



Tami Rasmussen

Senior Vice President



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EDUCATION

- > M.A., Economics with a concentration in Econometrics, University of California, Santa Barbara
- > B.A., Economics with a concentration in Environmental and Natural Resource Economics, Phi Beta Kappa, College Honors and Honors in the Major, University of California, Santa Cruz

CAREER

- > Evergreen Economics
 - o Senior Vice President: 2023 – current
 - o Vice President: 2011 – 2023
- > EcoNorthWest
 - o Director: 2009 – 2011
- > KEMA
 - o Principal Consultant: 1997–2009

With more than 25 years of experience, **Tami Rasmussen** has expertise in managing residential and commercial energy efficiency program evaluations. She is known for her extensive knowledge of the energy efficiency industry and for her ability to understand how each project fits in the overall context of the regulatory environment.

AREAS OF EXPERTISE

Tami's range of expertise includes directing market transformation evaluation and planning efforts; designing, conducting, and leading wide-ranging, complicated, and politically charged impact and process evaluations; and conducting comprehensive program portfolio evaluations. She has led numerous studies to support energy efficiency program evaluation and implementation, including low-income needs assessments, baseline studies, market characterizations, and market effects studies covering all sectors and end uses. Tami has also designed, implemented, and conducted large-scale data collection projects and on-site studies, developed effective sample designs, and facilitated stakeholder meetings. She has a working understanding of end-use customer and supplier energy efficiency markets based on her wide-ranging experience, which informs holistic study designs to meet a wide array of objectives.

SELECTED INDUSTRY EXPERIENCE

- > **Evaluation, Measurement, and Verification and Reporting Services for Austin Energy's Customer Energy Solutions Program**
Directing Evergreen's contribution to a team conducting evaluation, measurement, and verification and report services including evaluation plan strategy and planning; process, impact, and market evaluation, non-energy benefits evaluation, and cost-effectiveness analysis for the City of Austin and Austin Energy.
- > **Energy Efficiency Management Services for the State of Hawaii**
As evaluation, measurement and verification (EM&V) lead, provided advisory services related to the state's Hawaii Energy program plans, the Energy Efficiency Portfolio Standard (EEPS), and energy efficiency, and supporting stakeholder engagement and communications.
- > **Pacific Gas and Electric Residential Equity Electrification Pilot (REEP) Program Evaluation**
Principal in Charge for a formative evaluation of PG&E's three-year Residential Equity Electrification Pilot (REEP), which involves monitoring and assessing the performance and outcomes of the program pilot while it is being implemented.



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SELECTED INDUSTRY EXPERIENCE (continued)

- > **Bonneville Power Administration Comfort Ready Home Process Evaluation**
Principal-in-charge of an Evergreen team assessing the effectiveness and reach of a regional contractor training and utility support program designed to encourage efficiency upgrades in existing Northwest homes. This project included interviews with regional utility contacts, certified contractors, field staff, and a customer journey map based on in-depth interviews with residential customers with qualified projects.
- > **New York Green Bank Market Transformation Evaluation**
Managing the second phase of a project on which Evergreen is a team member to conduct two rounds of market transformation evaluations of New York Green Bank's efforts to fill and eliminate gaps in financing availability for clean energy projects in New York.
- > **Southern California Edison San Joaquin Valley Disadvantaged Communities (SJV DAC) Pilot Impact Evaluation**
Project director for an impact evaluation to estimate the energy usage, energy bills, and non-energy impacts of Southern California Edison's (SCE's) SJV Disadvantaged Communities (DAC) pilot; this pilot offered no-cost gas line extensions and efficient natural gas appliances to homes that were reliant on propane and wood-burning appliances.
- > **Southern California Gas San Joaquin Valley Disadvantaged Communities (SJV DAC) Pilot Impact Evaluation**
Project director for an impact evaluation of the SJV DAC pilot in the communities served by SoCalGas; this pilot offered no-cost gas line extensions and efficient natural gas appliances to homes that were reliant on propane and wood-burning appliances.
- > **California Statewide Energy Savings Assistance (ESA) Program Non-Energy Impacts (NEI) Study**
Served as the principal-in-charge for a study investigating incidence of non-energy benefits (particularly concerning air temperature, draftiness, and noise) and developing non-market valuations of non-energy benefits from no-cost energy efficiency and building upgrades available to low-income California investor-owned utility customers.
- > **2025 California Investor-Owned Utilities and the California Public Utilities Commission Low Income Needs Assessment**
Project director for the fifth low-income needs assessment to inform California's low-income utility weatherization program (the Energy Savings Assistance [ESA] program) and the primary low-income rate program (the California Alternative Rates for Energy [CARE] program); this most recent study provides a comprehensive market characterization of low-income high and low energy using households together with a survey of energy use habits.
- > **Energy Efficiency Strategic Energy Management (SEM) Persistence Study**
Project director for a persistence study to estimate the effective useful life and remaining useful life for measures associated with Bonneville Power Administration's SEM program.
- > **Low Income Families and Tenants (LIFT) Program Evaluation**
Project director assisting Marin Clean Energy in completing its advice letter filing (providing a preliminary EM&V plan and recommendations for the program metrics), and in conducting a variety of qualitative and quantitative research activities from 2022 through 2024 to characterize the current program cycle and assess the persistence of savings since the beginning of the LIFT pilot.

