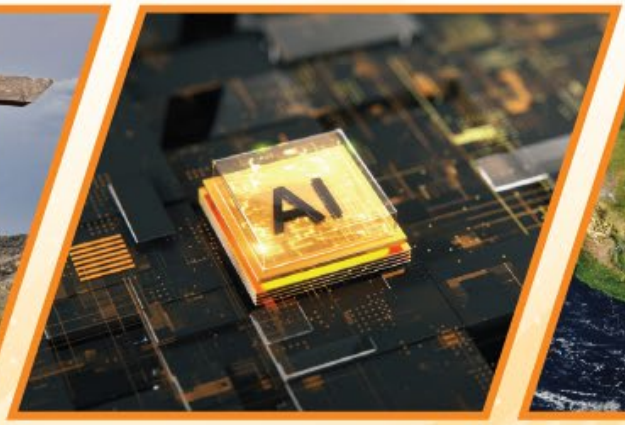
CCIF

CRITICAL CONSUMER ISSUES FORUM

Demand Growth & Risk Management:

INVESTING IN ENERGY INFRASTRUCTURE TO MEET CUSTOMER NEEDS











July 2025

CCIF

CRITICAL CONSUMER ISSUES FORUM

Demand Growth & Risk Management:

INVESTING IN ENERGY INFRASTRUCTURE TO MEET CUSTOMER NEEDS

July 2025

Published by:
Critical Consumer Issues Forum

This report is available on the CCIF Web site at www.CCIForum.com

Table of Contents

Introduction 1

Consensus Principles 3

Conclusion 8

Appendix 9

Introduction

In today's rapidly evolving energy landscape, the demands on our electric infrastructure are growing in complexity and scale, and the pressures on state commissions, consumer advocates, and electric companies (referred to throughout as the **three core groups**) to ensure that all electric customers continue to receive reliable and affordable electric service are similarly intensifying. Throughout its latest year-long collaborative process, the Critical Consumer Issues Forum (CCIF) once again found its participating state regulators, consumer advocates, and electric company representatives to be sharply focused on addressing the unprecedented challenges and heightened risks due to rapidly increasing demand, changing customer expectations, and an array of catastrophic events.

CCIF leadership proposed exploring these critical issues within the topic, *Demand Growth & Risk Management: Investing in Energy Infrastructure to Meet Customer Needs*. CCIF's focus on demand growth, particularly concerning new large loads such as data centers, is novel. In the July 2023 CCIF report, *Navigating the Challenges & Opportunities of Today's Regulatory Landscape*, six major areas that were top of mind for CCIF's three core groups were identified. Although extreme weather and catastrophic events were prominently featured, demand growth was noticeably absent from the list. In two short years since that report, demand growth has quickly become a topic of primary interest.

While comprehensive risk management considers the risk associated with rapid demand growth, the CCIF discussion of risk management also addressed the ever-important issues concerning extreme weather and catastrophic events. It is important to recognize CCIF's past work related to resilience, notably its July 2018 report, *Security & Resilience at the Distribution Level: Integrating Technologies at the Grid Edge*, and its July 2020 report, *Planning for the Electric System of the Future: The Path to a More Resilient Energy Grid*. CCIF proposed to build on this strong foundation, especially with respect to regulatory and policy issues that are newer or have become more pressing in the aftermath of recent catastrophes that were both devastating and costly.

The CCIF Kickoff Forum in Anaheim, Calif., in November 2024 and the 2025 Summit Series that followed engaged subject matter experts and representatives of the three core groups from across the country. Participants discussed and debated the complexities of necessary investments in grid modernization, resilience, and expansion while managing the risks posed by rapid demand growth, extreme weather, and catastrophic events such as hurricanes and wildfires.

During each summit, participants were asked to identify barriers to making energy infrastructure investment necessary to meet customer demand growth and to make the grid more resilient against a wide range of extreme weather and catastrophic events. Participants then collaborated to identify



At the 15th Annual CCIF Kickoff Forum in Anaheim, Calif., Arizona Public Service Senior Vice President of Public Policy Jose Esparza, NASUCA President and Michigan Attorney General Division Chief Michael Moody, and Virginia State Corporation Commissioner Jehmal Hudson respond to a presentation on demand growth by The Brattle Group Principal Bruce Tsuchida.

possible solutions to overcome those barriers. After examining these issues, CCIF now is sharing participant insights into the trade-offs and innovations that are shaping the future of energy infrastructure investments in an era of uncertainty and transformation.

