



# Lakshmi Alagappan

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## **ENERGY AND ENVIRONMENTAL ECONOMICS, INC.**

San Francisco, CA

*Director*

Ms. Alagappan joined E3 in 2008 and directs E3's asset valuation practice, where she advises clients on issues related to asset strategy, due diligence, and market entry, often on a confidential basis. Her expertise extends across all thermal and renewable generation technologies, including on-shore and off-shore wind, as well as transmission and storage. Ms. Alagappan is an expert in utility strategy, having advised some of E3's largest utility clients on strategic responses to shifting business models, public policies, and customer expectations in an ever-evolving landscape. She has worked extensively with regulatory agencies and transmission developers on improving transmission system planning practices to accommodate ambitious renewable energy goals adopted through state policy in the Western and Eastern Interconnections. Ms. Alagappan has also done extensive international work, most notably with Tata Power Delhi Distribution Limited (TPDDL) in India, in partnership with the U.S. Trade and Development Agency (USTDA). Highlights of her recent projects for a diverse client base of utilities, government agencies, developers, and investors include:

- Identifying business models for rooftop solar and other distributed energy resources for TPDDL, and leading a Phase 2 cost-benefit analysis to recommend an optimal set of DER solutions
- Advising an investor-owned utility in the Western U.S. on opportunities to evolve its business model in response to emerging state clean energy initiatives, technology developments, and consumer demands
- Leading the benefits analyses for two competitively solicited high-voltage transmission projects, including the first economically driven transmission project in California, that were approved by the California ISO:
  - Delaney-Colorado River 500kV transmission project in CAISO's 2013-2014 TPP
  - Gates-Gregg 230kV transmission project in CAISO's 2012-2013 TPP
- Leading a market assessment for new transmission in New York needed to meet state clean energy goals
- Co-leading a technical and regulatory support consultancy for the National Association of Regulatory Utility Commissioners' (NARUC) partnership with India's CERC on international best practices for renewable energy regulation to help integrate large scale renewable development
- Developing a roadmap for a group of utilities looking to transition towards integrating higher penetrations of distributed energy resources
- Performing market valuation for energy storage technologies and analyzing the regulatory framework under which they could participate in wholesale energy markets in the U.S.

## **ENERGY AND ENVIRONMENTAL ECONOMICS, INC.**

San Francisco, CA

*Intern*

Summer 2007

- Researched transmission interconnection and service policies for wind generators in North America.

- Research required extensive reading of government orders (particularly from the Federal Energy Regulatory Commission)

## **NATURAL RESOURCES DEFENSE COUNCIL (NRDC)**

### **AIR AND ENERGY DIVISION**

*MAP Sustainable Energy Fellow*

Washington, D. C.

Summer 2006

- Helped create a campaign to endorse oil savings policy in a road tour through the Midwest.
- Wrote a report on U.S. state oil intensities as a measure of economic vulnerability.

## **CONSUMER ENERGY COUNCIL OF AMERICA (CECA)**

*Energy Research and Policy Intern*

Washington, D. C.

Summer 2005

- Helped with writing and researching white papers for CECA's Fuels and Technologies Forum.

## Education

Stanford University

*M. S. Civil and Environmental Engineering*

*Atmosphere/Energy Program*

Palo Alto, CA

June 2008

Stanford University

*B. A. Economics/Minor in Human Biology*

*Honors in Environmental Science, Technology and Policy*

Palo Alto, CA

June 2007

## Citizenship

United States

## Refereed Papers

1. Alagappan, L., C.K. Woo, R. Orans (2011) "What Drives Renewable Energy Development?" *Energy Policy*, 39:9, 5099-5104.