERDA Experience to Date." *Proceedings of the ACEEE 2006 Summer Study on Energy Efficiency in Buildings*. Washington, D.C.: American Council for an Energy-Efficient Economy.
18. **DeCotis, Paul A.**, Mahone, Douglas. 2005. "An Integrated Portfolio Approach to Evaluating Energy Programs: New York's Experience." *International Energy Program Evaluation Conference Proceedings*. Salt Lake City, Utah: IEPEC.
19. Kim, Helen. Ridge, Richard. **DeCotis, Paul A.**, Pakenas, Larry. 2005. "Benefit Cost Analysis of a Portfolio of Energy Efficiency Programs." *International Energy Program Evaluation Conference Proceedings*. Salt Lake City, Utah: IEPEC.
20. **DeCotis, Paul A.** 2005. *Testimony Before The New York State Senate And Assembly Committees On Environmental Conservation And The New York State Senate And Assembly Committees On Energy*. Subject of Broadwater Energy's Proposed Offshore Liquefied Natural Gas Importation Terminal.
21. **DeCotis, Paul A.**, Winters, Rachel G. 2004. "Governance Strategies For Effective Energy Program Planning And Administration." *Proceedings of the 15th National Energy Services Conference and Exposition*. Jupiter, FL: Association of Energy Service Professionals International.
22. **DeCotis, Paul A.**, Pakenas, Lawrence J., Tarantino, James M. 2004. "Improving Energy Productivity: Successes and Remaining Potential." *Proceedings of the 15th National Energy Services Conference and Exposition*. Jupiter, FL: Association of Energy Service Professionals International.
23. Choate, Anne. Mernick, Michael. Youngblood, Kendall. **DeCotis, Paul A.** 2004. "State Climate Change Policies – Creating New Opportunities for Energy Efficiency." *Proceedings of the 15th National Energy Services Conference and Exposition*. Jupiter, FL: Association of Energy Service Professionals International.
24. **DeCotis, Paul A.**, Pakenas, Lawrence J., Tonn, Bruce E., Ellefsen, Jennifer A. 2004. "Identifying And Enhancing Energy Program Portfolio Synergies: The New York Experience." *2004 ACEEE Summer Study on Energy Efficiency in Buildings: Breaking Out of the Box*. American Council for Energy Efficient Economy: Washington DC.
25. Mahone, Douglas, **DeCotis, Paul A.**, Kim Helen, Chappell, Cathy. 2004. "A Revolutionary Approach to Evaluation: NYSERDA's Portfolio Model." *2004 ACEEE Summer Study on Energy Efficiency in Buildings: Breaking Out of the Box*. American Council for Energy Efficient Economy: Washington DC.
26. **DeCotis, Paul A.**, Winters, Rachel G. 2003. "Portfolio Evaluation: Strategy and Planning Part I." *14th National Energy Services Conference Proceedings*. Association of Energy Service Professionals International: Lake Worth, Florida.
27. **DeCotis, Paul A.**, Tonn, Bruce, Pakenas, Lawrence J., Eisenberg, Joel. 2002. "A Systems-Based Portfolio Evaluation: Diagnostic Benefits and Methodological Challenges." *2002 ACEEE Summer Study: Teaming for Energy Efficiency Proceedings*. American Council for an Energy Efficient Economy. Washington DC.
28. Kim, Helen, **DeCotis, Paul A.**, Coup, David, Levy, Dana, Ellefsen, Jennifer, Coleman, Mark. 2002. "R&D Programs in Support of Market Transformation." *2002 ACEEE Summer Study: Teaming for Energy Efficiency Proceedings*. American Council for an Energy Efficient Economy: Washington DC.
29. **DeCotis, Paul A.**, Kim, Helen, Ellefsen, Jennifer, Coleman, Mark C. 2001. *Increasing Energy Efficiency Through Productivity*. American Council for an Energy Efficient Economy: Washington DC.



32. **DeCotis, Paul A.**, Coleman, Mark C., Ellefsen, Jennifer, Kim, Helen, Albert, Scott, Megdal, Lori. 2001. "Early Results of New York's Public Benefits Program New York Energy \$martSM." *2001 International Energy Program Evaluation Conference Proceedings*. Salt Lake City, Utah.
33. **DeCotis, Paul A.**, Munro, John F., Eisenberg, Joel. 2001. "A Theory-Based Approach for Evaluating Energy Efficiency Investment Portfolios." *12th National Energy Services Conference Proceedings. National Association of Energy Service Professionals*. Lake Worth, Florida.
34. **DeCotis, Paul A.**, Coleman, Mark C., Ellefsen, Jennifer, and Kim, Helen. 2000. "A Portfolio Approach to Evaluating Buildings Energy Efficiency Programs." *Proceedings from the 11th Annual National Energy Services Conference and Exposition*. Association of Energy Services Professionals: Boca Raton, Florida.
35. *New York Energy \$martSM Program Evaluation and Status Report*. 2000. Report to the Systems Benefits Charge Advisory Group. New York State Energy Research and Development Authority, GDS Associates, Inc., Megdal & Associates, and Oak
36. Ridge National Laboratory: Albany, NY. September.
37. **DeCotis, Paul A.**, Ellefsen, Jennifer, Kim, Helen, Coleman, Mark C. 2000. "Determining the Success of Market Development Programs and the Continuing Role of Government." *Efficiency and Sustainability: Proceedings from the 2000 Summer Study on Energy Efficiency in Buildings*. American Council for an Energy Efficient Economy: Washington, DC.
