RELIABILITY FIRST

Agenda
Board of Directors

December 3, 2026 11:00 am – 1:30 pm (ET)

North American Electric Reliability (NERC) Offices
1401 H St NW Suite 410
Washington, DC 20005

Room: Capital Room
Attire: Business

Closed Agenda

Board of Directors – Executive Session
Location: The St. Regis – James Monroe

1. Confidential Security and Artificial Intelligence Update 8:00 am
Presenter: Marcus Noel, Chief Security Officer
Reference: Presentation

2. Compensation
Presenter: Lesley Evancho, Independent Director and Chair, Talent and Compensation Committee
Description: Ms. Evancho will lead a discussion on compensation, including overall staff incentive compensation and merit increases and Chief Executive Officer compensation.
Action: Approval

3. Confidential Executive Session
Presenter: Nelson Peeler, Chair

4. Adjourn 9:15 am

Open Agenda

5. Call to Order and Appoint Secretary to Record Minutes 11:00 am
Presenter: Nelson Peeler, Chair

6. Antitrust Statement 11:00 am
Presenter: Niki Schaefer, Vice President and General Counsel
Reference: Antitrust Compliance Guidelines

7. Chair Remarks 11:05 am
Presenter: Nelson Peeler, Chair

8. Consent Items 11:10 am

Presenter: Nelson Peeler, Chair
Reference: a) Draft Minutes from August 27, 2026 Board of Directors meeting
b) Resolution for Election of Officers (No. 2026-04)
Action: Approve Consent Items

9. President's Report 11:15 am

Presenter: Tim Gallagher, President and CEO

10. Keynote Speaker 11:35 am

Presenter: Willie Phillips, Jr., Partner, Holland & Knight LLP and Former FERC Chairman
Action: Information and Discussion

12:05 pm

BREAK

(Lunch and reconvene in meeting room)

11. Structuring Development Funding and Financing for New Small Modular Nuclear Reactor and Other Generation Project Joint Ventures 12:20 pm

Presenter: Bob Nelson, Partner, Thomson Hine LLP
Description: Mr. Nelson will discuss innovative commercial, technological, and infrastructure solutions being developed by utilities and hyperscale customers to address the significant generation, transmission, cost, and timing challenges associated with serving large loads.
Reference: Presentation
Action: Information and Discussion

Standing Updates (Information provided for transparency into key aspects of RF operations)

12. Security

Marcus Noel, Vice President and Chief Security Officer

13. State Outreach and Regulatory

Diane Holder, Vice President, Engineering and Strategic Engagement

14. Committee Reports

Talent and Compensation Committee • Lesley Evancho

Risk and Compliance Committee • Ken Seiler

Finance and Audit Committee • Joanna Burkey

Nominating & Governance Committee • Melika Carroll

15. Comments from Stakeholders

16. Next Meeting:
April 28-29, 2027 • RF Offices in Cleveland, OH

17. Adjourn

Roster • Board of Directors

Nelson Peeler, Chair • Duke Energy (T • 2027)
Craig Grooms, Vice Chair • Buckeye Power (Small LSE • 2026)
Joanna Burkey • Lead Independent (2028)
Steve Ambrose • DTE Energy (M-LSE • 2028)
Doug Cannon • AEP (S • 2026)
Melika Carroll • Independent (2026)
Dr. Renuka Chatterjee • MISO (RTO • 2027)
Craig Creamean • Exelon (L-LSE • 2027)
Lesley Evancho • Independent (2028)
Tim Gallagher • ReliabilityFirst
Vinit Gupta • ITC Holdings (At-Large • 2027)
Mark Mroczynski • FirstEnergy (T • 2027)
Ken Seiler • Independent (2026)
Paul Spicer • Supplier (2027)
Robert Taylor • Invenergy (At-Large • 2027)

RELIABILITY FIRST

DRAFT Minutes
Board of Directors

August 27, 2026

Inn Walden - Aurora, OH

Closed Session

Executive Session – The ReliabilityFirst (RF) Board of Directors met in executive session at 8:00 am (ET). Topics included a confidential security update, confidential AI strategy and governance discussions, and other confidential matters concerning the corporation.