- > **PG&E Small Business Utility Advocates (SBUA) Distributed Energy Resources (DER) Study**
Project director for a study on small businesses' adoption of distributed energy resources (DER); the study results will potentially provide a basis for requesting funding and/or informing programs and markets directed at small business customers with the goal to increase DER adoption.
- > **Northwest Energy Efficiency Alliance 2022 Residential Building Stock Assessment**
Project director for 2022 RBSA study, the primary goal of which was to develop a current, robust, and representative characterization of the existing residential single-family and multifamily building stock in the Northwest.
- > **San Diego Gas & Electric Single-Family Affordable Solar Housing (SASH) Program and Disadvantaged Community Single-family Affordable Solar Housing (DAC-SASH) Program Evaluation**
Project director for an evaluation of two programs that focus on increasing the number of solar installations on single-family affordable housing; one of the programs focuses on serving customers in disadvantaged communities. This project is for the California Public Utilities Commission (CPUC), sponsored by San Diego Gas & Electric.
- > **Bonneville Power Administration Process Evaluation Services**
Project director for a process evaluation of BPA's Strategic Energy Management (SEM) program to help BPA identify actionable opportunities to improve uptake and effectiveness of the SEM program, both for its utility customers and for the end-use industrial customers that participate in the program.
- > **San Diego Gas & Electric Disadvantaged Communities Green Tariff (DAC-GT) and Community Solar Green Tariff (CSGT) Program Evaluations**
Project director for an evaluation of the Disadvantaged Communities Green Tariff (DAC-GT) and Community Solar Green Tariff (CSGT) programs for the California Public Utilities Commission (CPUC) Energy Division. The DAC-GT and CSGT programs, along with complementary programs, are intended to ensure that low-income households within DACs have opportunities to access clean energy.
- > **Bonneville Power Administration Energy Efficiency Impact Evaluation Services**
Project manager for a multi-year impact evaluation of BPA energy efficiency programs. Evergreen led a team that conducted an impact evaluation of residential and commercial HVAC measures, including air source heat pumps, ductless heat pumps, and duct sealing, and is currently conducting Custom Industrial and SEM impact evaluations. This project included coordinating analysis of data across dozens of BPA's customer utilities.
- > **Southern California Edison Commercial New Construction Baseline Characterization and Market Potential Study**
Project director for a study to evaluate and determine commercial new construction baselines and electrification rates of adoption. This study examined potential, viable data sources to examine these baselines and rates of adoption at both the whole building and end-use levels.
- > **Southern California Gas San Joaquin Valley Disadvantaged Communities Pilot Projects Process Evaluation**
For SoCalGas, project director and manager of a process evaluation of a pilot project to convert San Joaquin Valley communities that rely on propane or wood burning appliances to either natural gas or all electric appliances. The evaluation was intended to determine the effectiveness of pilot processes and provide recommendations to improve their design and delivery and provide a basis to determine the success of the pilots in meeting their stated goals.
- > **LGP Quantification of Co-Benefit and Local Economic Benefits in Hard-to-Reach and Disadvantaged Communities**
Project director for a study of co-benefits and local economic benefits of local government partnerships in hard-to-reach and disadvantaged communities for the California investor-owned utilities.
- > **Avista Low Income Needs Assessment (Phase 1)**
Project director for an assessment to estimate the size and composition of the population in Avista's Washington State service territory that is eligible to receive benefits from one or more of Avista's energy assistance programs,

utilizing only existing data sources. Evergreen assessed the current program penetration rates, which are the number of households that have received assistance as a proportion of the total estimated number of eligible households within the service territory.

