

## Maximilian Chang, Principal Associate

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### PROFESSIONAL EXPERIENCE

**Synapse Energy Economics Inc.**, Cambridge, MA. *Principal Associate*, 2013 – present, *Associate*, 2008 – 2013.

Consults and provides analysis of technologies and policies, electric policy modeling, evaluation of air emissions of electricity generation, and other topics including energy efficiency, consumer advocacy, environmental compliance, and technology strategy within the energy industry. Conducts analysis in utility rate-cases focusing on reliability metrics and infrastructure issues and analyzes the benefits and costs of electric and natural gas energy efficiency measures and programs.

**Environmental Health and Engineering**, Newton, MA. *Senior Scientist*, 2001 – 2008.

Managed complex EPA-mandated abatement projects involving polychlorinated biphenyls (PCBs) in building-related materials. Provided green building assessment services for new and existing construction projects. Communicated and interpreted environmental data for clients and building occupants. Initiated and implemented web-based health and safety awareness training system used by laboratories and property management companies.

**The Penobscot Group, Inc.**, Boston, MA. *Analyst*, 1994 – 2000.

Authored investment reports on Real Estate Investment Trusts (REITs) for buy-side research boutique. Advised institutional clients on REIT investment strategies and real estate asset exchanges for public equity transactions. Wrote and edited monthly publications of statistical and graphical comparison of coverage universe.

**Harvard University Extension School**, Cambridge, MA. *Teaching Assistant*, 1995 – 2002.

Teaching Assistant for Environmental Management I and Ocean Environments.

**Brigham and Women's Hospital**, Boston, MA. *Cancer Laboratory Technician*, 1992 – 1994.

Studied the biological mechanism of tumor eradication in mouse and human models. Organized and performed immunotherapy experiments for experimental cancer therapy. Analyzed and authored results in peer-reviewed scientific journals.

### EDUCATION

**Harvard University**, Cambridge, MA  
Master of Science in Environmental Science and  
Engineering, 2000

**Cornell University**, Ithaca, NY  
Bachelor of Arts in Biology and Classics, 1992

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## PUBLICATIONS

Kallay, J., A. Napoleon, B. Havumaki, J. Hall, C. Odom, A. Hopkins, M. Whited, T. Woolf, M. Chang, R. Broderick, R. Jeffers, B. Garcia. 2021. *Performance Metrics to Evaluate Utility Resilience Investments*. Synapse Energy Economics for Sandia National Laboratories.

Bhandari, D., M. Chang, P. Eash-Gates, J. Frost, S. Letendre, J. Litynski, C. Roberto, A. Takasugi, J. Taberner. R. Wilson. 2021. *Exelon Illinois Nuclear Fleet Audit*. Synapse Energy Economics for Illinois Environmental Protection Agency.

Kallay, J., A. Hopkins, A. Napoleon, B. Havumaki, J. Hall, M. Whited, M. Chang., R. Broderick, R. Jeffers, K. Jones, M. DeMenno. 2021. *The Resilience Planning Landscape for Communities and Electric Utilities*. Synapse Energy Economics for Sandia National Laboratories.

Napoleon, A., J. Hall, J. Kallay, M. Chang, P. Eash-Gates, N. L. Seidman, C. James, D. Torre, D. Brutkoski, J. Migden-Ostrander, K. Colburn, K. Maddux, D. Harlow, M. Power. 2020. *Energy Infrastructure: Sources of Inequities and Policy Solutions for Improving Community Health and Wellbeing*. Synapse Energy Economics, Regulatory Assistance Project, and Community Action Partnership for the Robert Wood Johnson Foundation.

Knight, P., E. Camp, D. Glick, M. Chang. 2018. *Analysis of the Avoided Costs of Compliance of the Massachusetts Global Warming Solutions Act*. Supplement to 2018 AESC Study. Synapse Energy Economics for Massachusetts Department of Energy Resources and Massachusetts Department of Environmental Protection.

Knight, P., Chang, M., White, D., Peluso, N., Ackerman, F., Hall, J., Chernick, P., Harper, S., Geller, S., Griffiths, B., Deman, L., Rosenkranz, J., Gifford, J., Yuen, P.Y., Snook, E., Shoesmith, J. 2018. *Avoided Energy Supply Costs in New England: 2018 Report*. Synapse Energy Economics for Avoided-Energy-Supply-Component (AESC) Study Group.