Open Session

Call to Order – Nelson Peeler called to order a duly noticed open meeting of the Board of Directors (Board) at 9:32 am (ET). A quorum was present, consisting of the following members of the Board: Nelson Peeler, Chair; Craig Grooms, Vice Chair; Steve Ambrose; Joanna Burkey; Doug Cannon; Mèlika Carroll; Lesley Evancho; Tim Gallagher; Vinit Gupta; Mark Mrocyznski; Ken Seiler; Paul Spicer; and Robert Taylor.

A list of others present during the Board meeting is set forth in Attachment A.

Appoint Secretary to Record Minutes – Chair Peeler designated Niki Schaefer, RF's Vice President and General Counsel, as the secretary to record the meeting minutes.

Antitrust Statement – Ms. Schaefer advised all present that this meeting is subject to, and all attendees must adhere to, RF's Antitrust Compliance Guidelines.

Consent Items – Chair Peeler welcomed all to the meeting, and introduced the following consent agenda items for approval:

- Draft Minutes from April 30, 2026 Board of Directors Meeting
- Resolution to Hold Annual Meeting of Members (No. 2026-03)
- 2027 Board Meeting Dates

Upon a motion duly made and seconded, the Board approved the consent agenda items.

Keynote Speakers – Representative Adam Holmes, Chairman of the Ohio House Energy Committee, and Senator Brian Chavez, Chairman of the Ohio Senate Energy Committee, discussed their joint legislative efforts to study and engage with data centers in Ohio through the Joint Data Center Committee.

They began by sharing the mission of the Joint Data Center Committee and noted that it aligns well with RF's reliability mission. Representative Holmes and Senator Chavez then discussed the rise of data centers, and how there are presently high levels of public distrust around them, fueled in part by social media. There was then Board discussion on data center planning, particularly on the present and future data center landscape in Ohio.

President's Report – Tim Gallagher, RF's President and CEO, provided the President's report. He discussed the recent ERO Enterprise leadership retreat, which included the NERC Board, select NERC staff, Regional CEOs, and two Board officers from each Region. He noted that during the retreat, Lead Independent Director Joanna Burkey led a breakout session on important AI considerations. Mr. Gallagher also reported recent ERO Enterprise AI governance updates.

He then discussed reliability risks associated with inverter-based resources, and the importance of timely detection and response of issues. Mr. Gallagher highlighted recent security tabletop exercises led by the RF Security Department, as well as a recent successful outreach event for state legislators and officials. Mr. Gallagher also shared some staffing updates before sharing the 20-year anniversary video.

E-IASC Update on Artificial Intelligence – Heather Lawrence, Sr. Data Scientist at E-ISAC, provided an update on artificial intelligence (AI) and its impact on reliability and security. She began with an update on the threat landscape, sharing that AI models are getting better and quicker, and that AI agents can act as "attack multipliers." She walked through recent examples of major vulnerabilities, as well as examples of how AI has been used in attacks. Ms. Lawrence highlighted an example where AI agents built to catch malicious code were tricked into executing that code, and another example where AI browsers were tricked into leaking user credentials.

Ms. Lawrence also discussed AI supply chain risks and how they differ from traditional supply chain risks. She reinforced the importance of protecting access to sensitive systems and data. There was discussion on how effective staff training, network firewalls, and live monitoring can help reduce AI risks. There was also discussion on the importance of clear, detailed business requirements for AI systems, and the important role of data classification and protection.

