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## Board of Directors

Meeting Agenda  
Salt Lake City, Utah

[Link](#), Password: WECC  
Dial-in Number: 1-415-655-0003  
Attendee Access Code: 2867 912 8059

### December 10, 2025

8:00 to 11:00 a.m. Mountain Time

1. **Welcome, Call to Order—Ric Campbell**
2. **Review WECC Antitrust Policy—Jeff Droubay**  
The WECC Antitrust Policy can be found on [wecc.org](http://wecc.org).  
Please contact WECC legal counsel if you have any questions.
3. **Approve Agenda**
4. **Consent Agenda**  
*Approval Item: Minutes of the meeting on September 17, 2025*
5. **Review of December 9, 2025, Closed Session—Ric Campbell**
6. **NERC Board of Trustee Remarks—Jim Piro**
7. **Remarks and Reports**  
WECC President and CEO—Melanie Frye  
Reliability and Security Oversight—Steven Noess  
Western Renewable Energy Generation Information System—Jillian Lessner  
Member Advisory Committee—Chris Parker  
Western Interconnection Regional Advisory Body—Eric Baran  
Western Interconnection Compliance Forum—Tino Zaragoza
8. **Public Comment**
9. **Board Committee Reports**  
Finance and Audit Committee—Richard Woodward

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Governance Committee—Sarah Mugel

Human Resources and Compensation Committee—Felicia Marcus

*Approval Item: Reappointment of Officers*

*Approval Item: 2026 Corporate Scorecard*

Nominating Committee—Ian McKay

*Approval Item: Director Compensation Study*

WECC Standards Committee—David Morton

**10. Technical Activities Update**

Reliability Planning and Performance Analysis—Branden Sudduth

*Approval Item: Reliability Risk Priorities Process Retirement*

Reliability Assessments Committee—Chelsea Loomis

Reliability Risk Committee—Meg Albright

**11. Review New Action Items**

**12. Review Upcoming Meetings**

March 10–11, 2026 .....Salt Lake City, Utah

June 9–10, 2026 .....Salt Lake City, Utah

September 15–16, 2026.....Salt Lake City, Utah

**13. Adjourn**



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## **Consent Agenda**

Approval Item  
Board of Directors Meeting  
December 10, 2025

### **Board Resolution**

The consent agenda for this meeting consists of:

Approval of September 17, 2025, minutes.

### **Recommendation**

Staff believe this item does not require additional Board discussion and is non-controversial and appropriate for the consent agenda.



## Board of Directors

Meeting Minutes  
Salt Lake City, Utah

### September 17, 2025

12:45 to 3:30 p.m. Mountain Time

#### 1. Welcome, Call to Order

Ric Campbell, Board of Directors (Board) Chair, called the meeting to order at 12:45 p.m. MT on September 17, 2025. A quorum was present to conduct business. A list of attendees is attached as Exhibit A. Jeff Droubay, Vice President and General Counsel, served as secretary.

#### 2. Review WECC Antitrust Policy

Mr. Droubay read aloud the WECC Antitrust Policy statement. The policy can be found on [wecc.org](http://wecc.org).

#### 3. Approve Agenda

Mr. Campbell introduced the proposed meeting agenda.

**On a motion by Dave Morton, the Board approved the agenda.**

#### 4. Consent Agenda

Mr. Campbell introduced the consent agenda.

**On a motion by Ian McKay, the Board approved the consent agenda, which consisted of:**

Approval Item: Minutes of the meeting held on June 11, 2025

#### 5. Review of September 17, 2025, Closed Session

Mr. Campbell reviewed the closed session held the morning of September 17, 2025.

#### 6. Remarks and Reports

- a. Melanie Frye, President and CEO, reflected on the anniversary of the 2005 Energy Policy Act, highlighted FERC, NERC, regional, and international activities, and summarized progress on Western Transmission Expansion Coalition (WestTEC) work. She summarized ongoing discussions about the ERO's Enterprise's approach to Artificial Intelligence (AI). Ms. Frye closed with an update on 2025 Scorecard progress.

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- b. Kim Israelsson, Director of Oversight Planning and Analysis, provided an update on compliance trends, the self-logging program, and Inverter-based Resource (IBR) Work Plan milestones. Ms. Israelsson responded to a question on energy storage systems tracking.
- c. Brian Theaker, Member Advisory Committee (MAC) Chair, summarized MAC activities including leadership recommendations, WECC charter revisions, and Reliability Risk Priorities (RRP) process enhancements.
- d. Siva Gunda, Western Interconnection Regional Advisory Body (WIRAB) Vice Chair, thanked outgoing chair, Mary Throne for her contributions, and welcomed new chair, Lea Marquez Peterson. He stated WIRAB support for the amended WECC Bylaws, summarized efforts on addressing IBR risks, and highlighted the NERC Modernization of Standards Processes and Procedures Task Force (MSPPTF) white paper on potential standard improvement opportunities.
- e. Jillian Lessner, Vice President and Chief Financial and Administrative Officer, provided an update on WREGIS activities, focusing on outreach, structure and governance recommendations, and a preliminary year-1 budget. Ms. Lessner responded to a question about 2026 budget impacts.

