



SERC RELIABILITY CORPORATION

Evaluation | Analysis | Assistance | Operating Experience

**Board of Directors
Meeting Minutes
April 23, 2020
9:30 a.m. to 11:00 a.m. Eastern**

Call to Order and Welcome

Chair Greg Ford called to order a duly noticed meeting of the SERC Reliability Corporation Board of Directors (Board) on April 23, 2020 at 9:30 a.m.

Chair Ford thanked attendees for their efforts with the COVID-19 pandemic and explained this meeting is shortened and focused on items needing approval to allow attendees to focus on their important work.

Chair Ford welcomed Cynthia Pointer, FERC Office of Electric Reliability, Division of Cyber Security Director, and asked Ms. Pointer to thank the Commission for its COVID-19 pandemic response efforts.

Attendance and Quorum

A list of attendees is provided in **Exhibit A**. Holly Hawkins, SERC Vice President, General Counsel, and Corporate Secretary announced that a quorum was present.

Safety and Security Briefing

Tim Ponseti, SERC Vice President of Operations reminded attendees to take a moment to stay safe, stay healthy, and stay home. Mr. Ponseti also provided a security briefing, in which he shared best practice guidelines considering increased online meetings: do not broadcast meetings on social media, make meetings private, require a password, use host only screen mode, and close all other applications and confidential documents during meetings.

Antitrust, Confidentiality, and Fiduciary Duties

Ms. Hawkins reviewed SERC's antitrust guidelines and confidentiality policy, which were attached to the meeting agenda. Ms. Hawkins also reminded Directors of their fiduciary duties to the Corporation.

Consent Agenda

On a motion duly made and seconded, the Board approved the following items on the consent agenda:

- The appointment of Chris Wagner, South Carolina Public Service Authority, as the Chair for the Engineering Committee
- The appointment David Egan, PJM Interconnection, LLC, as the Vice Chair for the Engineering Committee
- The October 23, 2019 meeting minutes (Attachment 6 to the agenda)
- The agenda

Board Chair's Report

Chair Ford provided a summary of the two most recent NERC Board Meetings held in November in Atlanta, GA and in February in Manhattan Beach, CA. Chair Ford reported that the November meetings were focused on the work around creating a new Reliability and Security Technical Committee (RSTC). The NERC Board approved the proposal to stand up the new RSTC and the Charter. The Board also appointed the initial Chair and Vice Chair of the RSTC - me as Chair, and Dave Zwergel from MISO as Vice Chair. This new RSTC will replace the three existing NERC technical committees: NERC's Operating, Critical Infrastructure Protection, and Planning Committees. Chair Ford explained that with the new RSTC, SERC's technical committees have the opportunity to deliver even more value – not only

for SERC's stakeholders – but also to help support NERC's new streamlined committee structure with a strong and informed SERC voice.

Chair Ford reported that during the February meetings, the NERC MRC elected Jim Piro to serve on the Board of Trustees. Jim was past president and CEO for Portland General Electric. Roy Thilly and Suzanne Keenan were re-elected to the Board. All terms are for three years. Further, the Board approved the appointment of sector and at-large representatives for the new RSTC, tasked to mitigate emerging risks to the bulk power system.

Chair Ford reflected on 2019 successes and highlighted two major achievements: (1) FRCC integration; and (2) governance changes. Chair Ford characterized the FRCC integration as smooth and seamless, resulting in a truly superior region focused on assuring the reliability and security of the grid. Chair Ford recognized the governance changes approved by SERC's Board and NERC's Board are truly significant to move SERC to a governance structure that is more rooted around our mission. The transition to a hybrid board will add credibility by ensuring continued stakeholder engagement while adding independent balance.

Chair Ford called on Vice Chair Todd Hillman to provide an update on the Independent Director search. Vice Chair Hillman reported that the task force is taking a transparent and pragmatic approach to selecting the inaugural slate of SERC Independent Directors. Vice Chair Hillman reviewed the process undertaken to select Carter Baldwin as the recruiter. Between now and October, the task force will interview, evaluate, and select candidates presented by Carter Baldwin. The task force hopes to present a slate of recommended candidates to the Board in October for consideration and approval. Vice Chair Hillman explained that immediately after selection, the new Independent Directors will receive training and orientation so come January 1, 2021 they will be ready to start contributing. Mr. Hillman directed the Board members to provide any recommended candidates to Carter Baldwin so they can be fully vetted through the recruiter.