Data Center Landscape – Craig Sundstrom, Head of Energy & Sustainability Public Policy at Amazon Web Services (AWS), provided an overview of the data center landscape from the perspective of a data center hyper-scaler. He shared that AWS has 123 availability zones, which it defines as "one or more discrete data centers with redundant power, networking, and connectivity," and stated that availability zones are more available, fault tolerant and scalable than a single data center. He discussed data center load characteristics, projections, and performance, as well as data center design and the impact of local zoning rules on design.

Mr. Sundstrom then shared policy developments and trends at the federal and state levels, as well as recent initiatives at the RTOs and ISOs. He noted that policy development in this area has been moving faster at the state level than at the federal level, and then shared

AWS' actions to enhance information sharing and load forecasting in response to the NERC level 3 alert. He also provided an overview of the White House Ratepayer Protection Pledge. Mr. Sundstrom stated that AWS plans to be part of policy discussions at the federal and state level to help work on solutions regarding how to use its buying power in ways that support the grid. There was discussion on the benefits of additional communication and education to the public on the financial aspects of providing energy to data centers (e.g., capacity costs, long-term contracts, site readiness costs).

Financial Update – Christi Klein, RF's Treasurer and Manager of Finance and Accounting, provided a financial update. She reported that at the end of the second quarter, RF was 4.7% under budget, due to the timing of training and travel expenses, as well as some shifts in computer hardware and software initiatives. Ms. Klein noted that meeting and travel expenses are expected to increase during the second half of the year. She then reported that RF projects to be 2.1% under budget at year end, driven by lower healthcare, training, and fixed assets costs.

IT Update – Jonathan Fischer, RF's IT Manager, provided an IT update. He first discussed RF's efforts over the last several years to modernize legacy systems, move core collaboration to the cloud, and ensure proper data governance and AI readiness. Mr. Fischer then discussed recent projects such as the work to refresh laptops, enhance mobile device management, and overhaul backup systems. He finished by sharing RF 2027-2030 IT plans, which include initiatives around security and identity governance and expanded ERO digital collaboration.

Regulatory Update – Diane Holder, RF's Vice President Engineering and Strategic Engagement, provided a regulatory update. She began by providing an overview of outreach efforts from Q1-Q3, which included 63 total engagements with four hearings. Ms. Holder shared that stronger relationships have developed into more in-person meetings during large events, and RF has had various opportunities to showcase its subject matter expertise during large outreach events such as RF Reliability Bootcamp event for state stakeholders and the 2026 Michigan Tabletop Exercise. She then discussed outreach events for the remainder of the year, including the Fall Reliability & Security Summit and the OMS and OPSI meetings.

Committee Reports:

a) Talent and Compensation Committee

Talent and Compensation Committee Chair Lesley Evancho reported that the Committee received an update on the results of the employee engagement survey and had a discussion on a new proposed corporate goal structure. The Committee also reviewed the status of the 2026 corporate goals, and everything is on track except for some AI-related initiatives. The Committee then moved into closed executive session, where there was discussion on RF's compensation philosophy.

b) Risk and Compliance Committee

Risk and Compliance Committee Chair Ken Seiler reported that the Committee began in closed session with updates on confidential compliance and enforcement matters. In open session, Howard Gugel, Senior Vice President of Regulatory Oversight at NERC, presented on emerging risks to reliability and provided a performance update on how the system performed during record breaking high temperatures in July. Mr. Gugel also discussed increasing reliance on natural gas, reliability challenges with inverter-based resources, and NERC's actions to address the reliability impacts of increasing computational loads. Steve Ambrose presented on Detroit Edison's (DTE) journey related to AI, including how DTE evolved from pilot projects to enterprise scale use and how they ensure proper AI governance and cybersecurity. The Committee then heard a presentation on RF's risk and data initiative with a strategic plan for monitoring and analyzing risks across the grid. Finally, RF's Director of Enforcement Tom Scanlon led a discussion on enforcement trends, including violation intake and processing times, and violation risk characteristics.