Applying its proven collaborative model to engage on the topic, CCIF developed thirteen consensus principles and other takeaways as memorialized herein. The first eight principles outline a forward-thinking framework geared toward addressing the significant challenges and the exciting opportunities presented by rapidly growing demand for electricity, while also ensuring that each state's unique circumstances and customer classes are both respected and optimally served. Building on prior CCIF work on resilience, the final five principles focus on risk management pertaining to extreme weather and other catastrophic events and significantly advance recognition of the growing financial risks to the electric sector and its customers pertaining to wildfires.

As the energy industry confronts unprecedented shifts in technology and weather patterns, the three core groups, as well as external experts and key stakeholders, are called upon to meet the moment. In developing this report, participants thus delved into critical areas such as system planning, cost allocation, tariff design, and infrastructure resilience. Challenges ranging from supply chain constraints and access to capital, to policy uncertainty and extreme weather events, were examined, all with a focus on striking a balance between proactive investment, customer protection, and grid reliability.

By synthesizing diverse perspectives and industry best practices, this report aims to provide fundamental guidance, particularly with respect to consideration of energy infrastructure investments, process improvements, and other potential solutions to overcome barriers and mitigate risks. Specifically, the insights and recommendations herein are designed to empower stakeholders to navigate the evolving challenges of demand growth, extreme weather, and catastrophic events while safeguarding the interests of all customers and promoting a reliable and affordable energy future.

* * *

The principles that follow reflect tremendous collaboration among the three core groups represented throughout the summit series, and many of the principles identify the need for continued collaboration as a meaningful tool for mitigating certain pressures, challenges, and risks going forward. Thus, to the extent possible, CCIF encourages continued exploration of these important issues in a collaborative manner. We trust that the following consensus principles will serve as a solid foundation upon which state commissions, consumer advocates, and electric companies can work more closely together and with other experts and relevant stakeholders in their states and communities—and with federal counterparts as necessary—to best position states for their continued leadership in addressing challenges today and in the future for electric customers.



Following the opening presentation on risk management by Charles River Associates Vice President Matt DeCourcey (seated, right), Hawaii Public Utilities Commission Chair Leo Asuncion, North Carolina Public Staff Executive Director Chris Ayers, and Xcel Energy Regional Vice President of Regulatory and Pricing Brooke Trammell add their perspectives at the 2024 CCIF Kickoff.

Consensus Principles

Managing Risks and Opportunities Concerning Demand Growth from Data Centers and Other Large Loads

Recognizing that serving new large load customers offers potential national security and economic benefits, CCIF participants focus primarily on state regulatory approaches that would facilitate necessary energy infrastructure investment while ensuring reliability, affordability, and other customer protections. Of course, the specific opportunities and risks associated with large load customers vary by service territory and warrant tailored regulatory approaches. With that in mind, CCIF participants developed the following potential barriers and eight consensus principles (not necessarily in priority order) regarding demand growth from these new large load customers.

Potential Barriers to Energy Infrastructure Investment to Meet Demand

Planning, Forecasting, and Operational Barriers

- Supply chain constraints (e.g., increased competition for infrastructure, manufacturing capabilities, and critical components)
- Ability to permit, site, and construct certain types of new generation and transmission infrastructure
- Coincident demand growth from electrification of buildings and transportation
- Load forecasting complexity (e.g., inconsistent models and data) and inaccuracy (i.e., over- or under-forecasting demand)
- Ineffective or inefficient planning processes (e.g., inability to meet large load customer requests on proposed timelines, inadequate stakeholder participation, planning for non-viable projects, etc.)
- Risks and consequences of overbuilding electric infrastructure (i.e., stranded assets) or underbuilding electric infrastructure (i.e., energy security or resource adequacy risks)
- Lack of recent regulatory experience with the unique operational attributes and widespread instances of new large load customers

Economic and Financial Barriers

- Customer rate impacts and affordability challenges
- Cost of varying levels of reliability
- Challenges to electric company return on equity
- Uncertainties about access to capital
- Financing for nascent generation technology (e.g., small modular reactors, geothermal, etc.)
- Changing economic and financial landscape (e.g., tax incentives, tariffs, etc.)