President's Report

Jason Blake, SERC's President and CEO, thanked everyone for attending during these difficult and uncertain times. Mr. Blake reported to the Board on SERC's work in response to the COVID-19 pandemic, including supporting our stakeholders and their essential operations and not creating undue administrative burdens. Specifically, Mr. Blake highlighted SERC working with NERC, all the Regions, and FERC as one synchronous machine to appropriately relax some monitoring and enforcement activities, delay implementation of new requirements, and delay onsite audit engagements. Mr. Blake thanked special guest Cynthia Pointer, FERC Office of Electric Reliability Division of Cyber Security Director, for her role in these efforts. Further, Mr. Blake recognized the technical committees and SERC staff's work identifying best practices for pandemic response plans, sharing results with stakeholders, and encouraging targeted entities to learn best practices from peer examples.

Mr. Blake affirmed that SERC remains committed to three focus areas: (1) positioning SERC as a credible and trusted expert organization; (2) establishing SERC as a leader across the ERO and FERC; and (3) creating a highly desirable place to work. Considering the shortened meeting format, Mr. Blake intentionally kept his president's report brief. Following the meeting, Mr. Blake provided the Board with a letter, detailing substantial strides SERC has made in our operations over the course of the year. **See *President Letter to SERC Board – April 2020*.**

Board Executive Committee Report

Chair Ford provided an update on recent Executive Committee activity, including reviewing 2019 Corporate Strategic Initiative results, approving 2020 Corporate Strategic Initiatives, approving funding

5% supplemental 401k contribution, discussing Independent Directors search, discussing the governance transition plan, approving FAC, HRCC, and Nominating & Governance Committee Charters, endorsing SERC's IT and Security strategy, endorsing the ERO's Long Term Strategy, and continuing reviewing updates on SERC's Commitment to Culture. Chair Ford also reviewed upcoming Executive Committee activities, including approving the final SERC 2020 Business Plan & Budget for submittal to NERC and strategic planning for 2020, which should occur during this summer.

Human Resources and Compensation Committee (HRCC) Report

Doug Lego, HRCC Chair, thanked the Board for the opportunity to take on the leadership role as Chair of the HRCC. Mr. Lego reviewed the committee activities, specifically highlighting that the HRCC met three times since the October Board meeting. The committee approved SERC's compensation policy and independent compensation study by Korn Ferry. Mr. Lego also discussed upcoming activities for the HRCC.

Nominating Committee Report

Tim Lyons, Nominating Committee Chair, provided a report on several recent committee activities, including four recommendations the committee requested Board action on: (1) Board Officer term extension; (2) Board Executive Committee Sector appointments; (3) Adding an HRCC member; and (4) Board committee member term extensions.

1. **Board Officer term extensions** – The Nominating Committee recommended approval of extending Board Officer terms to help create a smooth and seamless transition to SERC's anticipated new governance structure beginning January 1, 2021. Specifically, current Board Officers, Chair Greg Ford with Georgia System Operations Corporation, Vice Chair Todd Hillman with Midcontinent Independent System, and Treasurer Pandelis Xanthakos with Dominion Energy South Carolina, Inc. would continue to serve in their Board Officer roles through December 31, 2020 (rather than through June 30, 2020).

Upon recommendation of the Nominating Committee Chair and on a motion duly made, the Board approved the extension of the Board Officer terms to December 31, 2020.

2. **Board Executive Committee Sector appointments** – The Nominating Committee recommended approval of Sector nominees to serve on the Executive Committee for terms beginning July 1, 2020 (included in Attachment 7 to the agenda). These Executive Committee members would transition into becoming the stakeholder members of SERC's Board of Directors on January 1, 2021 as part of SERC's governance transformation:
 - Cooperative Sector: Lisa Johnson with Seminole Electric Cooperative, Nathan Brown with Cooperative Energy, Roger Clark with Associated Electric Cooperative, Inc. (through December 31, 2020), and Greg Ford with Georgia System Operations Corporation (beginning January 1, 2021)
 - Federal/State Sector: Arnold Singleton with South Carolina Public Service Authority and Bob Dalrymple with Tennessee Valley Authority
 - Investor-Owned Utility Sector: Manny Miranda with Florida Power & Light, Shawn Schukar with Ameren Services Company, Nelson Peeler with Duke Energy Carolinas, LLC, and Pandelis Xanthakos with Dominion Energy South Carolina, Inc.
 - Marketer Sector: Brad Cox with Tenaska Power Services Co.
 - Merchant Electricity Generator Sector: Venona Greaff with Occidental Chemical Corporation

- Municipal Sector: Rob McGarrah with City of Tallahassee, Tim Lyons with Owensboro, KY Municipal Utilities, and Doug Lego with Municipal Electric Authority of Georgia
- ISO/RTO/RC Sector: Todd Hillman with Midcontinent Independent System.