- > **Southern California Edison Commercial Sector Building Decarbonization Market Characterization**
Project director for a study to characterize the market size and potential for addressing California building decarbonization goals through building electrification and by identifying the potential drivers and barriers for building decarbonization across different building types and operators.
- > **Southern California Edison Commercial EV Fleet Adoption eMobility Research**
Principal in charge for a study of fleet decision-makers to better understand sizes and uses of fleets, decision-making practices concerning vehicle types, awareness and perceptions of electric vehicles in the medium- and heavy-duty vehicle classes, and barriers or drivers toward adoption of electric vehicles.
- > **Pacific Gas and Electric Multifamily Energy Use Study for Codes and Standards Program**
Project director for an energy use study of multifamily buildings in California, which includes energy audits at 90 buildings across the state. The site visits will include common areas and samples of tenant units. The data will be used to support the development of improved building codes.
- > **Pacific Gas and Electric Home Energy Use Study for Codes and Standards Program**
Project director for a field study including on-site surveys and metering of equipment to update saturation estimates and load shapes. The study covers the residential sector, encompassing all electricity and natural gas-using equipment, as well as building shell characteristics and the presence of distributed generation (i.e., solar photovoltaic). This study is utilizing a rigorous sampling scheme of 1,000 homes representative of the customer population.
- > **Pacific Gas and Electric Codes and Standards Program Research**
 - **Induction Stove Tops Study**
As project director, led research on induction stove tops to understand how the perceptions and opinions of induction stove tops change when end users gain experience using them.
 - **Codes and Standards Engagement Team Research**
Project director for a study to understand how Energy Solutions, coordinator of the California Title 24 Statewide Utility Codes and Standards program, is doing with public engagement and to understand stakeholder desire to restructure Title 24.
- > **Commonwealth Edison Income Eligible High User Needs Assessment**
Served as an advisor for a needs assessment study of income-eligible customers with high usage. The study employed consumption data analysis, a quantitative customer survey, in-depth interviews, and in-home visits to investigate causes of high usage, customer needs, and opportunities for program engagement. Results will aid utility program staff and social service agencies partnering with the program to more effectively address the needs of eligible high users.
- > **Northwest Energy Efficiency Alliance Residential End Use Load Research Study**
Project director for a residential energy monitoring field study including 400 on-site metering equipment installations across the Pacific Northwest. This study involves recruitment of participants, coordinating field staff, data quality control, and the development of a robust IT infrastructure and data entry tools.
- > **California Public Utilities Commission Electric Program Investment Charge (EPIC) Program Evaluation**
Served as project director for a comprehensive evaluation of the state of California's publicly-funded electricity innovation program. EPIC funds applied R&D, technology demonstration, and market facilitation projects, and is jointly administered by the California Energy Commission and the three California electric investor-owned utilities.

The evaluation employed a theory-driven framework, guided by the development of a logic model, program theory, and metrics. Research tasks included a literature review; in-depth interviews with administrators, grantees, vendors, and stakeholders; a best practices assessment; network analysis; development of case studies; and a Delphi panel.