## 7. Board Committee Reports

Board Committee Reports were provided:

### a. Finance and Audit Committee

Ms. Lessner reported that there was no Finance and Audit Committee (FAC) meeting held this month, and the 2025 year-to-date financial results and forecast were provided with the Board materials.

### b. Governance Committee

Ian McKay, Governance Committee (GC) Chair, reported on the GC Section 4.9 review and subsequent work of the GC Section 4.9 Work Group to amend the WECC Bylaws. He thanked stakeholders, including MAC, WIRAB, and member organizations for their comments on the proposed revisions.

**On a motion by Ian McKay, the Board approved the following resolution:**

*Resolved*, that the WECC Board of Directors (Board), acting on the recommendation of the Governance Committee Section 4.9 Review Work Group at the meeting of the Board on September 17, 2025, approves the Amended WECC Bylaws as presented and attached and to proceed with all other required actions to have these Bylaws ultimately formally approved by FERC.

The Board acknowledged that the GC Section 4.9 Work Group work was complete.

### c. Human Resources and Compensation Committee



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Felicia Marcus, Human Resources and Compensation Committee (HRCC) Chair, reviewed the closed session held prior to the Board meeting, which included a review of the draft 2026 Scorecard and a 401(k) update.

**d. WECC Standards Committee**

Joe McArthur, WECC Standards Committee (WSC) Chair, reviewed WSC activities including WSC membership and drafting teams and standards authorization requests.

**8. Technical Activities Update**

Branden Sudduth, Vice President of Reliability Planning and Performance Assessment, provided a technical activities report, including the business case for data quality and WECC's focus on data integrity and the proposed retirement of the Reliability Risk Priority (RRP) process. Mr. Sudduth highlighted steps WECC is taking towards retiring the RRP process and replacing it with a Risk Management Program (RMP), including stakeholder outreach efforts. The Board asked that WECC seek stakeholder feedback on the new RMP and that it be submitted in writing.

Additional reports were provided as follows:

- a. Philip Augustin, Reliability Assessment Committee (RAC) Co-chair, provided an update on RAC activities, including dissolution of the Long-term Transmission Planning Task Force, an upcoming Strategic Electromagnetic Transient Model Workshop, and RAC support of WIRAB on harmonizing IBR interconnection requirements across the West.
- b. Meg Albright, Reliability Assessment Committee (RRC) Co-chair, reported on RRC activities, including recent and planned approval items and reiterated the risk process update as reported by Mr. Sudduth.

**9. Board Leadership Election**

Mr. McKay, Director, reported that each year the Board elects Board leadership and, in accordance with the Board Governance Guidelines, he canvassed each director and affirmed that Ric Campbell and Jim Avery are willing to stand for election to the Board leadership positions.

**On a motion by Ian McKay, the Board elected Ric Campbell as chair. Mr. Campbell abstained.**

**On a motion by Ric Campbell, the Board elected Jim Avery as vice chair. Mr. Avery abstained.**

**10. Review New Action Items**

There were no new action items created during this meeting.

**11. Review Upcoming Meetings**

December 9–10, 2025.....Salt Lake City, Utah  
 March 10–11, 2026 .....Salt Lake City, Utah  
 June 9–10, 2026.....Salt Lake City, Utah



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12. Adjourn

Mr. Campbell honored Joe McArthur, outgoing Director, and summarized his work and successes at WECC. The Board thanked Mr. McArthur for his time, efforts, and commitment.

Mr. Campbell adjourned the meeting without objection at 3:20 p.m.

Exhibit A: Attendance List

Members in Attendance

James Avery .....	Vice Chair
Ric Campbell .....	Chair
Melanie Frye .....	CEO
Felicia Marcus .....	Director
Joe McArthur.....	Director
Ian McKay.....	Director
David Morton.....	Director
Sarah Mugel .....	Director
Richard Woodward (virtual).....	Director



## Jim Piro

Jim Piro was elected to the NERC Board of Trustees in February 2020. Mr. Piro is the chair of the Enterprise-wide Risk Committee and serves on the Finance and Audit and Technology and Security Committees.

Mr. Piro served as president and CEO for Portland General Electric (PGE) from 2009 up to his retirement at the end of 2017. His tenure as CEO is noted for an unwavering commitment to public and employee safety, operational excellence, business growth, and giving back to the community.

Mr. Piro began his 43-year career in the energy industry in 1974 as a civil engineer designing transmission towers for Pacific Gas and Electric (PG&E). Joining PG&E in 1980, he worked his way through the company, first as an engineer at the Trojan Nuclear Plant, then in thermal plants. Eventually, he transferred to the rates and regulatory area. From 1998 to 2000, Jim was responsible for business development during the heady days of non-regulated growth for most utility companies. In 2000, he was appointed as executive vice president and chief financial officer and served in this role for eight years.