Upon recommendation of the Nominating Committee Chair and on a motion duly made, the Board approved Sector nominees to Executive Committee for terms beginning July 1, 2020 – June 30, 2023 (Group 1) and June 30, 2022 (Group 2).

3. **Adding an HRCC Member** – The Nominating Committee recommended approval of nominee Manny Miranda to serve on the Human Resources and Compensation Committee.

Upon recommendation of the Nominating Committee Chair and on a motion duly made, the Board approved the nomination of Manny Miranda with Florida Power & Light to serve on SERC's HRCC for a term beginning April 23, 2020.

4. **Board committee member term extensions** – The Nominating Committee recommended approval of extending the terms of the Board committee members to December 31, 2020, including the HRCC, Finance and Audit Committee, Nominating Committee, and Board Compliance Committee. Extending the Committee members' terms allows continuity through the end of the year, up until the anticipated governance structure transition on January 1, 2021. (Included in Attachment 8 to the agenda).

Upon recommendation of the Nominating Committee Chair and on a motion duly made, the Board approved extending the terms of the Board committee members to end on Dec. 31, 2020, including the HRCC, Finance and Audit Committee, Nominating Committee, and Board Compliance Committee.

Finance and Audit Committee (FAC) Report

Laura Coakley, FAC chair, provided a review of committee activity including review of the 2019 audited financial statements (Attachment 9 to the agenda), and review of the Q1 2020 unaudited financial statements (Attachment 10 to the agenda). Ms. Coakley discussed SERC is currently under budget but is expected to be on budget by the end of the year. Ms. Coakley noted we would likely to see some COVID-19 impacts in financials presented next quarter. Ms. Coakley also identified upcoming activities for the FAC.

Compliance Committee Report

Mark Ringhausen, Compliance Committee Chair, reviewed committee activities, including reviewing themes and lessons learned from compliance activities, reviewing year-end key performance metrics and results of related 2019 strategic initiative, discussing previously filed enforcement actions, discussing NERC Align project and recent NERC Compliance and Certification Committee activities, and discussing 2020 compliance monitoring plans. Mr. Ringhausen also reviewed upcoming committee activities for 2020, before the committee transitions into the new Board Risk Committee as part of the proposed Governance enhancements.

Draft 2021 Business Plan & Budget

George Krogstie, SERC CFO & Corporate Treasurer, presented the draft 2021 Business Plan & Budget to the Board. Mr. Krogstie discussed budget assumptions, including Vacancy Factor reduced from 8% to 5%, standard 3% merit increase, adding three Independent Directors, and the three-year Member Portal Consolidation project (2020-2022). Mr. Krogstie highlighted SERC's exceptional success in bringing



down its vacancy rate from 20% in 2018 to 7% in 2020. Mr. Krogstie reported the budgeted vacancy rate for 2021 is 5% (down from 8% budgeted in 2020). SERC's vacancy rate improvement shows better health of the organization overall and shows results of initiatives to establish SERC a highly desirable place to work due to culture and importance of our work. Mr. Krogstie also discussed the 2021 budget progression, reserve analysis, assessments, and the timeline for the 2021 Business Plan & Budget reviews and approvals.

On a motion duly made and seconded, the Board approved the draft 2021 Business Plan & Budget for posting and submission to NERC (Attachment 11 to the agenda).

The Board discussed the remaining 2020 and 2021 planned SERC System Operator Conferences and their impact on the 2020 and 2021 budgets.

Technical Committee Reports

Chair Ford noted that the technical committee written reports are included in the agenda package as Attachment 12. Mr. Ford thanked the Chairs and Vice Chairs of the technical committees for putting the reports together.