c) Finance and Audit Committee

Finance and Audit Committee Chair Joanna Burkey reported that the Committee received a standing financial update from RF's Senior Finance & Accounting Manager and Treasurer Christi Klein. The Committee also reviewed the results of the recent 401k audit, which had no deficiencies or material weaknesses, and a few recommendations. There was then a discussion on the working capital and investment analysis, and that RF will continue to maintain its current investment posture. Ms. Klein led the Committee in the annual review of RF's financial policies, and the Committee agreed on one minor change to the reviewers of the Whistleblower Policy. In closed session, the Committee received an overview of RF's corporate insurance program from RF's insurance provider and had good discussion on trends in the corporate insurance landscape. The Committee also approved engagement letters to engage RSM US LLP for the annual financial audit.

d) Nominating & Governance Committee

Nominating and Governance Committee Chair Melika Carroll reported that the Committee received an update on key upcoming corporate governance events and endorsed the resolution to hold the 2026 Annual Meeting of Members. The Committee also discussed results from the Board effectiveness surveys, as well as the 2026 Board training schedule and additional training ideas. Ms. Carroll shared that going forward, the chairs and vice chairs of each Board committee will meet with RF staff earlier in the process to plan agendas for the upcoming committee meetings. In closed session, the Committee reviewed the director nominee selection process and discussed nominations for the 2027 at-large and independent directors. Ms. Carroll stated that the Committee nominated Robert Taylor as the at-large director candidate, and Melika Carroll and Ken Seiler as the independent director candidates. She also noted that RF staff will be reaching out to the Board soon regarding ideas for future Board training, and for any preferences on committees.

Next Meeting – Chair Peeler noted that the next meeting of the Board of Directors will occur on December 3, 2026, at the NERC offices in Washington, DC.

Adjourn – Upon a motion duly made and seconded, Chair Peeler adjourned the meeting at 12:49 pm (ET).

As approved on this 3rd day of December, 2026,
by the Board of Directors,

Niki Schaefer
Vice President, General Counsel & Corporate Secretary

ATTACHMENT A

Others Present During the Board of Directors Meeting

Alison Archer • MISO
Senator Chavez • State of Ohio
Jeff Craigo • ReliabilityFirst
Michelle Cross • ReliabilityFirst
Michael Del Viscio • PJM
Chelsey Eppich • ReliabilityFirst
Jonathan Fischer • ReliabilityFirst
Tm Foster • PJM
Howard Gugel • NERC
Diane Holder • ReliabilityFirst
Adam Holmes • State of Ohio
Christi Klein • ReliabilityFirst
Heather Lawrence • E-ISAC
Marcus Noel • ReliabilityFirst
Aubrey Patterson • AEP
Joe Pilch • ReliabilityFirst
Zee Rafi Barletta • ReliabilityFirst
Tom Scanlon • ReliabilityFirst
Niki Schaefer • ReliabilityFirst
Kristen Senk • ReliabilityFirst
Nathan Sterrett • ReliabilityFirst
Craig Sundstrom • Amazon
Brian Thiry • ReliabilityFirst
Matt Thomas • ReliabilityFirst
Jody Tortora • ReliabilityFirst
Jim Uhrin • ReliabilityFirst
Atif Usman • ReliabilityFirst
Bob Valasek • AEP
Janine Valvoda • ReliabilityFirst

RELIABILITY FIRST

RESOLUTION NO. 2026-04

Resolution for Election of Officers

WHEREAS, Section 9.1 of the Bylaws states that the officers of the Corporation shall include a President, one or more Vice Presidents, a Secretary, a Treasurer and any other officers as may be elected or appointed in accordance with the Bylaws;

WHEREAS, Section 9.2 of the Bylaws states that the officers of the Corporation shall be elected annually by the Board of Directors at the annual meeting of the Board of Directors; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors elects, pursuant to Section 9.2 of the Bylaws,

Tim Gallagher as President & CEO;
Jeff Craigo as Senior Vice President, Operations & Risk;
Diane Holder as Vice President, Engineering & Strategic Engagement;
Marcus Noel as Vice President and Chief Security Officer;
Niki Schaefer as Vice President, General Counsel, & Corporate Secretary; and
Christi Klein as Treasurer.