Fagan, B., M. Chang, S. Fields. 2017. *Fair and Non-Discriminatory Transmission Access on Prince Edward Island: Compliance of Maritime Electric Company Ltd. (MECL) Open Access Transmission Tariff with US Federal Energy Regulatory Commission Standards*. Synapse Energy Economics for Carr, Stevenson and Mackay (CSM), Counsel to the Prince Edward Island Regulatory and Appeals Commission.

Horowitz, A., A. Allison, N. Peluso, B. Fagan, M. Chang, D. Hurley, P. Peterson. 2017. *Comments on the United States Department of Energy's Proposed Grid Resiliency Pricing Rules (FERC Docket RM18-1-000)*. Prepared for Earthjustice.

Kallay, J., A. Napoleon, M. Chang. 2016. *Opportunities to Ramp Up Low-Income Energy Efficiency to Meet State and National Climate Policy Goals*. Synapse Energy Economics.

Malone, E., W. Ong, M. Chang. 2015. *State Net-to-Gross Ratios: Research Results and Analysis for Average State Net-to-Gross Ratios Used in Energy Efficiency Savings Estimates*. Synapse Energy Economics for the United States Environmental Protection Agency.

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Vitolo, T., M. Chang, T. Comings, A. Allison. 2015. *Economic Benefits of the Proposed Coolidge Solar I Solar Project*. Synapse Energy Economics for Coolidge Solar I, LLC.

Chang, M. 2014. *Making the Grid More Resilient within Reason: Case Study in Public Service Electric and Gas "Energy Strong" Petition*.

White, D. E., M. Chang, B. Biewald. 2013. *State Energy Efficiency Embedded in Annual Energy Outlook Forecasts: 2013 Update*. Synapse Energy Economics for U.S. Environmental Protection Agency.

Hornby, R., P. Chernick, D. White, J. Rosenkranz, R. Denhardt, E. A. Stanton, J. Gifford, B. Grace, M. Chang, P. Luckow, T. Vitolo, P. Knight, B. Griffiths, B. Biewald. 2013. *Avoided Energy Supply Costs in New England: 2013 Report*. Synapse Energy Economics for Avoided-Energy-Supply-Component (AESC) Study Group.

Nogee, A., M. Chang, P. Knight, E.A. Stanton. 2013. *Electricity Market Restructuring and the Nuclear Industry*. Synapse Energy Economics for Whitt Law.

Koplow, D., M. Chang. 2013. *Vogtle 3 and 4 Conditional Loan Guarantee: Review of Documents Pertaining to Department of Energy Conditional Loan Guarantees for Vogtle 3 & 4*. Synapse Energy Economics and Earth Track.

Chang, M., D. White, E. Hausman. 2012. *Risks to Ratepayers: An Examination of the Proposed William States Lee III Nuclear Generation Station, and the Implications of "Early Cost Recovery" Legislation*. Synapse Energy Economics for Consumers Against Rate Hikes.

Fagan, R., M. Chang, P. Knight, M. Schultz, T. Comings, E. Hausman, R. Wilson. 2012. *The Potential Rate Effects of Wind Energy and Transmission in the Midwest ISO Region*. Synapse Energy Economics for Energy Future Coalition.

Chang, M., D. White, P. Knight, B. Biewald. 2012. *Energy Benefits Resulting from the Investment of 2010 RGGI Auction Revenues in Energy Efficiency*. Synapse Energy Economics for Regulatory Assistance Project.

Chang, M., D. White, E. Hausman, N. Hughes, B. Biewald. 2011. *Big Risks, Better Alternatives: An Examination of Two Nuclear Energy Projects in the US*. Synapse Energy Economics for Union of Concerned Scientists.

Hornby, R., P. Chernick, C. Swanson, D. White, J. Gifford, M. Chang, N. Hughes, M. Wittenstein, R. Wilson, B. Biewald. 2011. *Avoided Energy Supply Costs in New England: 2011 Report*. Synapse Energy Economics for Avoided-Energy-Supply-Component (AESC) Study Group.