38. Peach, H. Gil, **DeCotis, Paul A.**, Freeman, Luisa M. 2000. "Evaluating Consumer Aggregations: A Policy Perspective." *Efficiency and Sustainability: Proceedings from the 2000 Summer Study on Energy Efficiency in Buildings*. American Council for an Energy Efficient Economy: Washington, DC.
39. *New York Energy \$mart<sup>SM</sup> Program Gap Analysis*. February 2000. GDS Associates, Inc., Megdal & Associates. New York State Energy Research and Development Authority: Albany, NY.
40. **DeCotis, Paul A.** September-October 1999. "Managing Oneself: Letter to the Editor." *Harvard Business Review*. Harvard University Press: Cambridge, MA.
41. **DeCotis, Paul A.**, Perry, Nancy W. 1999. "Innovations in Performance Management: Integration of Strategy and Planning." *Evaluation in Transition: Working in a Competitive Energy Industry Environment*. Proceedings from the 1999 International Energy Program Evaluation Conference.
42. Smith, Peter R., **DeCotis, Paul A.**, Michael, Karl. 1998. "Linking Market-Based Energy Efficiency Programs to Economic Growth, Sustainable Development, and Climate Change." *Energy Efficiency in a Competitive Environment: Proceedings from the 1998 Summer Study on Energy Efficiency in Buildings*. American Council for an Energy Efficient Economy: Washington, DC.
43. Washington, DC.
44. **DeCotis, Paul A.**, Hunter, Jennifer. January 1998. *Analysis of Competitive Position: New York Utilities*. Staff Working Paper. Albany, NY: New York State Energy Research and Development Authority.
45. **DeCotis, Paul A.** Winter Solstice '94, and Spring Solstice '95. "Group Dynamics: Procedures and Process. *Fireweed*. Many Walks Council. Three Part Series. Volume 4, No. 1 and 2.
46. **DeCotis, Paul A.** 1993. *Policy Analysis: Theory and Practice*. Course Guide. Empire State College. State University of New York: Saratoga Springs, NY.
47. Chabot, Gary A., **DeCotis Paul A.**, Stewart, John D. December 1, 1992. "The New Millennium." *Public Utilities Fortnightly*. Public Utilities Reports Inc.: Reston, VA.
48. **DeCotis, Paul A.** 1993. *Introduction to Public Policy*. Course Guide. Second edition. Empire State College. State University of New York: Saratoga Springs, NY.

49. Barnes, Patricia, **DeCotis, Paul A.**, Platt, Brian. April 1992. "A State Government Bidder's Experience and Perspective." *DSM Bidding: Status and Results*. Synergic Resources Corporation: Bala Cynwyd, Pennsylvania.
50. **DeCotis, Paul A.**, Tara Koch. 1991. *Introduction to Public Policy*. Course Guide. Empire State College. State University of New York: Saratoga Springs, NY.
51. **Paul A. DeCotis**, Patricia Barnes and Brian Platt. 1991. *State Facilities Energy Conservation Project*. Proposal submitted on behalf of the State of New York to the New York State Electric and Gas Company in its demand management resource competitive bidding solicitation. \$6.5 million winning proposal. New York State Energy Office: Albany, NY.
52. **DeCotis, Paul A.** April 1990. "Incentive Regulation and the Process of Strategic Planning." *DSM Bidding: Challenges and Opportunities*. Synergic Resources Corporation: Bala Cynwyd, Pennsylvania.
53. **DeCotis, Paul A.** December 1989. "Balancing Shareholder and Customer Interests in Incentive Ratemaking." *Electricity Journal*. Vol. 2, No. 10. The Electricity Journal: Seattle, WA.
54. Wheat, David, **DeCotis, Paul A.** September 1988. "Risk Issues Affecting Avoided Cost Estimates." *Proceeding of the Sixth NARUC Biennial Regulatory Information Conference*. Vol. 1. National Association of Regulatory Utility Commissioners: Washington DC.
55. Wheat, David, **DeCotis, Paul A.** September 1988. "Characteristics of Financial Planning Models: The Need For Flexibility." *Proceeding of the Sixth NARUC Biennial Regulatory Information Conference*. Vol. 4. National Association of Regulatory Utility Commissioners: Washington DC.
56. Wheat, David, **DeCotis, Paul A.** September 1988. "Risk and Contract Issues Under Competitive Bidding." *Proceeding of the Sixth NARUC Biennial Regulatory Information Conference*. Vol. 1. National Association of Regulatory Utility Commissioners: Washington DC.
57. *Long Island Public Power Technical Report*. August 1986. New York State Energy Office. Report to Governor's Commission
58. Panel Investigating a State Acquisition of the Long Island Lighting Company: Albany, NY.
59. **DeCotis, Paul A.**, Martin, Jeffrey. December 1984. *Economic Impact Evaluation System (ECIES) Users Manual*. New York State Energy Office: Albany, NY.
60. **DeCotis, Paul A.**, Chabot, Gary, Stewart, John. 1983. *Effective Planning and the Need for a Flexible Strategic Financial Planning Model in the Electric and Gas Utility Industry*. May 18. (unpublished paper accompanying model development).
61. **DeCotis, Paul A.**, Wheat, David V. February 1982. "Tax Law Changes and Regulatory Policy." *Electric Ratemaking*. Volume 1, Number 1. MVN Publishing Company: Washington DC.
62. Sanghi, Ajay K., Ames, Edward. **DeCotis, Paul A.** October 1982. *Input-Output Methods In Economic Impact Analysis*. Unpublished book manuscript.