FINALLY RESOLVED, that each elected officer shall continue to serve as officer of the Corporation in his or her respective elected capacity at the pleasure of the Board of Directors and hold office until his or her successor has been duly elected and qualified, or upon his or her earlier resignation or removal.

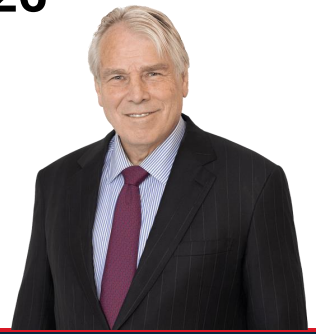
As adopted on this 3rd day of December, 2026 by the Board of Directors,

Niki Schaefer
Vice President, General Counsel & Corporate Secretary

Generation & The Grid: Financing & Fine-Tuning to Meet 21st Century Needs

Presentation to ReliabilityFirst Board of Directors – 12/3/26





Robert L. Nelson, Jr.
Partner
Practice Group Leader, Energy

THOMPSON HINE

SmartPaTHs PLUS™

Thompson Hine's Dedicated Energy Team



Robert L. Nelson, Jr.
Silicon Valley



Dr. Peter Bekker
New York



Terrel Ferguson
Los Angeles



Chelsea Gunter
Washington, D.C.

Featured Clients that Energy Team Members Have Represented



Featured Clients that Energy Team Members Have Represented



















































Thompson Hine

450+
lawyers

11
offices nationwide

6
Energy team locations

Firm Overview

- 450+ lawyer firm with eleven offices nationwide
  - Energy team based in New York, Washington DC, Ohio, Chicago, Los Angeles, and Silicon Valley
- Leading Construction, Environmental, Real Estate, and Tax/Tax Equity practices to complement Energy practice
- Nationwide and Cross-Border Energy Work
  - Extensive work on generation, transmission, pipeline, and data center projects

Key Challenges

1. Growing Electricity Demand Fueled Largely by Data Center Boom and Calls for Electrification of Economy
2. Constraints Facing Development of All Major Generation Sources
3. Variability Issues with Most Major Renewable Energy Sources; Sufficient Cost-Efficient Storage Solutions not Fully Available
4. Continuing Need to Expand Transmission Network and Deal with Fluctuating Generation
5. Tremendous Amounts of Capital Required to Address These Issues

Ways to Address Key Issues and Catalyze Development

Federal Legislative Responses

Including bi-partisan permitting bill designed to keep key environmental protections in place while expediting permitting and cost-shifting to new demand sources (data centers)

State/Local Legislative Actions

These have ranged widely - from prohibitions on data center development to discrete actions facilitating development of new generation to meet new needs

Project-Specific Generation

More focus on inside the fence/behind the meter generation and microgrid development

Sound Development Practices

(In many cases belated) efforts to address local community concerns and needs, including environmental, social, and economic/development needs

Supply Chain Development

Ranging from critical minerals to critical components – efforts to widen and deepen capabilities and enhance supply chain security and robustness

New Financing Techniques

Designed to facilitate development of key new generation and transmission resources

Special Financing Considerations and Techniques

Sale-Leaseback of Assets
Tried-and-true way to pull in private equity/infra fund, insurer, and other sources of funds to monetize resources while retaining operational control.

Asset Sales with Requirement for Future Investment
Where upgrades are needed/desirable but existing owner lacks resources. Joint ventures also (but possible constraints).