Chang, M., D. White, L. Johnston, B. Biewald. 2010. *Electricity Energy Efficiency Benefits of RGGI Proceeds: An Initial Analysis*. Synapse Energy Economics for Regulatory Assistance Project.

Fisher, J., J. Levy, P. Kirshen, R. Wilson, M. Chang, J. Kallay, C. James. 2010. *Co-Benefits of Energy Efficiency and Renewable Energy in Utah*. Synapse Energy Economics for the State of Utah Energy Office.

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Napoleon, A., W. Steinhurst, M. Chang, K. Takahashi, R. Fagan. 2010. *Assessing the Multiple Benefits of Clean Energy: A Resource for States*. Synapse Energy Economics for US Environmental Protection Agency.

Hornby, R., P. Chernick, C. Swanson, D. White, I. Goodman, B. Grace, B. Biewald, C. James, B. Warfield, J. Gifford, M. Chang. 2009. *Avoided Energy Supply Costs in New England: 2009 Report*. Synapse Energy Economics for Avoided-Energy-Supply-Component (AESC) Study Group.

Biewald, B., D. White, J. Fisher, M. Chang, L. Johnston. 2009. *Incorporating Carbon Dioxide Emissions Reductions in Benefit Calculations for Energy Efficiency: Comments on the Department of Energy's Methodology for Analysis of the Proposed Lighting Standard*. Synapse Energy Economics for New York State Attorney General.

## ABSTRACTS

Koehler, D., M. Chang. 1999. "Search and Disclosure: Corporate Environmental Reports." *Environment* 41 (2): 3.

Makoto, N., P. S. Goedegebuure, U. L. Burger, M. Chang, T. J. Eberlein. 1995. "Successful adoptive immunotherapy (AIT) is dependent on the infiltration of host CD8+ and CD4+ T cells into tumor." *Surgical Forum* 66:528–531.

Burger, U.L., M. Chang, P. S. Goedegebuure, T. J. Eberlein. 1994. "Changes in host T-cell concentrations but not in donor TIL concentrations at the tumor site following adoptive immunotherapy." *Surgical Forum* 45 (0): 513–515.

Burger, U.L., M. Chang, S. L. Adams, D. D. Schoof, T. J. Eberlein. 1993. "The role of CD4+ and CD8+ T-cells during TIL+ rIL-2 treatment in cancer immunotherapy." *Surgical Forum* 64:467–469.

Zuber, M., D. L. Leonard-Vidal, A. L. Rubinstein, A. F. Massaro, M. Chang, D. D. Schoof, T. J. Eberlein. 1990. "In vivo efficacy of murine tumor-infiltrating lymphocytes (TIL) reactivated by anti-CD3." *Journal of Cancer Research and Clinical Oncology* 116; A3.112.28.

Eberlein, T.J., A. F. Massaro, S. Jung, A. L. Rubinstein, U. L. Burger, M. Chang, D. D. Schoof. 1989. "Cyclophosphamide (Cy) immunosuppression potentiates tumor-infiltrating lymphocytes (TIL) therapy in the mouse." Proceedings Annual Meeting: American Association Cancer Research. A30.A1472.

## TESTIMONY

**New Jersey Board of Public Utilities (Docket No. EO18060629 and GO18060630):** Direct testimony on Public Service Electric and Gas' petition for approval of the Second Energy Strong Program. On behalf of the New Jersey Division of Rate Counsel. March 1, 2019.

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**New Jersey Board of Public Utilities (Docket No. EO18070728):** Direct testimony on Jersey Central Power and Light Company's petition for an Infrastructure Investment Program. On behalf of the New Jersey Division of Rate Counsel. December 17, 2018.

**New Jersey Board of Public Utilities (Docket No. EO18020196):** Direct testimony on Atlantic City Electric Company's petition for an Infrastructure Investment Program. On behalf of the New Jersey Division of Rate Counsel. September 4, 2018.

**New Jersey Board of Public Utilities (Docket No. ER18010029 and GR18010030):** Direct testimony on Public Service Electric and Gas' petition for base rate adjustments. On behalf of the New Jersey Division of Rate Counsel. August 6, 2018.

**Illinois Commerce Commission (Docket No. 18-0211):** Direct Testimony regarding Ameren Illinois Company's voltage optimization plan and the importance of prioritizing low-income communities. On behalf of the People of the State of Illinois, represented by the Office of the Illinois Attorney General. March 7, 2018.