Policy and Regulatory Barriers

- Policies requiring or limiting certain generation types
- Regulatory risk (e.g., cost recovery, rate design, cost allocation, litigation, etc.)
- Commercial risk with delayed regulatory certainty, which can impact developer interest
- Regional silos in regulatory decision-making
- Lack of sufficient study or consideration of alternatives prior to action

Large Loads-General

1: CCIF participants **encourage** large load customers and the three core groups to regularly and actively engage with one another and with grid experts to share more sophisticated information, which will support reliable, cost-effective service for all customers amid evolving financial, economic, regulatory, and policy conditions.

2: Acknowledging the barriers that limit building at the speed and scale to serve the unique expectations of large load customers while maintaining system reliability and customer affordability, CCIF participants **encourage** strategic system investments; forward-thinking policy and regulatory approaches; and flexible and efficient state, regional, and federal processes.

3: The three core groups **should** explore innovation within existing regulatory frameworks to appropriately classify the type, quantity, and timing associated with connecting today's large loads, while leveraging experience with prior periods of demand growth. These strategies will facilitate informed and proactive system planning, forecasting (e.g., interim integrated resource plans), and investments.

4: CCIF participants **encourage** the three core groups to evaluate the costs and risks associated with over- versus under-building and to advance infrastructure investments that maintain or enhance system reliability and ensure robust customer protection.



Commissioner Marian Abdou of the New Jersey Board of Public Utilities jots down notes during CCIF Summit 2 in Charlotte.



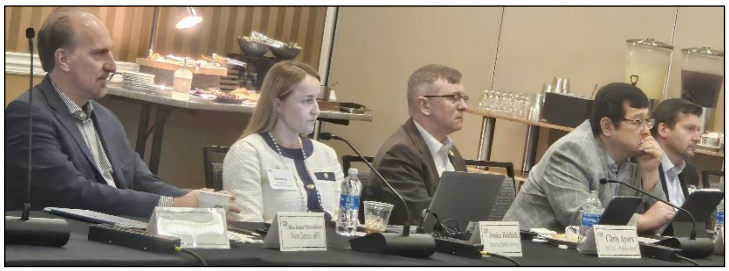
Virginia State Corporation Commissioner Jehmal Hudson looks on as Citizens Utility Board of Wisconsin Executive Director Tom Content responds to a presentation by SSR's Hugh Wynne (right) at CCIF Summit 1 in San Antonio.



Arizona Corporation Commission Vice Chair Nick Myers, Washington State Office of the Attorney General's Robert Sykes, Evergy Director of Regulatory Affairs Matt Dority, and Hawaii Public Utilities Commission Chair Leo Asuncion listen as NASUCA Executive Director David Springe makes a point at Summit 3 in Spokane.



NARUC President and Georgia Public Service Commissioner Tricia Pridemore shares her perspective on large loads with Duke Energy Senior Vice President of Pricing and Customer Solutions Lon Huber, Public Utility Commission of Texas Commissioner Courtney Hjaltman, Wyoming Office of Consumer Advocate Administrator Anthony Ornelas, and others at CCIF Summit 1.



New Jersey Board of Public Utilities Commissioner Zenon Christodoulou, Arizona Public Service's Jessica Hobbick, North Carolina Public Staff Executive Director Chris Ayers, Minnesota Public Utilities Commissioner Hwikwon Ham, and Exelon's Justin Felt listen to fellow participants.



Minnesota Public Utilities Commission Chair Katie Sieben and NASUCA President and Michigan Attorney General Division Chief Michael Moody collaborate at Summit 3.

Large Loads-Rate Design

5: Consistent with longstanding cost causation principles, costs to serve new large load customers **must not** be shifted to other customer classes over the life of the required investments. Accordingly, the three core groups **should** explore innovative tariff designs, contracts, and new rate treatments through a transparent and open process to address necessary generation investments, transmission upgrades (large network and non-network), and other one-time and ongoing costs primarily driven by these new large loads.

6: While rates may otherwise fluctuate, the goal **should** be for direct electric system revenues from these new large load customers to put downward pressure on the rates of all other customers.

Large Loads-Reliability

7: New and existing large loads **must not** compromise electric system reliability. To further support efficient use of the grid and speed to market, large load customers **should** share operational information with appropriate entities and reasonably maximize flexible performance (e.g., demand response and behind the meter programs).