Project Financing Portfolios
Can include combination of operating assets and assets in various stages of development with hybrid permanent and construction financing

Tax Credits/Sales
While the overall future of energy tax credits still lacks certainty, enhanced ability to sell credits contributes to overall financing package

DOE Loans and Guaranties
Questions abound regarding amounts and allocations, but these can be targeted in ways to mobilize capital and provide enhanced credit support

Special Development Funding by Data Center Developers
Especially for new types of technologies such as SMRs.

FOAK cost overruns
Cost overruns for first-of-a-kind (FOAK) technologies – include consideration of shared contingency funds for fleets of projects

Private/Data Center Development Funding for New Technologies

Need for Baseload Power (and Desire for Carbon-Free Sources)

Can fuel desire of hyperscalers in particular to support new or improved technologies that provide baseload carbon-free power

Examples of Target Technologies

- Geothermal (including with new techniques borrowed from fracking)
- SMRs
- Advanced storage technologies

Advantages- Developer

Early-stage funding helps to address gap between equity funding available and debt that only becomes available once total project costs and offtake revenues become clearer

Advantages- Investor/Offtaker

- Securing potential sources of clean baseload power near data centers
- Preferential rates/availability
- May also benefit Investor through stake in technology provider

Facilitates Reduced Governmental Role

- Less of a funding gap for DOE to fill for new technologies like SMRs
- Government funding can move more toward targeted credit support/ extended tenor role in financing

Grid Advantages of Additional Clean Baseload Power

- Less in the way of fluctuating renewable production to deal with
- Siting closer to planned projects reduces transmission needs

Focus – Hyperscaler Advancing SMRs (1)

- Transaction between Energy Northwest (public power agency)/Amazon
- SMR Technology Provider – X-Energy (23% Amazon-owned)
- Contractors – Fluor; JV (Kiewit, Black & Veatch, others)
- Initial phase – 320 MW (80MW/module); much more in future phases
- Funding – Amazon advances development funding in tranches against milestones (especially helpful re long lead-time equipment)
- Offtake – Amazon has specified rights (electricity and environmental attributes) re initial phase and additional offtake potential re future phases

Focus – Hyperscaler Advancing SMRs – Issues

- IP - involving technology provider, owner, contractor(s), operator, and DOE if government funding/guarantees
- Where owner does not have nuclear plant operational experience – need to bring in operator early (also link between plant operator and technology provider)
- Nuclear licensing considerations
- Rights of hyperscaler to participate in other projects

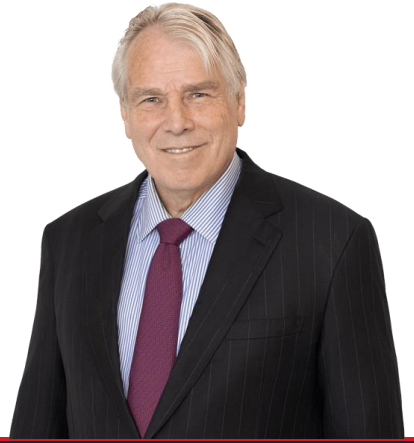
Closing Thoughts – Need for Close Stakeholder Engagement

Informed by best practices from large energy and infrastructure projects

- **Early-stage community relations**
- **Assessment of local needs; addressing them**
- **Apprenticeship and hiring programs**
- **Proactive planning to address development/construction and operation issues**

“Innovate. Move Fast. Build Things.”

Questions?



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FORWARD TOGETHER RELIABILITYFIRST

STATE OUTREACH

Diane Holder

VP, Engineering and Strategic Engagement

December 2, 2026

Washington, DC

RELIABILITY FIRST

KEY TOPICS & RISKS THAT OUR STATES WANT TO KNOW MORE ABOUT

State rights & IRPs in relationship to energy adequacy

Storm response & vegetation management as extreme weather events increase

Large Load Integration (forecasting accuracy, load flexibility and utilization)

How does the Long-Term Reliability Assessment (LTRA) compare to other similar studies & how accurate is it?

