

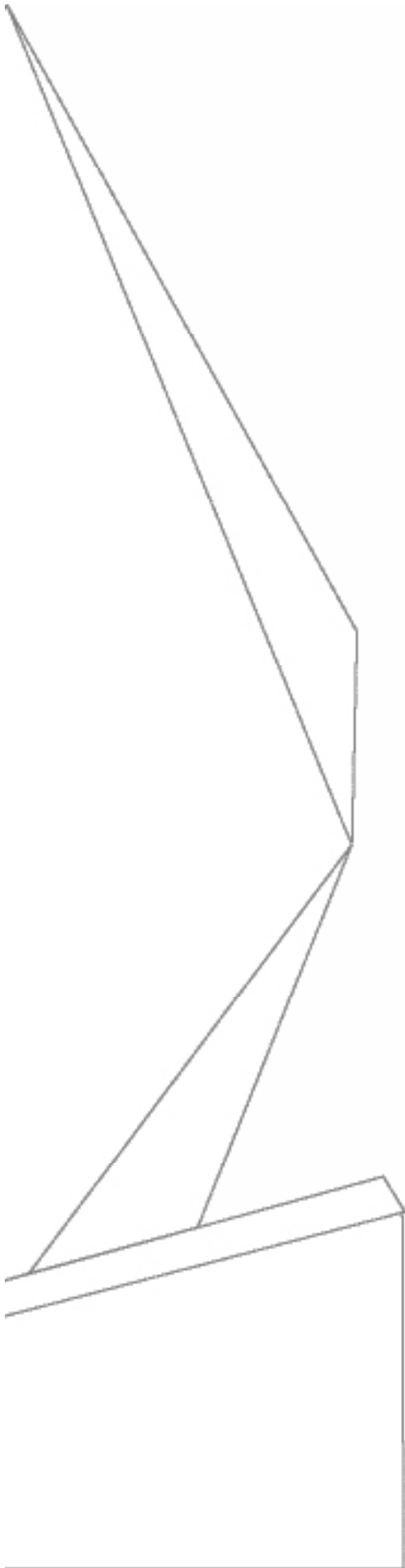


Honoring Jan Hamrin

*2015 recipient of the
Vito Stagliano Excellence
In Electricity Policy Award*

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Union, Washington

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Jan Hamrin, Ph.D.

JAN HAMRIN NEVER LOOKED LIKE A THREAT TO THE STATUS QUO. YOU HAD TO PAY ATTENTION TO REALIZE SHE WAS, AND BY THE TIME THE POWERS THAT BE STOPPED UNDERESTIMATING HER, IT WAS TOO LATE. JAN HAMRIN HAD CREATED AN INDUSTRY.

“Thousands of us owe our careers to Jan,” says long-term independent power consultant Dave Branchcomb. *“I worked with Jan during the development of the nascent QF industry in California in the 1980s. No one was more dedicated, determined or as effective in shaping the industry.”*

ORIGINS OF A CHANGE AGENT

Janice Graham was born in Seattle. Her father enlisted as a private in the U.S. Cavalry and retired as a lieutenant colonel in the Air Force. Her mother, a homemaker, had her hands full as the military moved the family along the West Coast.

Jan graduated from San Carlos High School in 1955. She enrolled at UCLA for a simple reason: it was the state school furthest away from home south of San Francisco. She met an aspiring academic her sophomore year. They married and moved to UC Berkeley so her husband could complete his studies there.

Being told that as a woman she couldn't be an architect, as she had wanted, Jan majored in home economics, concentrating in nutrition.

Times were different then. Students were discouraged from marrying, let alone having babies. Jan completed her course work and all but her last final exam, which she missed while giving birth to her first daughter. University rules kept Jan from making up the test. And since the required course wouldn't be offered again for two years, Jan was stranded.

AUTHORED BY ROBERT D. KAHN, ED.D.

The college romance collapsed and Jan later remarried. The young family left California for her husband's first teaching job in New Mexico, and Jan transferred to the University of New Mexico where she finally secured her Bachelors of Science in 1965.