Throughout his career, Mr. Piro has been an advocate for smart energy solutions, a healthy state economy, and improved educational outcomes. He has served on local, state level, and national boards for a number of organizations, including: the Edison Electric Institute (as co-chair of the Electrification of Transportation Committee and member of the Policy Committee on Reliability, Security & Business Continuity); the Transportation Electrification Coalition, the Oregon Global Warming Commission; the Science, Technology, Engineering and Math (STEM) Investment Council (as chair); the Oregon Business Council; All Hands Raised; Cradle to Career; Greater Portland Inc. (as chair); Oregon State University Foundation; and the PGE Foundation.

Mr. Piro earned a bachelor's degree in Civil Engineering with an emphasis in Structural Engineering from Oregon State University and was inducted into the OSU Engineering Hall of Fame in 2018.



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# CEO Report

**Melanie Frye**  
*President and CEO*

**Electric Reliability  
& Security for the West**

December 10, 2025

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## WECC Amended Bylaws

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- Amended Bylaws
  - Governance Committee Section 4.9 Work Group developed amendments
  - Stakeholder comment period held May 22–June 10, 2025
  - Board-approved amended Bylaws September 17, 2025
  - 30-day advance notice provided to Members October 2, 2025
  - Ballots sent to Member Representatives on November 3, 2025
  - Ballots closed on December 2, 2025
- Ballot Results
  - Approval requires at least two thirds of voting Members to vote in the affirmative
  - Amended Bylaws ballot results...
- Next Steps
  - Seek NERC Board approval February 12, 2026
  - Submit joint NERC/WECC filing to FERC

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## FERC, NERC, and Regional Headlines

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- FERC
  - FERC approved WECC's 2026 Business Plan and Budget and WECC's five-year Regional Delegation Agreement
  - Laura Swett designated by President Trump as chair
  - Branden Sudduth testified at an October technical conference on wildfire risk mitigation
  - FERC issued an order approving proposed revisions to Extreme Cold Weather Reliability Standard EOP-012-3—actions taken after winter storm Uri
- NERC
  - Draft 2027–2029 strategic priorities and goals expected in January
  - E-ISAC hosted GridEx VIII with distributed play and an executive table-top exercise
  - Winter Reliability Assessment released in November
  - Modernization of Standards Processes and Procedures Task Force (MSPPTF) posted draft recommendations and feedback
  - NERC filed a suite of Reliability Standards with FERC in response to Milestone 3 directives intended to improve grid reliability for IBRs
- Regional
  - A significant disturbance on November 13, 2025, resulted in power loss to over 100,000 customers in Wyoming and South Dakota
  - WRAP will begin binding operations with 16 entities in winter 2027-28
  - California approved Assembly Bill 825 (known as Pathways) enabling independent governance of a western energy market in which CAISO participates

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## International Updates

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### British Columbia

- Align is fully implemented in BC, and WECC successfully conducted three BC compliance audits using Align. WECC works closely with the BCUC on various registration, compliance monitoring, and enforcement-related matters and provides outreach on key activities

### Alberta

- Alberta is considering future Align implementation. WECC conducted one compliance audit in Alberta. WECC works closely with the MSA on compliance monitoring and provides ongoing outreach to the MSA and the AESO
- The AESO has launched the “Reliability Standards Sync Up Project” to align Alberta Reliability Standards with U.S. Reliability Standards

### Mexico

- WECC continues to engage with regional stakeholders in Mexicali to find a way to get a new contract in place for WECC to support the Baja Norte region with its reliability and security activities. Ongoing changes and reforms in the electricity sector in Mexico continue to complicate these efforts. No audits were conducted in Mexico in 2025

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## WestTEC Update

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- Completion of the 10-year horizon report is expected in December with the report to be published in February 2026 (following review by committees). Developing themes:
  - Transmission needs are being driven by load growth
  - If region does not construct planned projects on schedule, reliability issues will be exacerbated
  - Additional reliability upgrades are required to ensure system reliability under a range of probable operating conditions
  - Enhanced interregional connectivity will allow the system to realize diversity benefits
- The 10-year portfolio includes over 12,200 miles of regionally-significant upgrades or additions with an estimated cost of around \$56B
- WECC committed a total of \$2.2 million of Peak reserve donation to support the project
  - 2024 budget was zero—zero was spent
  - 2025 budget is \$1.5 million—\$1.35 million spent through November
  - 2026 budget is \$200K—anticipating \$835K in spending

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# 2025 Scorecard



## IMPACT AREA

## METRICS

## INITIATIVES

IA1: Risk Mitigation - We are an organization aligned around risk reduction. Our holistic risk-based approach uses all the tools and skills available to deliver comprehensive risk mitigation strategies.