- > **San Diego Gas & Electric Cannabis Agriculture Energy Demand Study, Phase II**
Project director for a cannabis study that includes a web survey with cannabis growers along with a workshop with commercial growers in the San Diego region to understand the locations and types of growing that will occur after legalization in California.
- > **California Investor-Owned Utilities Local Government Partnership Program Process Evaluations (2016-2017)**
Project director for process evaluations of the IOUs' LGP programs to document current activities and operations as well as program delivery successes and challenges, and offer recommendations for program improvement. Research included telephone and online surveys with IOU program staff and local government partners across the state.
- > **California Statewide Financing Pilot Programs Process Evaluation**
Assisted in the management of a process evaluation of financing pilot programs for the California investor-owned utilities.
- > **California Investor-Owned Utilities Multifamily Programs Process Evaluation**
Served as project director for a statewide process evaluation of the California investor-owned utilities' multifamily energy efficiency programs including participant surveys, market characterization, and property owner/manager interviews. The evaluation was intended to be formative and provide actionable input that will allow greater integration of disparate services to the multifamily sector, easier and more efficient access to program offerings, and greater participation.
- > **2016 California Investor-Owned Utilities and the California Public Utilities Commission Low Income Needs Assessment**
Managed an assessment of the California low-income population's energy-related needs to inform utility program design, delivery, and state policy. The study included a phone survey with 900 households, focus groups, and in-depth interviews. To build on past studies, this needs assessment explored how low-income households address basic energy and non-energy needs, the degree to which different population segments face resource-related hardships, and their engagement with utility low-income programs.
- > **San Diego Gas & Electric Demand Response Customer Evaluation**
Project director for a process evaluation of three SDG&E demand response programs, including in-depth interviews, a web survey, and conjoint analysis, to give the programs customer feedback about potential program changes.
- > **San Diego Gas & Electric Company Agricultural Market Study**
Project director for an agricultural market study for SDG&E. The study included industry-specific mail surveys in coordination with the Farm Bureau, in-depth interviews, and an industry best practice review, to collectively provide real-time feedback to program implementers.
- > **Process Evaluation of the California Investor-Owned Utilities' 2012-2013 Emerging Technology Program**
Managed a process evaluation with focus on the Technology Resource Innovative Program. The evaluation focused on the solicitation processes and the quality of the submissions, including a comparative analysis of the different approaches the utilities are using.
- > **Massachusetts Cross-Cutting Behavioral Program Evaluation**
As part of a team, led the process evaluation component of an overarching evaluation of the state's energy efficiency programs, with a focus on community-based partnerships.

- > **Evaluation of the Hawaii Energy Conservation and Efficiency Programs**
For the Hawaii Public Utilities Commission, served as project director for a team led by Evergreen that conducted annual comprehensive evaluations of Hawaii Energy's residential, commercial, and industrial energy efficiency programs for program years 2009 through 2013. This evaluation took an integrated approach, and included impact, process, and market assessment research.
- > **2013 California Investor-Owned Utilities and the California Public Utilities Commission Low Income Needs Assessment**
For the California IOUs and the CPUC, Evergreen staff assessed the low-income population's needs, including characterization of their demographics and energy-using equipment characteristics and assessment of their energy burden and energy needs. The study included a phone survey with 1,000 low-income residents, in-home visits to 100 non-participating customers, and regression modeling of the population and California Alternate Rates for Energy (CARE) and Energy Savings Assistance (ESA) participant populations to determine drivers of participation in both of the state's low-income energy assistance programs.
- > **Process Evaluation of San Diego Gas & Electric's Plug Load, Appliance and Lighting Field Services Efforts**
Project director for an evaluation of field services efforts at SDG&E retail stores and distributors in 2013-2014 to support the Plug Load and Appliance Program and the Lighting Program.
- > **Hawaii Public Utilities Commission Baseline Energy Appliance, Equipment and Building Characteristics Study for Energy Use**
For the Hawaii PUC, Evergreen staff led a team to estimate baseline energy-using equipment market shares and characterize equipment and home and business characteristics. The study included on-site surveys with more than 400 residents and 400 businesses, and a mail survey of business customers.
- > **Program Assessment of the California 2010-2012 Local Government Partnership Programs**
As part of a team working for the California IOUs and the California Public Utilities Commission, led Evergreen's LGP portion of a nonresidential best practices assessment which included conducting secondary research and in-depth interviews with utility program staff, local government partners, and third-party contractors.
- > **Pacific Gas and Electric Local Government Partnership Program Process Evaluations (2006-2008, 2010-2012)**
Assisted with process evaluations of a utility program that supports cities and counties meeting the state's greenhouse gas legislation requirements. The overarching objectives of this effort were to evaluate the effectiveness of program processes and to guide PG&E's program managers in improving program processes. The 2006-2008 evaluation also addressed a series of specific objectives over three phases of activity. The major research activities included review of program materials and relevant regulatory filings and in-depth interviews with PG&E, local government, and implementation contractor staff.
- > **Process Evaluation of the Advanced and Basic Lighting Programs and the Lighting Market Transformation Program**
For Southern California Edison and Pacific Gas and Electric Company, was the project manager for a process evaluation and market assessment of their 2010-2012 lighting programs, with a major focus on the nonresidential sector including a nonresidential lighting market characterization.
- > **Sempra Utilities 2010-2012 Non-residential Programs Process Evaluations**
As part of a team, project manager for process evaluations of San Diego Gas & Electric and Southern California Gas Company non-residential programs, leading the evaluations of the Deemed program and the cross-cutting issue of regulatory reporting.
- > **Development of Program Performance Metrics for the California Investor-Owned Utilities**
Led the development of metrics to measure energy efficiency program progress against long-term strategic plan goals, program-specific goals, and evaluation report recommendations for retrofit, new construction, and integrated demand side management programs for the commercial, industrial, and residential sectors.