Public Service Company of New Mexico hired the new graduate to teach women how to use electric appliances. And while obviously not part of the training, Jan taught how to cook efficiently and conserve electricity – 180 degrees from the course objective. She quit before being fired.



Better living through electricity.

Hamrin, now with two small girls in tow, went abroad; first, to Colombia, where her husband worked on a Ford Foundation program, and later to Nicaragua, where he served with US AID. In Colombia, Jan, ever multi-tasking, designed new clothing for native women artisans to sew and sell along with their famous “ruanas.” In Nicaragua, several years later, she taught Peace Corps volunteers how to educate indigenous people in health and nutrition.

It was in California in the late 1960s when Jan Hamrin, change agent, fully surfaced. While her husband completed his doctorate at Stanford, Jan left a “dream job” at Sunset Magazine to teach home economics at wealthy Atherton's newly desegregated high school.

The principal's instructions to “Mrs. Hamrin” were simple: “Do something different with the Negro kids. Nothing seems to work.”

“Do something different.” No problem.

Hamrin's students made tacos and sold them during lunch hour using the money to experience – some for the first time – real restaurants. She let them take tests as many times as necessary until they passed. She sent her students on field trips to Safeway groceries: one in Menlo Park and one in the East Palo Alto ghetto, where they found higher prices for the same goods. Hamrin was nearly fired for that gambit.

In spring 1968, a contingent of Black Panthers invaded the high school looking for recruits. As they smashed windows, set fires, and threatened faculty, Jan's students remained at their desks. After a while, Mrs. Hamrin fearlessly faced down the Panthers' leader.

“In retrospect,” she said, “that wasn't my smartest move, but I survived.”

Jan had a senior utility executive explain to her that QF electrons were too big for the transmission system to handle. Jan's response: “I may be blonde... but I'm not that blonde.”

NOT THAT KIND OF BLONDE

The next move was to Sacramento so her husband could work for state government. Hamrin enrolled at UC Davis to pursue a Masters in Consumer Science, a multi-disciplinary program, which she describes as really about “economics, law and education.”

It was time for Jan to put herself through graduate school. She was appointed supervisor of teacher education in the Department of Applied Behavioral Science. It was a light lift until she got into trouble for teaching how to teach about sex. Tired of academic abuse and realizing a Ph.D. might garner respect, Hamrin decided to get one.

“Jan has an insatiable curiosity,
piercing intellect, and an open mind.”

Karl Rábago, Pace University Law School, Executive Director,
Energy & Climate Center

She chose the new Department of Ecology. Like Consumer Science, Ecology was multi-disciplinary and about solving real problems. But the department chair didn't want her.

“You're weird,” he said. “You should be home with your children.”

Jan played according to type: “Admit me,” she responded. “I'll probably flunk out.”

Hardly. Hamrin got her Ph.D. in a mere three years. Her dissertation, entitled “Low Energy Consuming Communities: Implications for Public Policy,” analyzed homeowner motivations in the newly inaugurated Village Homes, the nation's first intentional “solar neighborhood.” Her new career devoted to changing the power sector was under way.

In the wake of the Yom Kippur War, the federal government started promoting “energy independence.” One of its new programs was the Energy Extension Service (EES). The University of California – campus wide – applied for funding but the tenured faculty wasn't interested in doing anything until dollars arrived from Washington. Hamrin, on a teacher's assistant salary, jumped at the opportunity to lead the nascent program. No one objected; she was just a “placeholder.” They found out what utility executives would later discover: underestimate Jan Hamrin at your peril.



With husband Tim Rosenfeld at Clinton inaugural.

Under Jan's leadership, UC's EES focused on renewable energy and conservation. Through a stroke of luck, Jan got unlimited access to Amory Lovins, the wunderkind who'd just authored “Energy Strategy: The Road Not Taken?” for Foreign Affairs, an article that rattled the energy establishment to its bones. Jan had Lovins lecture throughout the state.

She scheduled him to debate utility and nuclear industry spokesmen, videotaping the sessions for broadcast and classroom use.