ON TRACK	COMPLETED	AT RISK	NOT COMPLETED
-	4	-	-

IA2: Partnership - We are sought after as a partner to address the most challenging reliability issues. We identify concerns and facilitate solutions with input from diverse and often conflicting stakeholder perspectives, focusing our resources on risks that pose the greatest threat to reliability and security.



ON TRACK	COMPLETED	AT RISK	NOT COMPLETED
-	2	-	-

IA3: Perspective - Our insights, analyses, and outreach promote industry action. We are renowned for providing clear and actionable communications supported by data and rigorous analysis.



ON TRACK	COMPLETED	AT RISK	NOT COMPLETED
-	3	-	-

IA4: Independence - Our resource and technology neutral, interconnection-wide perspective is respected and trusted to provide confidence to decision-makers that they have an independent partner to rely on.



ON TRACK	COMPLETED	AT RISK	NOT COMPLETED
-	2	-	1

IA5: People - Our highly skilled and engaged employees are champions for reliability.



ON TRACK	COMPLETED	AT RISK	NOT COMPLETED
1	2	-	-

## Impact Area 1

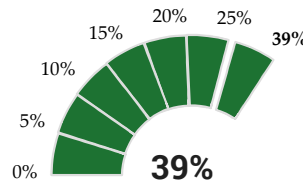
Risk Mitigation: We are an organization aligned around risk reduction. Our holistic risk-based approach uses all the tools and skills available to deliver comprehensive risk mitigation strategies.

### Metrics

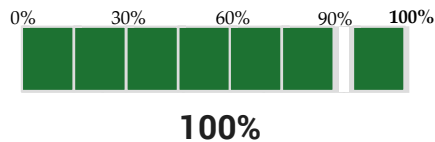
1. Number of Reliability Risk Priorities (RRP)s that have a set of *comprehensive/holistic* mitigation strategies  
**Target: 1**



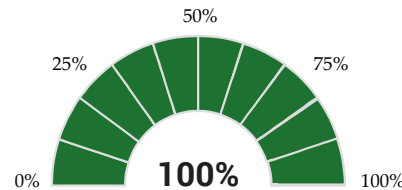
2. % reduction in violation inventory that is over two years old as of 1/1/25  
**Target: 25%**



3. % of newly registered IBR entities that WECC has, within 90 days of registration, conducted outreach discussion  
**Target: 90%**



4. % of completed mitigation and treatment strategies to address RRP's  
**Target: 100%**



### Initiatives

1. Move toward our vision of a holistic risk-based approach by piloting a multi-year integrated oversight and risk mitigation strategy for Inverter Based Resources (IBR). This strategy will be a model for other RRP's and the comprehensive, holistic strategies developed for them
2. Enhance WECC's capability to receive and incorporate technical advice from stakeholders in support of our holistic risk management process by targeted engagement with identified stakeholder groups
3. Improve resource adequacy assessments (RA) by expanding energy assessment capabilities and using results from transfer capability analysis to better model transmission constraints
4. Implement a collaborative extreme weather preparedness assurance program to facilitate best practices sharing and assessment of interconnection-wide readiness

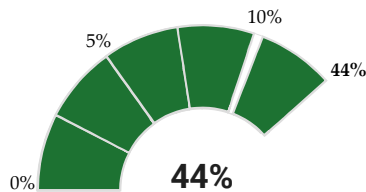


## Impact Area 2

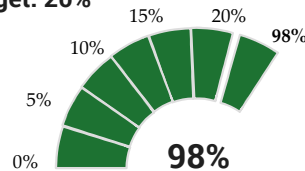
Partnership: We are sought after as a partner to address the most challenging reliability issues. We identify concerns and facilitate solutions with input from diverse and often conflicting stakeholder perspectives, focusing our resources on risks that pose the greatest threat to reliability and security.

### Metrics

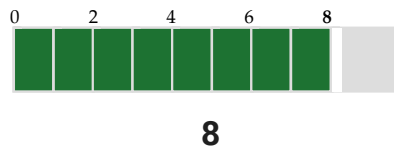
1. % increase in new products initiated in collaboration with stakeholders  
**Target: 10%**



2. % reduction of the priority power flow model shortcomings identified in the previous year's operating cases  
**Target: 20%**



3. # of requests to participate in Western Interconnection reliability in collaborative groups/forums  
**Target: 8**



### Initiatives

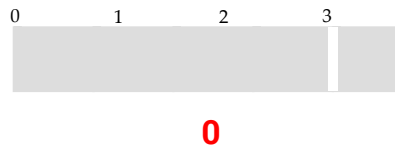
1. Implement a strategy for increasing engagement and responsiveness directly with WECC Member Representatives that specifically identifies the value to both WECC and WECC Members from such increased engagement
2. Increase the focus on risk mitigation across the Interconnection by implementing a single risk treatment strategy tracker that tracks, updates, and informs staff and stakeholders of prioritized treatment strategies that address known and emerging reliability and security risks within the Western Interconnection

## Impact Area 3

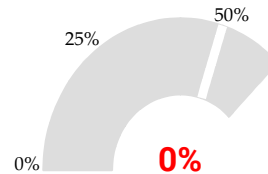
Perspective: Our insights, analyses, and outreach promote industry action. We are renowned for providing clear and actionable communications supported by data and rigorous analysis.