Large Loads-Contracts/Terms

8: Large load customers **must** be held to contracted load and revenue thresholds, as well as performance and credit provisions (e.g., financial obligations for capacity holds, study costs, early exits, etc.). The corresponding contract rates **should** provide guardrails to protect other customers while maintaining credit metrics, managing risk, encouraging transparency, and accounting for other indirect costs.

Managing Risks and Opportunities Concerning Extreme Weather and Catastrophic Events

CCIF participants acknowledge that each state and service area is unique and best suited to identify the specific risks associated with extreme weather and catastrophic events and to identify the corresponding investments, mitigation measures, and other actions needed to address them. Likewise recognizing that CCIF has in prior reports explored issues related to resilience, CCIF participants herein focus on state regulatory approaches that would facilitate the necessary energy infrastructure investment while ensuring reliability, affordability, and other customer protections. The following potential barriers and five consensus principles (not necessarily in priority order) reflect that focus.

Potential Barriers to Energy Infrastructure Investment to Harden the Grid

Technical, Analytical, and Logistical Barriers

- Evolving and changing threats
- Adaptation from a culture of fast restoration to prevention and mitigation
- Access to good data on the specific locational risk of events that may be extreme but infrequent
- Technology evolution with respect to risk quantification
- Reduced ability by electric companies to mitigate risk with customer-owned facilities
- Supply chain limitations (e.g., challenges in procuring materials and equipment that can delay projects and increase costs)
- Availability of skilled labor

Economic and Financial Barriers

- Customer rate impacts and affordability challenges
- Uncertainty regarding investment yields and need for better tools to measure benefits of investments across event types

Policy and Regulatory Barriers

- Disruptive political environment or frequent policy changes that may slow planned investment
- Jurisdictional questions
- Limitations of commission expertise on system risks such as wildfires
- Traditional cost recovery approaches that may not be effective in spreading costs over the life of the asset
- Lack of alignment in prioritization (i.e., scarce capital, workforce, etc.)
- Need for continual customer and community engagement about why and which investments are needed (e.g., transmission line siting)



View of downtown Spokane, Washington (location of CCIF Summit 3), featuring the iconic Steam Plant Restaurant (center).

9: Risk management decisions **should** strike the appropriate balance between customer rate impacts and the investments needed to build, strengthen, and maintain critical energy infrastructure. The three core groups **should** further assess the tradeoffs between proactive grid protection and mitigation investments versus recovery and rebuilding costs following an event. These decisions **should** be informed by industry best practices, lessons learned, and other risk management literature.

10: The three core groups **should** explore broader risk management funding sources (i.e., not only electric customers, given the broader public interest).

11: While the three core groups **should** continue their collaboration, they also **should** be engaging with customers; landowners; relevant federal, tribal, state, and local officials; first responders (particularly fire chiefs); and a broad group of other stakeholders that may be unfamiliar with the energy landscape. These collaborations should aim to:

- Improve planning with increased transparency and consistency;
- Identify and prioritize system vulnerabilities and risks;
- Employ mitigation options and criteria for cost effectiveness or risk spend efficiency (i.e., risk reduction per dollar spent) to enhance resilience and reduce liability; and
- Develop and implement risk mitigation plans, as necessary.

12: The three core groups **should** explore opportunities for regional coordination, encouraging greater collaboration between neighboring systems to enable more effective infrastructure investments, cooperative response efforts, and efficient service restoration.

13: To promote stable financial and insurance markets for electric companies and to moderate the impact on electric customers in the event of liability, the three core groups, state and federal policymakers, and other key stakeholders **should** collaboratively explore best practices from leading states and service areas; develop strategies and frameworks to meet the legal standard of care with appropriate accountability; and implement legal frameworks—including liability mitigation protections—to address the associated financial risks that wildfires pose to electric companies and their customers.



As interested participants from the three core groups listen closely, H&S Insights Principal and COO Josh Schellenberg sets the stage at Summit 2 in Charlotte with a presentation on "Strategic Infrastructure Investments to Harden the Grid."

Conclusion

Objectives Met

Representatives from state commissions, consumer advocate offices, and electric companies participated in a series of important and timely dialogues and worked together on the consensus principles featured in this report. Recognizing that the report does not address all issues with respect to the topic, CCIF trusts that this report will serve as a useful foundation for additional dialogue and collaboration among the three core groups as well as policymakers and other stakeholders.