MISO's ERAS initiative & PJM's IRAS initiative

Who will pay for data centers and their energy infrastructure? Cost allocation and ratepayer impacts

SUMMARY OF STATISTICS

2025

- 46 One-on-One Meetings
- 7 Hearings
- 22 Large-Audience Presentations
- 7 Media Engagements
- 82 Total Engagements
- 54 In-Reach Invites
- Hosted Roundtable and MD Tabletop

2026
Continued Growth & Expanded Reach

- 49 One-on-One Meetings
- 9 Hearings/Written Comments
- 27 Large-Audience Presentations
- 1 Media Engagement
- 86 Total Engagements
- 36 In-Reach Invites
- Hosted Bootcamp & MI Tabletop

EXPANDING OUTEACH THROUGH OUR ENGAGEMENTS

Our goal this year was to broaden our reach across settings and audiences, increasing ReliabilityFirst's visibility and reinforcing the value of our message.

1 NEW AREAS

We broadened our event participation to cover a wider range of topics and highlight electric reliability across sectors.

2 BROADENED AUDIENCES

Engaged stakeholders we have not traditionally reached and built broader awareness of our work.

3 BIGGER STAGES

We pursued more speaking opportunities, including platforms with larger and more diverse audiences.

EXPERIENCES & HIGHLIGHTS



Speaking at the Maryland Clean Energy Center (MCEC) Clean Energy Summit



Michelle Cross speaking at the University of Idaho's Energy Executive Summit, invited by the Mid-Atlantic Renewable Energy Coalition (MAREC Action)



Diane Holder speaking at the PJM Governors' Collaborative Summit

ELECTRIC RELIABILITY BOOTCAMP FOR STATE STAKEHOLDERS

RF's First Ever Bootcamp: Virtual & In-Person







Statistics

- 67 Online Attendees
- 16 In-Person Attendees
- Attendees represented most states within the RF footprint along with states in other regions
- Several legislators and utility commissioners

Post-Event Survey Results

- 4.6/5 star rating
- 100% agreed that the event improved their understanding of how grid operators monitor and respond to reliability events
- 100% agreed that the event gave them a stronger understanding of how NERC and the regions perform their assessments and studies

FORWARD TOGETHER RF RELIABILITYFIRST

SHARING INSIGHTS THROUGH OUR REPORTS

Resource Adequacy Report

February 2026

- RF's *first ever* Resource Adequacy Report
- Assesses whether the RF region will have sufficient electricity resources to reliably meet rapidly increasing demand over the next decade
- Evaluates projected future grid reliability, load growth, changes in the generation mix, and key risks including generation retirements, policy volatility, permitting delays, and supply chain constraints
- Underscores the need for proactive, coordinated action to keep pace with reliability requirements

Regional Risk Assessment (RRA)

September 2026

- Aligns with the ERO Enterprise's Reliability Risk Priorities Report and the conclusions presented in NERC's 2026 State of Reliability Report
- Identifies seven primary risks affecting the RF region:

1. Environmental Factors
2. Grid Transformation
3. Security
4. Supply Chain
5. Misoperations
6. Modeling
7. Situational Awareness

LOOKING AHEAD: INTO 2027

Indiana Tabletop & Possible PA Tabletop



We are planning a tabletop exercise in Indiana, with a potential second exercise in Pennsylvania.

Introductions to new legislators and utility commissioners



Following this year's elections, we anticipate new opportunities to build relationships with incoming decision-makers.