### Metrics

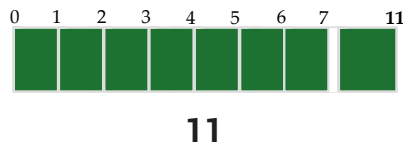
1. # of WECC recommendations for industry action that are specific, targeted, and tracked  
**Target: 3**



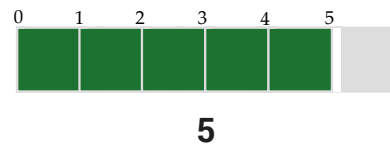
2. % of applicable stakeholders that have taken action to address WECC recommendations  
**Target: 50%**



3. # of WECC efforts that are newly created or enhanced to align to WECC's stakeholder outreach strategy and RRP's  
**Target: 7**



4. # of WECC multimedia products developed and posted regarding WECC's products  
**Target: 5**



### Initiatives

- ✓ 1. To further drive the rigor and quality of our analytical work, optimize our current industry-standard data management platform to create organization-wide governance around data management. This initiative will align with the ERO Enterprise Analytics strategy
- ✓ 2. Increase the impact of the recommendations contained in our technical work by ensuring the recommendations are actionable by industry and then following up with industry to verify progress on those recommendations. This initiative will include a recommendation vetting and tracking tool
- ✓ 3. Elevate our outreach by developing a holistic social media strategy including, but not limited to targeted messaging through video presentations embedded in our products and posted separately to social media

## Impact Area 4

Independence: Our resource and technology neutral, interconnection-wide perspective is respected and trusted to provide confidence to decision-makers that they have an independent partner to rely on.

### Metrics

1. # of external citations of or references to our technical work in identified publications or forums  
**Target: 12**



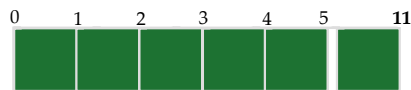
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2. # of requests to participate in or collaborate with targeted industry groups focused on reliability initiatives and topics  
**Target: 6**



19

3. # of products that target a specific/identified group of decision-makers to educate them on our identified RRP  
**Target: 5**



11

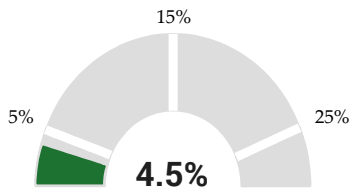
### Initiatives

1. Implement an appropriate stakeholder relationship management tool to track engagement partners and activities that can assist in WECC's Mission
2. Develop metrics using data from the relationship management tool that enable us to measure our impact and respond quickly to the needs of stakeholders with the ability to mitigate key risks to reliability in the West. These metrics will include the tracking of citations, speaking engagements, collaborative partnerships, executive outreach, and outreach to identified stakeholders etc.
3. Increase our impact and credibility with decision-makers by creating a series of Bulk Power Grid Reliability basics video presentations with non-technical decision-makers, legislators, etc. as the target audience

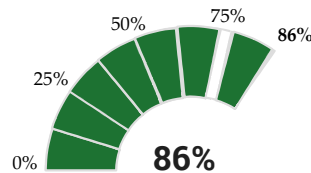
## Impact Area 5 | People: Our highly skilled and engaged employees are champions for reliability.

### Metrics

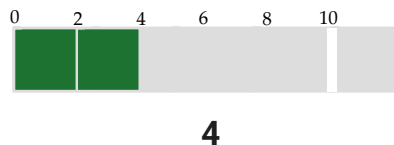
1. Voluntary employee turnover  
Target: <15%



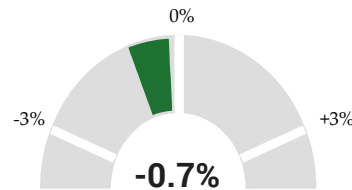
2. % of critical skills covered by staff expertise  
Target: 75%



3. # of processes improved  
Target: 10



4. % of statutory budgeted expenditures  
Target: +/-3%



### Initiatives

1. Further enhance employee engagement by:
  - a. Assembling a cross-functional team to develop and implement plans to improve two Denison indices, including milestones and monitoring
  - b. Develop and roll out a stay interview process to collect data related to employee engagement and departure risks which includes action plans for addressing data gathered during the interviews
2. Build upon current college recruitment strategy by developing an internship program to create a pipeline of candidates, introduce students to WECC, and augment existing staff skillsets