Special Recognition

The CCIF Executive and Advisory Committees would like to thank the following organizations and individuals whose valuable contributions resulted in this report:

- The National Association of Regulatory Utility Commissioners (NARUC), the National Association of State Utility Consumer Advocates (NASUCA), and the Edison Electric Institute (EEI), particularly the guidance of their respective leaders and the valuable time, input, and hard work of their respective teams.
- The NARUC Staff Subcommittee on Electricity; NARUC Staff Subcommittee on Energy Resources & the Environment; NARUC Staff Subcommittee on Consumers & the Public Interest; NARUC Staff Subcommittee on Critical Infrastructure; NARUC Staff Subcommittee on Rate Design; and NARUC Staff Subcommittee on Electric Reliability & Resilience for their collaboration on the 2024 Kickoff Forum and the 2025 Report Release.
- Featured speakers and all participants in the 2024 Kickoff Forum; the 2025 Summits 1, 2, and 3; and the 2025 Lunch & Report Release.

Disclaimer

The principles developed within the 2025 summit process—or other featured information within this report—are not intended to override any individual or collective policies or positions developed by state commissioners, commission staff, consumer advocates, electric companies, or by NARUC, NASUCA, EEI, or other organizations represented by certain participants. Instead, CCIF work products are meant to complement such policies or positions and to provide a framework for additional discussion and policy development.



Xcel Energy Director of Regulatory Policy Michael Pascucci, Washington Utilities and Transportation Commissioner Ann Rendahl, EPRI Emerging Technologies Executive Anuja Ratnayake, Virginia State Corporation Commissioner Kelsey Bagot, and Colorado Office of the Utility Consumer Advocate Deputy Director Joe Pereira listen as Massachusetts Department of Public Utilities Chairman James Van Nostrand responds to Anuja's informative presentation on demand growth at Summit 2 in Charlotte.

Appendix

Acknowledgment of 2025 Summit Participants

Due to the nature of the collaborative process and the extensive degree of participation, specific principles developed within the 2025 summit process or other featured information within this report should not be attributed to specific individuals or to the organizations that participants represent. With that understanding, CCIF acknowledges the following individuals* who participated in CCIF events focused on the topic, *Demand Growth & Risk Management: Investing in Energy Infrastructure to Meet Customer Needs*:

Corynne Arnett
Dominion Energy

Joseph R. Astrab
Kansas Citizens' Utility Ratepayer Board

Hon. Leo R. Asuncion, Jr.
Hawaii Public Utilities Commission

Chris Ayers
North Carolina Utilities Commission-Public Staff

Benjamin Barkley
Texas Office of Public Utility Counsel

Hon. Philip L. Bartlett II
Maine Public Utilities Commission

Michele Beck
Utah Office of Consumer Services

Shawn Bonfield
Avista Utilities

Hon. Michael Caron
Connecticut Public Utilities Regulatory Authority

Olivia Carroll
Citizens Utility Board of Minnesota

Hon. Gary F. Clark
Florida Public Service Commission

Hon. Maida Coleman
Missouri Public Service Commission

Thomas Content
Citizens Utility Board of Wisconsin

Hon. Tammy Cordova
Public Utilities Commission of Nevada

Brandon Crawford
Citizens Utility Board of Minnesota

Layla Cummings
Duke Energy Corporation

Matthew Dority
Evergy

Brian Edstrom
Citizens Utility Board of Minnesota



At Summit 3, Utah Office of Consumer Services Director Michele Beck (center left) identifies barriers to maintaining reliable, resilient, and affordable service for electric customers in the face of rapid demand growth. Those contemplating her remarks include Tucson Electric Power's Ryan Anderson, Washington Utilities and Transportation Commission Chair Brian Rybarik, Alliant Energy's Coleman Peiffer, Puget Sound Energy's Jon Piliaris, and Oregon Public Utility Commission Chair Letha Tawney.



NARUC's Jody Raines, Texas Office of Public Utility Counsel's Justin Swearingen, Connecticut Public Utilities Regulatory Authority Commissioner Michael Caron, Kansas Citizens' Utility Ratepayer Board's Joseph Astrab, and Xcel Energy's Brooke Trammell observe as SWEPCO's Melissa Gage shares thoughts on the topic of risk management.