Mr. Blake recognized Florida companies for quickly getting involved in SERC technical committees, which demonstrates successful integration of FRCC into the fabric of SERC.

Future Meetings

Chair Ford noted that the upcoming meeting dates are included in the agenda package. He also noted that we would make a decision on whether to hold the October 2020 meetings via WebEx by early September at the latest.

Closing Remarks and Adjourn

Chair Ford thanked special guest Cynthia Pointer and FERC for efforts to engage with SERC during this difficult time. Chair Ford also thanked Barbara Ecton for successfully administering this virtual Board meeting.

There being no further business, the meeting was adjourned at 11:00am.

Submitted by:

A handwritten signature in blue ink, appearing to read 'Holly A. Hawkins', is written over a horizontal line.

Holly A. Hawkins
Corporate Secretary

April 23, 2020

SERC Board of Directors:

Thank you for joining us this morning for our Board of Directors meeting. As you know, I limited my president's report to the work that we are doing in response to the ongoing COVID-19 pandemic in order to keep our meeting succinct and be respectful of your limited time under these unique circumstances. We are committed to doing everything in our power to ensure that SERC is supporting our stakeholders and their essential operations during these uncertain times, not creating any undue administrative burdens, and are actively facilitating an environment that best enables our stakeholders to perform within these strained and evolving conditions.

Some of these actions include working with NERC and all the Regions (and FERC) to appropriately relax the monitoring and enforcement activities for some key standards and requirements to help alleviate some of the stress we know our stakeholders are encountering; delay the implementation of new requirements that were scheduled to go into effect between now and the end of the year; and temporarily suspend any onsite audit engagements. We have been working closely with our stakeholders to adjust or suspend any offsite audit engagements during this same time period and have reschedule our technical committee meetings, training sessions, conferences, and other in-person engagements to either WebEx or to occur later in the year.

We have also partnered with our stakeholders and our technical committees to identify best practices for pandemic response plans, have summarized and shared those results with our stakeholders (and NERC to share across the rest of the ERO Enterprise), and have proactively reached out to our stakeholders that indicated they did not have robust pandemic response plans to share possible approaches for their consideration. I am proud of how hard our team has worked in these areas. If you have questions regarding the details of any of these actions, please do not hesitate to reach out to our Assistance Team for guidance.

The purpose of this letter, however, is to provide you with a written update on the substantial strides SERC has made in our operations over the course of the year. As you know, SERC has successfully undergone significant change over the past year that has resulted in transformative growth and boundless opportunities for us, our stakeholders across our expanded footprint, and our essential mission. Thanks to each of you, we have achieved significant victories and built lots of positive momentum that has and continues to strengthen SERC and the importance of our work.

In 2020, our attention remains locked on three key strategic focus areas to ensure that we continue to build upon our positive momentum and align all of our work around our essential mission. These three key strategic focus areas are: (a) positioning SERC as a credible and trusted expert organization; (b) establishing SERC as a leader across the ERO and FERC; and (c) creating a highly desirable place to work.

Credible and Trusted Expert Organization

In order to position SERC as a credible and trusted expert organization, we are committed to developing talented and independent experts that work closely with our stakeholders to identify, prioritize,

communicate, and effectively and efficiently mitigate risks. A key to this effort is the work that is well under way with our RAPA and Risk Management teams and our technical committees to enhance SERC's Regional Risk Report. The idea is simple—improving the data feeds and use of analytics will better help us ensure that our Regional Risk Report is even more well-informed, data-driven, and useful to SERC and our stakeholders. This will, in turn, allow us to better focus our collective attention and deploy our resources in a more effective and efficient manner that adds value. We will keep you apprised of this exciting effort on a regular basis through our newsletter and provide you with a more detailed report on our progress during our fall Board meeting.

We also continue to implement programmatic enhancements, efficiency gains, and most importantly, ensure our programs are risk-centric across our entire organization. I am proud to report that not only are our programs starting to demonstrate enhanced sustainability, our teams are actively demonstrating a desire to continuously improve the enhancements we have already made.

Our Risk Assessment & Mitigation and Enforcement departments provide a great example of this commitment. These departments have performed value streaming exercises to drive efficiencies and ensure their work is prioritized around risk. This has helped SERC consistently resolve more issues than we receive each month for the first time in years. Most importantly, we are better triaging our work to ensure less risky matters receive less attention and the more important matters receive the focus they deserve. Since our team understands that opportunities for further improvement remain, they are already huddled up to value stream their new processes to identify additional efficiency gains and ensure we are even more risk-focused and delivering value.