[WWW.WECC.ORG](http://WWW.WECC.ORG) | (801) 582-0353



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# Reliability and Security Oversight Update

**Steven Noess**

*Vice President, Reliability and Security Oversight*

**Electric Reliability  
& Security for the West**

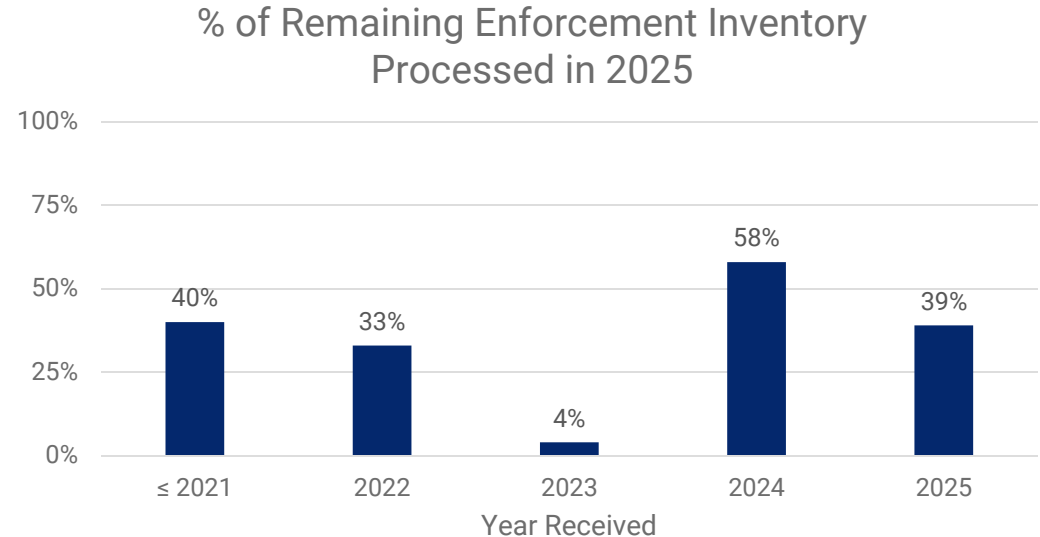
December 10, 2025

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## Trends Update

- [Q4 update](#) now available
- Observations:
  - 90+ Category 2 reviews complete
  - Substantial reduction in aged and new enforcement inventory



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## Reliability & Security Workshop

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- October 14–15 in San Diego
- Technical focus with two tracks
- Topics:
  - Large loads
  - Changing resource mix
  - IBR risks
  - Extreme weather preparedness
  - Incident response
  - Third-party contractors
- Looking ahead to March 2026



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## Inverter-based Resources

- Category 2 GO/GOP registration
  - Candidate reviews
  - Outreach
  - Registration processing
- Milestone 3 standards to FERC
- Milestone 4, Order 909 response

### IBR Work Plan Milestones

#### ✓ Phase 1: May 2023–May 2024

- Revise registration-related sections of ROP
- Seek NERC Board and FERC approval
- Begin outreach and education with Category 2 GO and GOP candidates

#### ✓ Phase 2: May 2024–May 2025

- Identify registration candidates
- Continue outreach and education
- Develop approach to establish applicable standards

#### Phase 3: May 2025–May 2026

- Complete registration activities for Category 2 GO and GOP candidates, including technology updates, training, and onboarding
- Notify entities of registration and compliance responsibilities

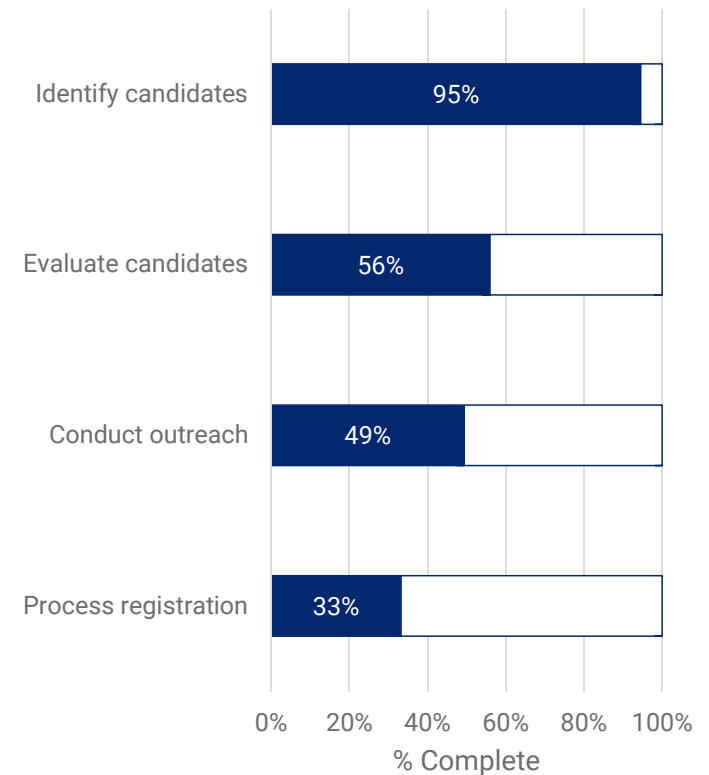
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## Category 2 Registration Activity