Lee Evans
Georgia Power Company

Justin Felt
Exelon

Hon. Sarah Freeman
Indiana Utility Regulatory Commission

Melissa A. Gage
Southwestern Electric Power Company

Hon. Hwikwon Ham
Minnesota Public Utilities Commission

Jeremiah Haswell
Georgia Power Company

Hon. Sheri Haugen-Hoffart
North Dakota Public Service Commission

Leslie Henry-Sermos
Colorado Office of the Utility Consumer Advocate

Jessica Hobbick
Arizona Public Service

Lon Huber
Duke Energy Corporation

Aaron Johnson
Pacific Gas and Electric Company

Kathryn Kline
National Association of Regulatory Utility Commissioners

Hon. Edward Lodge
Idaho Public Utilities Commission

David A. Lorenzo Botello
Edison Electric Institute

William H. Malcolm
AARP

Amanda Marsh
Florida Public Service Commission

Katrina McMurrian
Critical Consumer Issues Forum

Michael Moody
Michigan Department of Attorney General

Hon. Nick Myers
Arizona Corporation Commission

Hon. Chris Nelson
South Dakota Public Utilities Commission

Elliott J. Nethercutt
Edison Electric Institute

Jeffrey D. Newcomb
Kentucky Power

Hon. Kristy Nieto
Wisconsin Public Service Commission

Anthony Ornelas
Wyoming Office of Consumer Advocate

Leslie M. Padilla
El Paso Electric Company

Mike Pascucci
Xcel Energy

Coleman Peiffer
Alliant Energy

Joseph Pereira
Colorado Office of the Utility Consumer Advocate

Daniel Perez
El Paso Electric Company

Jon Piliaris
Puget Sound Energy

Robert Pickels
Duke Energy Florida

Hon. Tricia Pridemore
Georgia Public Service Commission

Jody Raines
National Association of Regulatory Utility Commissioners

Hon. Ann Rendahl
Washington Utilities and Transportation Commission

Kriss Rodgers
Duke Energy Corporation

Hon. Brian Rybarik
Washington Utilities and Transportation Commission

Heather Sanborn
Maine Office of the Public Advocate

Hon. Katie Sieben
Minnesota Public Utilities Commission

David Springe
National Association of State Utility Consumer Advocates

Nina Suetake
National Association of State Utility Consumer Advocates

Hon. Letha Tawney
Oregon Public Utility Commission

Kristine Esposo Telford
Edison Electric Institute

Carrie Templeton
Alliant Energy

Hon. Emile C. Thompson
D.C. Public Service Commission

Hon. Kevin Thompson
Arizona Corporation Commission

Hon. Mary A. Throne
Wyoming Public Service Commission

Brooke Trammell
Xcel Energy

Walt Trierweiler
Florida Office of Public Counsel

Hon. James Van Nostrand
Massachusetts Department of Public Utilities

Robert F. Williams
Consumer Advocate Division, Public Service Commission of West Virginia

**List represents individuals and their organizations at the time of participation in the summits.*



Citizens Utility Board of Minnesota's Brandon Crawford, Indiana Utility Regulatory Commissioner Sarah Freeman, EEI's Elliott Nethercutt, PSEG's Kate Smith, Maine Public Utilities Commission Chair Phil Bartlett, NASUCA's David Springe, Duke Energy's Kriss Rodgers, and South Dakota Public Service Commission Vice Chairman Chris Nelson listen attentively to other Summit 2 participants.



At Summit 3, Idaho Public Utilities Commissioner John Hammond introduces Western Electricity Coordinating Council's Vice President of Strategic Engagement & External Affairs Kris Raper to present on risk management.



Wisconsin Public Service Commissioner Kristy Nieto takes in a range of perspectives shared at Summit 3.



Citizens Utility Board of Wisconsin Executive Director Tom Content is ready for the CCIF Summit 1 discussion.



EEI's David Lorenzo Botello takes notes on the robust dialogue among the three core groups.



Duke Energy's Director of Regulatory Affairs for North Carolina Layla Cummings weighs in during Summit 2.



Florida Public Service Commissioner Gary Clark and Maine Public Advocate Heather Sanborn are tuned into the Summit 2 dialogue and considering electric customer impacts in their respective states.



Avista's Shawn Bonfield, Wyoming Public Service Commissioner Mary Throne, and NASUCA's Nina Suetake are featured at Summit 3 to discuss potential solutions for overcoming barriers to hardening the grid for extreme weather and catastrophic events.