Leader across the ERO and FERC

SERC is committed to serving as a collaborative, creative, and innovative leader across the ERO Enterprise and with FERC. This helps us ensure that each Region, NERC, and the collective ERO Enterprise is properly focused and aligned around our mission and our distinct roles, continuously improving, and truly delivering our intended value. In other words, we are all operating as one synchronous machine to unleash the value of our brilliant model.

We are actively engaged in this effort through our leadership and support on numerous activities within and across the ERO Enterprise. One that immediately leaps to mind is that, next week, we will be gathering all of the leadership teams across NERC and the Regions to celebrate our successes to date while also identifying our need to continue our growth, maturation, and continued alignment to ensure we are driving efficiencies, eliminating unnecessary duplications of work, and ensuring that we are all focused on our important mission. While we originally intended to host this meeting in-person in Charlotte, this meeting will now occur via WebEx. I believe that these efforts that we kicked off last year have delivered and will continue to deliver significant value to NERC and the Regions, and most importantly to our stakeholders and the reliability and security of the grid. I would also be remiss if I did not commend all of the excellent work that Jim Robb, NERC's CEO, has done in this space. It has truly enabled a sea change and we thank Jim for his leadership and vision.

SERC is also proving itself a leader in the outstanding work that our Board task force has performed to improve our current governance model. I am especially enthused about how we took the opportunity to identify best practices and leading approaches across various governance models that helped inform

the transformation taking place within our governance model. This led us to being the first Region to stand-up a Board level Risk Committee, an effort that will help ensure that our work is strategically and operationally focused on reducing risk and adding value at all levels of our organization.

Highly Desirable Place to Work

Most critical to SERC's sustained success is ensuring we are a highly desirable place to work for all our staff, not only due to the importance of our work but also due to the strength and vibrancy of our culture. A significant part to building our culture is arriving on an agreement of what is the culture that we aspire to build. Our staff has rallied around the four cultural attributes of Leader, Expert, Collaborative, and Purposeful; and we have launched myriad, inclusive initiatives in furtherance of our commitment to build and maintain this culture. I cannot stress enough that, while sometimes I hear commentary like this and it sounds like a bunch of buzzwords or another flavor of the month, this is not that. And most tellingly, these efforts are starting to take hold and bear fruit.

Just two years ago, SERC was running a vacancy rate as high as 27%. This means that we were not only unable to retain quality staff members, it also means that we were unable to recruit and hire high quality candidates, resulting in unfilled positions sitting open for years. I am pleased to report to you that, as a result of the work we have done to improve our culture (including the substantial efforts by my Executive Team and the entire SERC staff), we have seen our vacancy rate to drop to only 7%. We have also seen outstanding hires of highly qualified, experienced, and reputable subject matter experts across our organization that will better position us to ensure we are focusing on risk and adding value. Of course we have much more to do in this area, and this will always be journey for us, but it is rewarding to see our staff coming together to build an environment rooted on making a positive difference across our industry and delivering a vibrant culture at home.

I would like to conclude this letter on perhaps the most important point of all. I believe all of the progress that we are seeing at SERC is directly attributable to your support and commitment to our critical mission. And for that, I am truly thankful.

The way we focus ourselves, our work, and our partnerships with our stakeholders, the ERO Enterprise, and FERC has never been more important than now. I know you share in my excitement about our promising future, our continued maturation, and the opportunities we have to add even more value to our stakeholders and the reliability and security of the grid.

Best regards,

SERC RELIABILITY CORPORATION

A handwritten signature in blue ink, appearing to read 'Jason Blake', is positioned above the printed name.