EES made enough waves to agitate Dr. Edward Teller, the father of the hydrogen bomb and a champion of nuclear power. Teller, with Hamrin in his sights, harangued the Faculty Senate asserting, “The University of California is no place for advocacy.” She quit before being fired.

In 1979 Hamrin segued into state service at the still young California Energy Commission (CEC). For a year and a half she served as the CEC's first full-time solar energy office manager. There she drafted California's renewable energy tax credit, among other legislation.

CREATING AN INDUSTRY

Leaving government, Jan hung her shingle as a consultant. Her first clients were wind power developers. A master at stagecraft, Hamrin carried into the California Utilities Commission a one-foot-high stack of papers illustrating Southern California Edison's bad faith negotiations with Pacific Wind & Solar for its 650-kilowatt wind farm in Tehachapi. She wanted the regulators, charged with enabling the newly enacted Public Utilities Regulatory Policy Act (PURPA), to recognize that the utilities were bleeding the new power entrepreneurs with a thousand cuts.

“We spend too much time thinking about what could go wrong. We need to prepare for success. We need recipes for success.”

Jan Hamrin

Soon, Hamrin was speaking for a tiny coalition of thinly financed renewable and cogeneration developers. “Everyone saw me as representing an ‘industry,’ when at that stage,” Jan explains, “We were just a small cadre of visionaries.”

In May 1982, a year before the U.S. Supreme Court upheld PURPA, Hamrin's merry band incorporated as the Independent Energy Producers (IEP). And then, she got lucky.

Unbeknownst to Hamrin, Governor Jerry Brown, his Chief of Staff B.T. Collins, and several members of the administration reserved a table at Frank Fat's, a favorite capital watering hole,

next to where she'd organized a dinner meeting for her clients. “Brown barely knew me but I saddled right up as soon he finished dessert,” Hamrin recalled. “I convinced the governor to meet our group and listen to some horror stories.”

Governor Brown didn't like what he heard. He instructed Collins to set up a call the next day to brief John Bryson, chair of the California Public Utilities Commission (CPUC). That call accelerated a commission effort to complete standard offer contracts formalizing how California's investor-owned utilities would deal with these “qualifying facilities,” or QFs, under PURPA.



IEP recognizes State Senator Herschel Rosenthal.

The CPUC had drafted short-term contracts, but was stalled out preparing a standardized long-term contract. It was long-term deals, Hamrin insisted, that were required to finance the QFs' power plants. To engage the banks, developers needed to show the utilities were obligated to buy power at pre-determined prices for at least 10 years. And the utilities needed the commission to bless the contracts, assuring they would get rate recovery when they followed through.

It made sense for the CPUC to elevate PURPA on its agenda; California was facing a severe capacity shortage. By 1983, PG&E, with its Diablo Canyon nuclear plant way behind schedule, was down to a 5.5-percent reserve margin. Southern California Edison (SCE) faced similar challenges with its planned power plants.

“Jan Hamrin is more than a happy warrior for constructive change. She is a demanding, classy leader, whom the best and the brightest have happily followed.”

Robert Kahn, Executive Director, Northwest & Intermountain
Power Producers Coalition

Getting private industry to quickly add generation at its own expense looked like a good idea.

The commission gave the utilities and Independent Energy Producers six weeks to craft a long-term standard offer contract. If they failed to reach an accommodation, the commission let it be known it would “impose one.”

The negotiation sessions were held at the Hastings Law School before large audiences. The three investor-owned utilities fielded lawyers, and Jan Hamrin, who had never negotiated anything in her life, represented IEP.