CCIF Events on Topic of Demand Growth & Risk Management: Investing in Energy Infrastructure to Meet Customer Needs

CCIF appreciates all those who were involved in making the following series of events a success:

Kickoff Forum in Anaheim, California

November 10, 2024

Summit 1 in San Antonio, Texas

February 12-13, 2025

Summit 2 in Charlotte, North Carolina

March 17-18, 2025

Summit 3 in Spokane, Washington

April 17-18, 2025

Lunch & Report Release in Boston, Massachusetts

July 27, 2025



NARUC President Emeritus and U.S. Representative Julie Fedorchak (R-ND) closes the 2024 Kickoff.



At the Kickoff in Anaheim, attendees listen attentively to the featured presenter and respondents as they share their experiences and insights on managing the risks related to extreme weather and other catastrophic events.



Da'Vision & Strategies CEO David Owens poses a question at the Kickoff.



At Summit 2, Kentucky Power's Jeffrey Newcomb ponders input by Arizona Corporation Commission Chairman Kevin Thompson.



Verrus's Head of Energy Jeff Bladen speaks to Summit 3 participants about flexible data center development.



During the short program break at the Kickoff in Anaheim, Connecticut Office of Consumer Counsel's Claire Coleman (left) and Tom Wiehl (right) engage with RMI's Gennelle Wilson.

CCIF Overview

CCIF Formation, Leadership, and Process

Formed in 2010, the Critical Consumer Issues Forum (CCIF) brings together state commissions, consumer advocates, and electric companies to tackle customer-focused energy issues through interactive discourse and debate, to find consensus when possible, and, at a minimum, to achieve a clearer understanding of—and appreciation for—each other's perspectives and positions.

CCIF Executive and Advisory Committees, each with balanced representation from the three core groups, provide leadership and guide CCIF initiatives at each of the following steps in the process:

1. Kickoff forum, typically collocated with the NARUC and NASUCA Annual Meetings, to introduce a topic and to initiate discussion among CCIF's three core groups and other stakeholders.
2. Series of invitation-only summits in which the three core groups engage in facilitated dialogue.
3. Report to share key takeaways with the broader stakeholder community and to serve as a foundation for additional dialogue on numerous fronts.

CCIF Value & Successful Track Record

By providing a non-adversarial, collaborative environment in which participants from the three core groups candidly can discuss and proactively can address a variety of energy issues with potentially broad impacts on electricity customers, CCIF consistently has produced credible reports that demonstrate support for key concepts to the broader stakeholder community; demonstrate leadership of the three core groups; initiate, inform, or focus regulatory and broader policy dialogue at the state level; focus on customer aspects of energy topics; and facilitate proactive customer education and protection. Following are recent CCIF reports that have constructively contributed to the energy policy debate:

- *Exploring Rate Design and Other Regulatory Tools: Maximizing Grid Benefits & the Customer Experience*, July 2024
- *Navigating the Challenges & Opportunities of Today's Regulatory Landscape*, July 2023
- *The Customer-Centered Clean Energy Transition: Balancing Technology, People & the Planet*, July 2022
- *Supporting Electricity Customers Through Times of Crisis: Being There When It Matters Most*, July 2021
- *Planning for the Electric System of the Future: The Path to a More Resilient Energy Grid*, July 2020
- *Driving a Customer-Focused Energy Future: Examining Policies for Delivering Smart Mobility and Other Customer Solutions*, July 2019
- *Security & Resilience at the Distribution Level: Integrating Technologies at the Grid Edge*, July 2018
- *Connecting Communities: Smart Cities, Enabling Technologies, and the Grid*, July 2017
- *Consumer Solutions: Meeting Consumer Needs on All Levels*, July 2016
- *The Evolving Distribution System: Helping Consumers Navigate Access to Data, Products & Services*, July 2015
- *DG: A Balanced Path Forward: Providing Customer Choice While Ensuring Reliability*, July 2014
- *Policy Considerations Related to Distributed Energy Resources*, July 2013
- *The Challenges of a Changing Regulatory Environment: Focus on the Regulatory Process*, July 2012
- *Grid Modernization Issues with a Focus on Consumers*, July 2011

All CCIF reports are available for download at www.CCIForum.com.