- 281 candidate assets identified
  - 6k MVA solar
  - 2k MVA wind
  - 2k MVA BESS or hybrid
- Registration review/processing on track
- Outreach within avg. six weeks
- May 2026 outlook:
  - 150 new GO registrations (Cat 2 only)
  - 70% have Cat 1 affiliates
  - Most Cat 2 GOPs also Cat 1

Registration Activities



As of 11/13/2025

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## Risk Spotlight: Third Parties

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- Increase in issues caused by inadequate entity management of third parties
- 50+ self-reports in 2025
- Common problems:
  - Process gaps
  - Documentation gaps
  - Control gaps

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## FERC Actions

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- [Lessons Learned](#) from Commission-led CIP Reliability Audits  
October 20, 2025
  - Importance of due diligence when relying on third parties
  - Registered Entities ultimately responsible, even when relying on third parties
- [Order](#) issuing LADWP civil penalty  
October 8, 2025
  - Role of third party "problematic"
  - Guidance inconsistent with obligation to provide only truthful, accurate, and complete results during audits

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## WECC Response

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- Entities remain responsible for the actions of their third parties
- Data about third parties informs our use and scrutiny of the work of others
- WECC's approach
  - Greater scrutiny of entities' oversight controls and engagement with third parties
  - Use of enforcement discretion to drive behavior
  - Outreach to promote tone at the top, controls and due diligence in review of third parties



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# WREGIS Path Forward

**Jillian Lessner**

*Chief Financial and Administrative Officer*

**Electric Reliability  
& Security for the West**

December 10, 2025

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## Updates on Key Workstreams

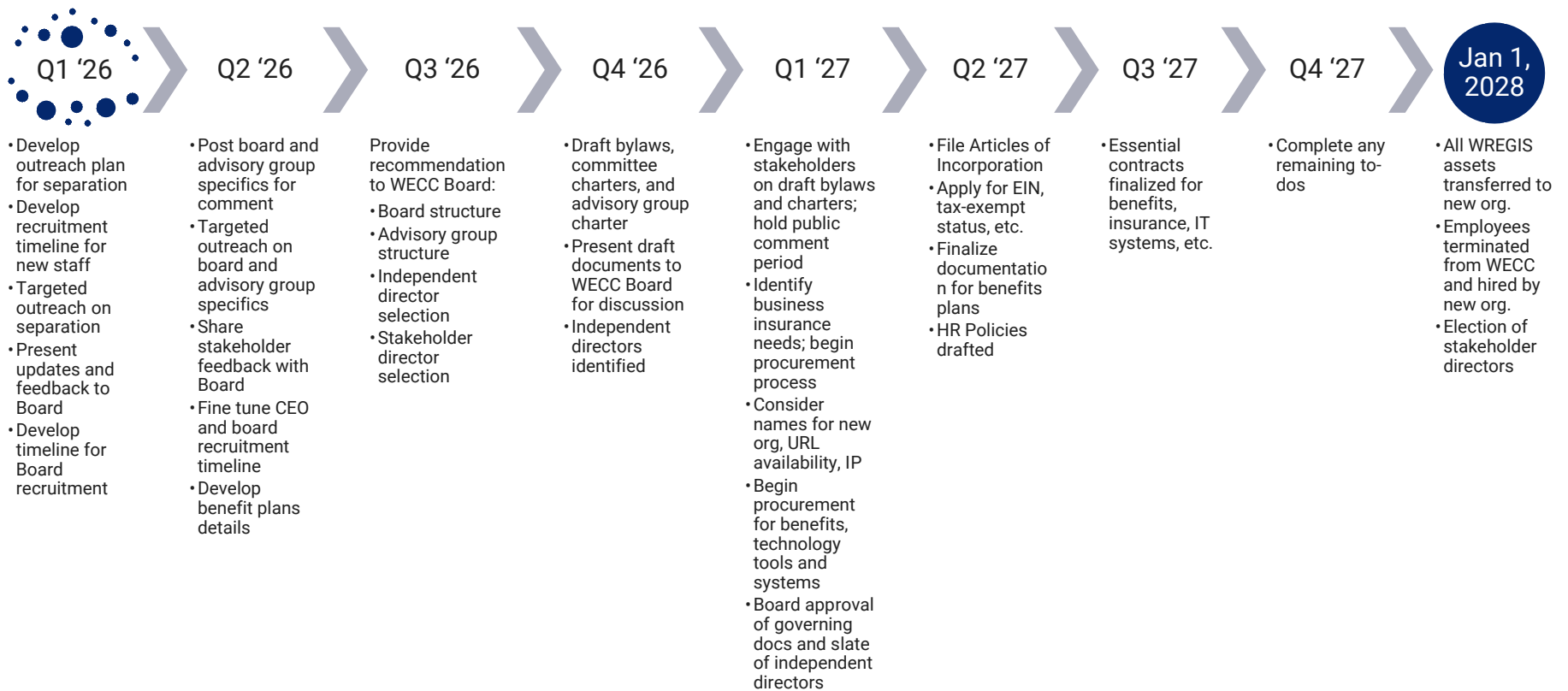
Work Stream	Update on Key Actions
<b>Outreach</b>	<ul style="list-style-type: none"> <li>Conducting regular outreach with stakeholders to build alignment and seek feedback               <ul style="list-style-type: none"> <li>Virtual: monthly Town Halls, monthly participation in WREGIS Committee and Stakeholder Advisory Committee meetings, one-on-one meetings with State Programs and stakeholders</li> <li>Written: WREGIS Bulletin, WREGIS page announcements, WECC Weekly, wecc.org announcements, LinkedIn</li> <li>In Person: none</li> </ul> </li> </ul>
<b>Software</b>	<ul style="list-style-type: none"> <li>Selected <a href="#">Atomic Object</a> as our development partner</li> <li>Participated in technical kick-off in late-October               <ul style="list-style-type: none"> <li>Collaborated on research, design, and planning</li> <li>Identified critical workflows and user personas</li> <li>Discussed timeline and timeframe for producing development cycle details for Phase 1 completion</li> </ul> </li> <li>Continuing work on workflows, development of wireframes, data interchange model, timeline development</li> </ul>
<b>Separation of WREGIS</b>	<ul style="list-style-type: none"> <li>Performed outreach on high-level structure and governance recommendations</li> <li>Developed a draft timeline for separation and engagement on the topic</li> <li>Engage with stakeholders on board and advisory group size, makeup, voting, etc.</li> <li>Work with legal counsel next year on necessary corporate documents; seek stakeholder feedback</li> <li>Fine tune budget for stand-alone entity as more details become known; perform stakeholder outreach and seek input on fee structure</li> </ul>