**Maryland Public Service Commission (Docket No. 9431):** Direct testimony on the applications of US Wind and Skipjack Wind for the development of offshore wind projects pursuant to the Maryland Offshore Wind Energy Act of 2013. On behalf of Maryland Office of People's Counsel. February 15, 2017.

**Kansas Corporation Commission (Docket No. 16-KCPE-593-ACQ):** Direct testimony on clean energy and coal fleet retirement concerns related to the petition of Great Plains Energy Inc., Kansas City Power and Light, and Westar Energy, Inc. for the acquisition of Westar by Great Plains Energy. On behalf of Sierra Club. December 16, 2016.

**Maryland Public Service Commission (Docket No. 9424):** Direct testimony on Delmarva Power and Light Company's application for a rate adjustment to recover smart grid costs. On behalf of Maryland Office of People's Counsel. October 7, 2016.

**Maryland Public Service Commission (Docket No. 9418):** Direct testimony on Potomac Electric Power Company's application for a rate adjustment to recover smart grid costs. On behalf of Maryland Office of People's Counsel. July 6, 2016.

**Illinois Commerce Commission (Docket No. 16-0259):** Direct and rebuttal testimony on Commonwealth Edison Company's annual formula rate update and revenue requirement reconciliation on distribution and business intelligence investments. On behalf of the Office of Illinois Attorney General. June 29, 2016 and August 11, 2016.

**Illinois Property Tax Appeal Board (Case Nos. 12-02297, 12-01248)** Direct testimony on history of nuclear deregulation in Illinois and the impact of deregulation on Exelon nuclear units. On behalf of Byron Community School District. April 2016.

**Maryland Public Service Commission (Docket No. 9406):** Direct testimony on Baltimore Gas and Electric Company's application for a rate adjustment to recover smart grid costs. On behalf of Maryland Office of People's Counsel. February 8, 2016.

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**New Jersey Board of Public Utilities (Docket No. ER14030250):** Direct testimony on Rockland Electric Company's petition for investments in storm hardening measures. On behalf of the New Jersey Division of Rate Counsel. September 4, 2015.

**Hawaii Public Utilities Commission (Docket No. 2015-0022):** Direct testimony on reliability, clean energy, competition, and management and performance concerns related to the petition of NextEra Corporation and Hawaiian Electric Companies (HECO) for the acquisition of HECO by NextEra. On behalf of the Hawaii Division of Consumer Advocacy. August 10, 2015.

**Delaware Public Service Commission (Docket No. 14-193):** Direct testimony evaluating the benefits and commitments of the proposed Exelon-Pepco merger. On behalf of the Delaware Department of Natural Resources. December 12, 2014.

**State of New Jersey Board of Public Utilities (Docket No. EM14060581):** Direct testimony on the reliability commitments filed by Exelon Corporation and Pepco Holdings, Inc. in their joint petition for the merger of the two entities. On behalf of the New Jersey Division of Rate Counsel. November 14, 2014.

**District of Columbia Public Service Commission (Formal Case No. 1119):** Direct and answer testimony on the reliability, risk, and environmental impacts of the proposed Exelon-Pepco merger. On behalf of the District of Columbia Government. November 3, 2014 and March 20, 2015.

**United States District Court District of Maine (C.A. No. 1:11-cv-00038-GZS):** Declaration regarding the ability of the New England electric grid to absorb the impact of a spring seasonal turbine shutdown at four hydroelectric facilities. On behalf of Friends of Merrymeeting Bay and Environment Maine. March 4, 2013.

**State of Maine Public Utilities Commission (Docket 2012-00449):** Testimony regarding the Request for Approval of Review of Second Triennial Plan Pertaining to Efficiency Maine Trust. On behalf of the Maine Efficiency Trust. January 8, 2013.

**New Jersey Board of Public Utilities (Docket No. GO12050363):** Testimony regarding the petition of South Jersey Gas Company for approval of the extension of energy efficiency programs and the associated cost recovery mechanism pursuant to N.J.S.A 48:3-98:1. On behalf of the New Jersey Division of Rate Counsel. November 9, 2012.

*Resume updated June 2021*