CCIF Leadership

Executive Committee



Hon. Tricia Pridemore
Georgia Public Service Commissioner & NARUC President



Michael Moody
Michigan Department of Attorney General Special Litigation Division Chief & NASUCA President



Kristine Esposo Telford
EEI Vice President, State Engagement & Public Affairs

Advisory Committee



Hon. Maida J. Coleman
Commissioner
Missouri Public Service Commission



Hon. Emile C. Thompson
Chairman
Public Service Commission of the District of Columbia



Name
Title
State Commission



Name
Title
State Commission



Michele Beck
Director
Utah Office of Consumer Services



Thomas Content
Executive Director
Citizens Utility Board of Wisconsin



Name
Title
Consumer Advocate Office



Name
Title
Consumer Advocate Office



Corynne S. Arnett
EVP–Regulatory Affairs & Customer Experience
Dominion Energy



Robert S. Kenney
President
Xcel Energy – Colorado



Name
Title
Electric Company



Name
Title
Electric Company

CCIF Executive Director



Katrina McMurrian
Executive Director
Critical Consumer Issues Forum

Contact Information:
Office: 615.905.1375
Fax: 888.526.6883
Email: Katrina@CCIForum.com
Web: www.CCIForum.com
X(Twitter): @CCIForum

A former Florida Public Service Commissioner (2006–2009), Katrina McMurrian draws upon extensive regulatory experience to organize and facilitate relevant policy forums and to advise an array of entities on key regulatory and policy issues in the energy arena.

McMurrian currently serves as the Executive Director of the Critical Consumer Issues Forum (CCIF), a unique national forum in which state utility regulators, consumer advocates, and electric companies—via a series of facilitated, interactive dialogues—engage in productive debate and often develop consensus on key issues of importance to consumers and policymakers. CCIF has produced reports on a range of energy topics including rate design, the clean energy transition, grid modernization, distributed generation, consumer solutions, smart communities, electric transportation, resilience, and supporting electricity customers through times of crisis, such as the COVID-19 global pandemic.

McMurrian also serves as the Executive Director of the Nuclear Waste Strategy Coalition, an ad hoc organization representing the collective interests of member state utility regulators, state consumer advocates, other state officials, tribal governments, local governments, electric companies, and other experts on nuclear waste policy matters.

McMurrian serves on the American Nuclear Society (ANS) Nuclear Waste Policy Task Force and ExchangeMonitor's Radwaste Summit Advisory Committee. She also is a member of ANS, the Institute for Nuclear Materials Management, and U.S. Women in Nuclear.

A Northwest Florida native currently residing near Nashville, Tenn., McMurrian received a Bachelor's degree in finance and an MBA from Florida State University.



D.C. Public Service Commission Chairman Emile Thompson and Evergy Director of Regulatory Affairs Matt Dority enjoy the exchange at Summit 1.



Idaho Public Utilities Commission Chairman Ed Lodge shares a personal wildfire experience, as Colorado Office of the Utility Consumer Advocate's Leslie Henry-Sermos and other Summit 1 participants listen.

CCIF
CRITICAL CONSUMER ISSUES FORUM

Save the Date for the 16th Annual CCIF Kickoff Forum



November 2025

TBD Date & Time

NARUC Annual Meeting Host Hotel

Seattle, WA

Description This session will feature state commissioners, consumer advocates, and electric company representatives; engage additional stakeholders; and provide a foundation for the collaborative process to follow on a new CCIF topic to be announced. Open to all interested stakeholders. Refreshments provided.

Registration Please save the date on your calendar and check **www.CCIForum.com** for registration information as the date approaches. There is no charge to participate, but a separate registration with CCIF is required. Participants are responsible for making their own hotel reservations, including any additional nights to attend the forum.

For More Info Information and updates about the forum will be posted at **www.CCIForum.com**. You may also contact Katrina McMurrian at **katrina@CCIForum.com** or (**615) 905-1375**.

This event is funded by the Edison Electric Institute. It is not sponsored by NARUC or NASUCA and is not a part of the agendas of the 2025 NARUC Annual Meeting & Education Conference or 2025 NASUCA Annual Meeting.

CCIF

CRITICAL CONSUMER ISSUES FORUM

For more information about CCIF or this report:
Katrina J. McMurrian
CCIF Executive Director
(615) 905-1375
Katrina@CCIForum.com
www.CCIForum.com