- > **Pacific Gas and Electric and Southern California Edison Home Energy Efficiency Survey Evaluations**
Project manager for process and impact evaluations of the Home Energy Efficiency Survey (HEES) program, and conducted research on the California IOUs' residential energy audit tool. The impact evaluation for PG&E involved regression modeling to determine how much of the observed savings could be attributed to efficiency tips received from the HEES program.
- > **Pacific Gas and Electric Retail and Hospitality Process Evaluation**
As project manager, led research on the retail and hospitality sectors in PG&E's service territory, including conjoint analysis, in-depth interviews, and segmentation analysis.
- > **Northwest Energy Efficiency Alliance Lighting and Consumer Products Market Progress Evaluation Reports (MPERs)**
Annual market research and evaluations of consumer lighting and appliance projects, including a retrospective that assessed NEEA's net impacts on the regional lighting market after a decade of intervention.
- > **Northwest Energy Efficiency Alliance Long-Term Northwest Residential Lighting Tracking and Monitoring Study**
Led Evergreen's portion of a study that included lighting retailer on-site surveys and interviews with lighting retailers and manufacturers.
- > **Northwest Energy Efficiency Alliance Commercial Sector Impact Evaluation**
Conducted an assessment of cost-effectiveness assumptions for the BetterBricks project for the commercial office sector (including for the hospitals and offices sectors) in Portland, Oregon.
- > **Northwest Energy Efficiency Alliance Consumer Electronics Market Baseline Assessment**
Developed an estimate of market baseline for high efficiency televisions for NEEA's cost-effectiveness model and program planning purposes.
- > **California Utilities Demand Response Program Process Evaluation**
Process evaluation of large commercial and industrial customer reliability and day-ahead pricing programs, including new opt-out Critical Peak Pricing tariff.
- > **California Residential Appliance Saturation Studies**
Statewide large-scale surveys of residential appliance and energy equipment holdings, including non-response follow-up surveys.
- > **Northwest Energy Efficiency Alliance New Homes Impact Evaluation**
On-sites and metering study of new homes in the Northwest.
- > **California Utilities Upstream Lighting Program Evaluation**
Annual impact and process evaluation and market assessment.
- > **California Utilities Single-Family Rebate Program Evaluations**
Annual impact and process evaluations and market assessments of comprehensive residential programs for single-family homes.
- > **California Utilities Multifamily Rebate Program Evaluation**
Annual impact and process evaluation and market assessment of comprehensive residential programs for multi-family homes.
- > **California Utilities Low-Income Energy Efficiency Program Evaluation**
Process and impact evaluation of weatherization and energy efficiency program for low-income residents.

- > **California Utilities CFL Metering Study**
Large-scale lighting logger study to assess CFL hours of use and load profiles for determining CFL energy and demand savings.
- > **California Utilities Education and Training Program Evaluation**
Comprehensive evaluation and market assessment of Energy Centers and training programs for contractors and commercial customers.