More studies & analytics

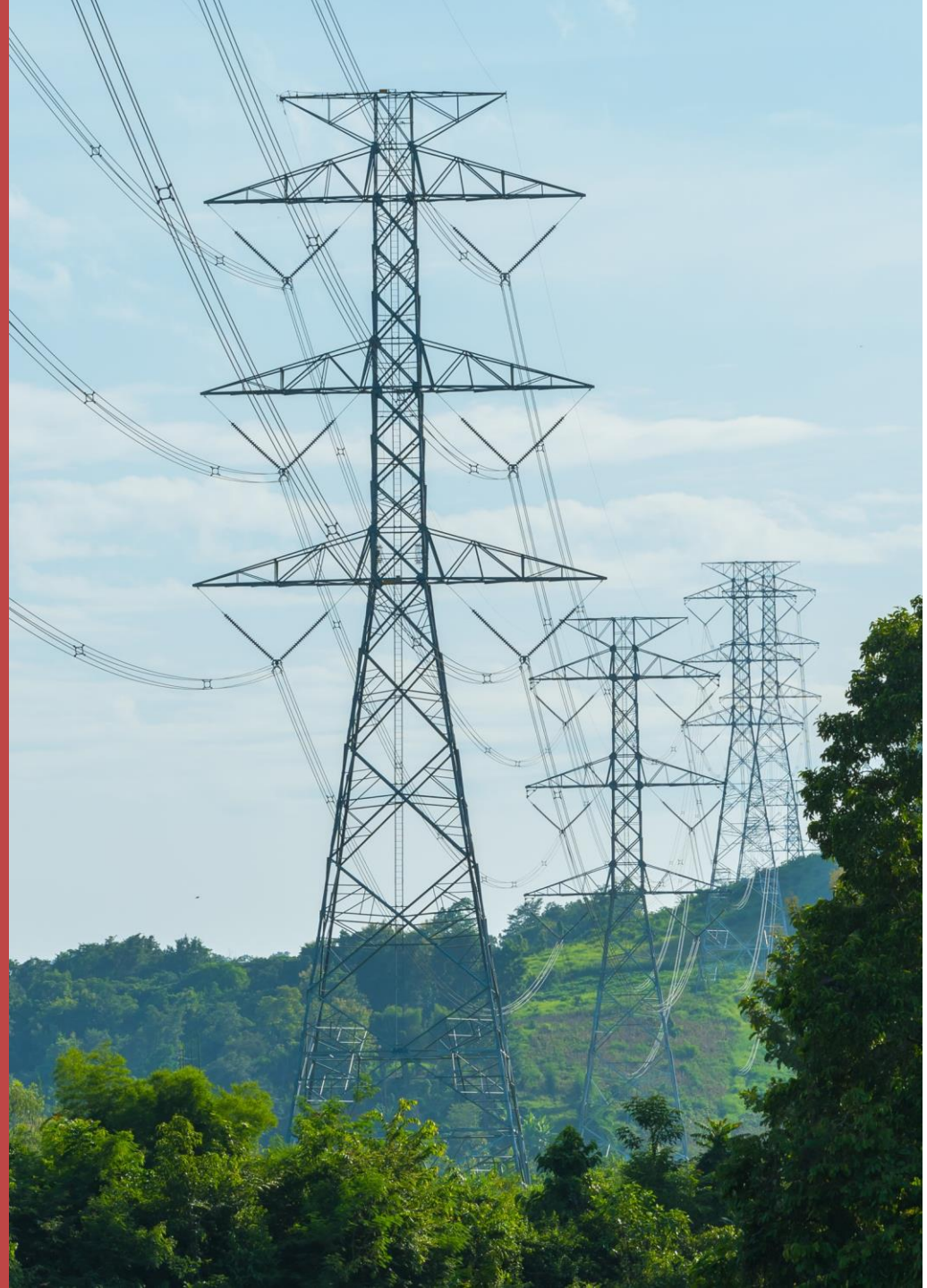


Conduct further analysis on key reliability topics, including Section 202(c) orders, data centers, and large loads.

Recurring Engagement



Recurring updates to emphasize high-risk times and on-going collaboration; including closed meetings with multi-state organizations



FORWARD TOGETHER RELIABILITYFIRST

QUESTIONS & ANSWERS

Diane Holder

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