The group spent three and a half weeks defining “avoided cost.” They failed. The utilities shamelessly insisted on using a gas-fired power plant as the proxy for setting avoided cost even though they were only building nuclear and coal plants and Federal law prohibited using gas as a fuel. The stalemate was broken when the negotiators tabled the principle of how to set avoided cost and focused instead on negotiating a price for the new contract. They ended up with \$8.5/MWh spread out over 10 years with payments back-end loaded. Negotiating other contract elements

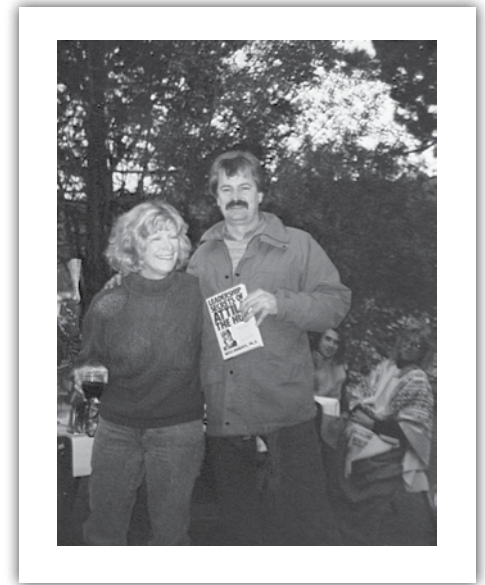
was comparatively easy, except for the regulatory out and force majeure clauses the commission wrote in IEP’s favor.

The result was the Standard Offer #4, just what the start-up industry needed. In the next five years approximately 16,000 megawatts of SO #4 contracts were authorized. Sixty percent of those – 10,500 MWs – came online. According to Hamrin’s successor at IEP, Jan Smutny-Jones, “California became the international proving ground for the commercialization of wind, geothermal, solar thermal, biomass and small scale hydroelectric technologies. PURPA implementation,” Smutny-Jones wrote, “created a whole new industry [with] long-term impacts on the de-monopolization of the generation sector. Jan Hamrin was the catalyst that made all of that happen”.

Four years into the program, the blowback began.

Now awash in capacity, thanks to San Onofre and Diablo Canyon, PG&E and SCE launched an aggressive public relations campaign to demonize the independent power producers (IPPs) and abrogate the SO #4. The utilities claimed they were gouging ratepayers, conveniently “forgetting” the rising payment schedule they had proposed and to which they and IEP had agreed.

“At one point,” Hamrin explains, “we had 35 proceedings going on at the CPUC in one year. PG&E took us to the California Supreme Court three times and the U.S. Supreme Court once.” Remarkably, IEP won every case.



Passing the torch to Jan Smutny-Jones.

The utilities also fought the independents at the legislature. During Hamrin's seven years at IEP, the organization never lost a utility-sponsored challenge while winning approval for 20 bills it floated.

"The only bill we lost" Hamrin notes, "was on wheeling rights. The utilities put 20 lobbyists on that one."

With the attention IEP's success attracted, it came as no surprise when Jan was recruited to organize and direct a countrywide version. The National Independent Energy Producers Association, headquartered in Washington, defended PURPA and supported favorable state policies, eventually morphing into the Electric Power Supply Association.

Hamrin foresaw the next step in the industry's evolution, peeling away utility control of transmission to turbo-charge competition. But she also knew how hard it would be to achieve. She compared, in trademark style, utility generation and transmission divisions to partners stuck in a tired, old marriage. "The couple may no longer have a lot of reasons for staying together," she mused, "but they have so much community property they can't find a way to split up reasonably."

Leave it to Congress in 1992 to begin divorce proceedings.

WRITING RECIPES

Hamrin retired from IEP in 1990. She ascribes her decision to having lost her sense of humor. At least this time there was no risk of being fired. Hamrin's next groundbreaking achievement was creating the Center for Resource Solutions (CRS).



CRS proffered the "Green-e," a rigorous certification assuring developers' claim of delivering renewable power products were true. This late 20th Century version of the standby Good Housekeeping Seal assured consumers voluntarily paying more for renewable power got what they paid for.

"If not for the consumer protection rules Jan Hamrin and her team crafted," energy consultant Rob Harmon maintains, "the voluntary green power market would have never worked". Instead, according to a National Renewable Energy Laboratory tally, "it supported half the wind projects built in the U.S. for a decade."



All in for wind power.