PROFESSIONAL AFFILIATIONS

- The Association of Women in Water, Energy and Environment (AWWEE) – current member
- Association of Energy Service Professionals, Board of Directors 2008-2009, Vice Chair of Education 2009, Chair of Market Research and Evaluation Topic Committee 2004-2005, member 2004-present
- California Efficiency + Demand Management Council – member 2011-present

SELECTED PUBLICATIONS AND PRESENTATIONS

- > Tami Rasmussen, Martha Wudka, Keith Rivers, David Huang, Rick Ridge, Rohit Vaidya, and John Mitchell. 2018. "An EPIC Program to Support California's Ambitious Energy Policy Goals." Paper presented at the ACEEE Summer Study on Energy Efficiency in Buildings, Pacific Grove, California.
- > Tami Rasmussen, Carol Edwards, Ava Tran, Brenda Gettig, and Mary O'Drain. 2014. "Understanding the Needs of Low Income Customers: Results from a Needs Assessment Study." Paper presented at the ACEEE Summer Study on Energy Efficiency in Buildings, Pacific Grove, California.
- > Tami Rasmussen, Kevin Price, Karen Horkitz, and Anu Teja. 2012. "Quantifying Events in a Parallel Universe: Four Case Studies of Estimating Baseline for Market Transformation Programs." Paper presented at the ACEEE Summer Study on Energy Efficiency in Buildings, Pacific Grove, California.
- > Tami Rasmussen, Chris Ann Dickerson, Wendy Takanishi, and Philippus Willems. 2011. "Are Your Programs Living Up To Their Potential?" Paper presented at the International Energy Program Evaluation Conference, Boston, MA.
- > Tami Rasmussen, Valerie Richardson, Beatrice Mayo, and Daniel Jarvis. 2010. "Local Government Partnerships: Maximizing Local Energy Savings Opportunities." Paper presented at the National Energy Services Conference, Tucson, Arizona.
- > Tami Rasmussen, Jennifer Canseco, and Anu Teja. 2008. "Are We There Yet? An Assessment of a Decade of Northwest Lighting Market Transformation Efforts." Paper presented at the ACEEE Summer Study on Energy Efficiency in Buildings, Pacific Grove, California.
- > Tami Rasmussen, Jennifer Canseco, Rob Rubin, and Anu Teja. 2007. "Are we done yet? An assessment of the remaining barriers to increasing compact fluorescent lamp installations and recommended program strategies for reducing them." Paper presented at the European Council for an Energy Efficient Economy Conference, Nice, France.
- > Tami Rasmussen, Kathleen Gaffney, and Rob Rubin. 2005. "Illuminating Current CFL Usage Patterns: Results from a CFL Metering Study." Paper presented at the 2005 International Energy Program Evaluation Conference, Brooklyn, New York, and at the 2006 International Energy Efficiency in Domestic Appliances and Lighting Conference, London, England.
- > Tami Rasmussen, Valy Goepfrich, and Karen Horkitz. 2005. "Drivers of CFL Purchase Behavior and Satisfaction: What Makes Consumers Buy and Keep Buying?" Paper presented at the 2005 International Energy Program Evaluation

Conference, Brooklyn, New York, and at the 2006 International Energy Efficiency in Domestic Appliances and Lighting Conference, London, England.

- > Tami Rasmussen and Wendy Tobiasson. 2004. "Addressing Non-Response Bias: Experiences from the California Residential Appliance Saturation Survey." Paper presented at the National Energy Services Conference, Florida.
- > Tami Rasmussen, Kathleen Gaffney, and Rob Rubin. 2003. "Addressing Attribution in the Wake of the California Energy Crisis." Paper presented at the International Energy Program Evaluation Conference, Seattle, Washington and at the International Conference on Energy Efficiency in Domestic Appliances and Lighting, Turin, Italy.
- > Tami Rasmussen and Kathleen Gaffney (formerly McElroy). 2003. "CFL Programs that Work." *Home Energy*.
- > Tami Rasmussen, Kathleen McElroy, and Rob Rubin. 2002. "Mass Deliveries of CFLs as a Response to the Energy Crisis: Evaluation of California's 2001 Compact Fluorescent Bulb Programs." Paper presented at the 2002 ACEEE Summer Study on Energy Efficiency in Buildings, Pacific Grove, CA and at the 2003 International Conference on Energy Efficiency in Domestic Appliances and Lighting, Turin, Italy.