Jason Blake
President & CEO



Exhibit A

**SERC Board of Directors
Meeting Attendance
April 23, 2020**

Board of Directors – Voting Members Present

Member Name	Member Organization
Jeff Walker	ACES
Mark Ennis	Alabama Municipal Electric Authority
Todd Lucas	Alabama Power Company
Shawn Schukar	Ameren Services Company
Buddy Hasten	Arkansas Electric Cooperative Corporation
Roger Clark	Associated Electric Corporative, Inc.
Jeff Harrison	Associated Electric Corporative, Inc.
Don Cuevas	Beaches Energy Services of Jacksonville Beach
Mike Chambliss	Big Rivers Electric Corporation
Brett Kruse	Calpine Corporation
Michael Antonell	Calpine Corporation
Terry Whitmore	Cleco Corporate Holdings, LLC
Nathan Brown	Cooperative Energy
Steve McElhaney	Cooperative Energy
Lee Xanthakos (Treasurer)	Dominion Energy Carolinas, LLC
Sam Holeman	Duke Energy Carolinas, LLC
Nelson Peeler	Duke Energy Carolinas, LLC
Denver York	East Kentucky Power Cooperative
David Trego	Fayetteville Public Works Commission
Brian Tiedemann	Florida Keys Electric Cooperative Association
Carol Chinn	Florida Municipal Power Agency
Manny Miranda	Florida Power & Light Company
Eduardo DeVarona	Florida Power & Light Company
Paul Jakubczak	Fort Pierce Utilities Authority
Thomas Brown	Gainesville Regional Utilities
Greg Ford (Chair)	Georgia System Operations Corporation
Jerry Donovan	Georgia Transmission Corporation
Trent Carlson	GridLiance Holdco, LP
Barbara Quinones	Homestead, City of
Caren Anders	JEA
Nick Batty	Key West, City of (Keys Energy)
Brian Horton	Kissimmee Utility Authority
Grant Lacerte	Kissimmee Utility Authority
Mike Beckham	Lakeland Electric



Exhibit A

Member Name	Member Organization
Denise Vidal	Lee County Electric Cooperative, Inc.
Beth McFarland	LG&E and KU Services Company
Dan Jewell	Louisiana Generating, LLC
Allan Long	Memphis Light, Gas and Water Division
Alonzo Weaver	Memphis Light, Gas and Water Division
Todd Hillman (Vice Chair)	Midcontinent Independent System Operator, Inc.
Doug Lego (HRCC Chair)	Municipal Electric Authority of Georgia
Kent Cochran	Nashville Electric Service
Joseph Bunch	New Smyrna Beach, Utilities Commission of
Richard McCall	North Carolina Electric Membership Corporation
David Sims	Northern Star Generation Services Company, LLC
Venona Greaff	Occidental Chemical Corporation
Michael Smith	Oglethorpe Power Corporation
Mark Ringhausen (BCC Chair)	Old Dominion Electric Cooperative
Tim Lyons	Owensboro, KY Municipal Utilities
Lawrence Hopkins	Piedmont Electric Membership Corporation
Jay Farrington	PowerSouth Energy Cooperative
Dick Chapman	Prairie Power, Inc.
Nick Fogleman	Prairie Power, Inc.
Ray Crooks	Reedy Creek Improvement District
Lisa Johnson	Seminole Electric Cooperative
Arnold Singleton	South Carolina Public Service Authority
Chris Wagner	South Carolina Public Service Authority
Herb Nadler	Southeastern Power Administration
Adrienne Collins	Southern Company Services, Inc.
William Hutchinson	Southern Illinois Power Cooperative
Robert McGarrah	Tallahassee, City of
Brad Cox	Tenaska Power Services, Co.
Bob Dalrymple	Tennessee Valley Authority
Tracy McCrory	Tennessee Valley Authority
Rachel Snead	Virginia Electric and Power Company
Dan Roethemeyer	Vistra Energy Corporation
Jason Marshall	Wabash Valley Power Association, Inc.
Matt Dorsett	Wabash Valley Power Association, Inc.



Exhibit A

Other Attendees

Member Name	Member Organization
Jim Goodrich	Board Advisor
Cynthia Pointer	FERC
Stacy Dochoda	Florida Reliability Coordinating Council
John Greaves (CIPC Vice Chair)	Georgia Power Company
Laura Coakley (FAC Chair)	Georgia System Operations Corporation
Tony Hall (CIPC Chair)	LG&E and KU Services Company
Jason Blake	SERC Reliability Corporation
Barbara Ecton	SERC Reliability Corporation
Holly Hawkins	SERC Reliability Corporation
George Krogstie	SERC Reliability Corporation
John Odom	SERC Reliability Corporation
Tim Ponseti	SERC Reliability Corporation
Rebecca Poulson	SERC Reliability Corporation
Brian Thumm	SERC Reliability Corporation