The Center for Resource Solutions caught fire. While continuing to enforce the integrity of renewable energy credits (RECs), it now verifies the credibility of carbon offset credits and scrubs corporate claims for relying on renewables. And, securing the Green-e isn't easy.

"Launching CRS and the Green-e Certification Program was a tremendous accomplishment," observes Pace University's Karl Rábago, a long time Center board member. "The proof lies in the continued success of a vibrant national and emerging international program, without any real hiccups along the way."

For an encore, Jan Hamrin went small: she laid the groundwork for China's renewable energy program.

Early in 2000, the Packard and Energy foundations approached Jan. They offered to fund her to proselytize for renewable energy in China. At first, she resisted the invitation.

"The logistics were ugly and their government notoriously difficult to work with," she recalls. But Hamrin's husband, Tim Rosenfeld, called her out: "If you don't deal with China, you can't deal with climate change."



Jan's team in China.

Fortunately, the foundations were patient. It took four years of meetings, seminars and tours to move China's energy officialdom from "we do coal," to being "all in" for renewables.

The impetus came from the upper reaches of the Communist Party hierarchy. The directive to the managers Hamrin had been cultivating came immediately after U.S. and Chinese leaders first began talking about climate change. The team was ready.

"We mapped it out over tea, using cocktail napkins," Jan recounts. "It was very nearly all there: transmission, accountability, incentives, sunset rules, the rest."

Hamrin and an expanded Chinese team worked furiously, writing the renewable energy policy package. It came together in lightning speed: from brainstorming over tea in November 2004 to final adoption by the National People's Congress in February 2006.

"We didn't know what went on behind the scenes," Hamrin points out, "but the new policy got lots of visibility. After that, no one could afford to underperform and lose face." China's renewable power program was underway.

Hamrin continues work on international projects. "I approach the assignments like the grandmother I happily am," she says. "I offer advice and if they take it, fine and if they don't, also fine." Not that Jan is cavalier, it's just, as she modestly explains, "you never know if you're leveraging the tipping point or not. But then," she adds, "You can't risk not participating, either."

A FOND MEMORY OF KARL RÁBAGO'S

With time to kill at a wind power meeting in Minneapolis in 1994, Jan and I walked from the conference hotel to the Walker Art Center. We especially liked the outdoor sculpture garden and Jenny Holzer's installation of concrete benches each featuring a provocative, witty, or just funny aphorism. My favorite read, in all caps: "*IT TAKES A WHILE BEFORE YOU CAN STEP OVER INERT BODIES AND GO AHEAD WITH WHAT YOU WERE TRYING TO DO.*"

We went inside and asked for butcher paper and chalk, to make a rubbing. The clerk said, "We don't have that. But funny, a lot of people ask for it!"

Undeterred, Jan stepped over the clerk and searched the museum store shelves until she found a box of children's sidewalk chalk and roll of tissue paper. Now, fully provisioned, we were back outside in a flash.

The monster rubbing dominates my office today. It is the first thing I hang up anywhere I go. For 20 years, it has reminded me of a sunny day in Minneapolis spent with a dear friend who regularly gets past inert bodies.

The Northwest & Intermountain Power Producers Coalition (NIPPC) established the annual "Vito Stagliano Excellence in Electricity Policy Award" in 2006 to acknowledge individuals who have advanced public policy consistent with the Coalition's values. The award is named for its first recipient, the late Vito Stagliano, whose standard of excellence, intellectual depth and wisdom helped lay the foundation of the nation's competitive power industry and who assisted NIPPC into becoming a constructive and effective advocacy organization.

PAST AWARDEES 2014: Philip Moeller • 2013: Marlene Lockard • 2012: Dana Peck
2011: Ray Baum • 2010: Virginia Coe • 2009: Denise Hill • 2008: Jeff Morris
2007: Roy Hemmingway • 2006: Vito Stagliano

“We are all put here to make a difference. Jan Hamrin has made a huge difference in promoting policies that protect the environment and enhance the quality of life. She has an uncanny ability of getting people with competing interests to work on a common goal. She has made the world a better place.”

Jan Smutny-Jones, CEO
Independent Energy Producers, Sacramento