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## Draft Timeline for Separation and Stakeholder Engagement





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**Member Advisory Committee  
Report to the WECC Board of Directors**

Chris Parker, MAC Chair

December 10, 2025

&lt;Public&gt;

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## Highlights

- The MAC appointed members to the Nominating Committee, which has begun its work.
- The MAC has had two resignations due to retirement and personal circumstances; work is underway to fill vacant MAC positions for Classes 1, 4, and 5.
- Members of the MAC have discussed and considered terms of MAC membership. Future action may be taken to define member responsibilities when a member's employment changes.

## Purpose

The MAC exists to advise and inform the WECC Board and WECC members. It studies matters pertinent to the organization, its members participate in various WECC committees as voting and non-voting members, and it makes recommendations to the Board from WECC member perspectives.

## WECC Board Action Items

The MAC has no current requests for Board action.

## Current Year Goals

- Improve MAC communication with members and classes.
- Review and revise MAC Charter, including changes to conform with changes to the WECC Bylaws.
- Meet bylaw-directed MAC responsibilities on the Nominating Committee and Budget Subcommittee.
- Evaluate MAC and WECC roles in evolving western market and resource adequacy activities, FERC interconnection activities, and other industry changes.
- Monitor and engage in WECC organizational changes, including executive hiring, WREGIS transition, and revising the Risk Management Program.

## Major Accomplishments and Planned Activities

### 1. Board Effectiveness Survey

Biennial survey honed, completed, and reported to Governance Committee in December.

### 2. Consideration of MAC membership responsibilities

The MAC is discussing whether and how to adapt MAC membership rules to a MAC member's changing employment status. While no prohibitions on membership are likely, the MAC will consider noticing provisions to better inform WECC members of MAC members' continuing role in WECC member organizations.

### 3. Organizational and industry monitoring and potential recommendations

The MAC will monitor changes and consider appropriate recommendations across the enterprise. The upcoming change in WECC's leadership, as well as changes in risk management and the WREGIS program, deserve MAC attention. As appropriate, the MAC may make recommendations to the Board or to WECC members.



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As western markets, resource needs, and knowledge evolve, the MAC will monitor these changes and consider whether and how to influence the evolution for the better.



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# Member Advisory Committee

**Chris Parker**  
*MAC Chair*

**Electric Reliability  
& Security for the West**

December 10, 2025

<Public>



## MAC Board Report

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- Recent Accomplishments
  - Board Effectiveness Survey
  - Consideration of MAC member responsibilities
  - Appointments to Nominating Committee, MAC
- Planned Activities
  - Study and implement better member and class communication
  - Monitor WECC leadership and organizational changes, including WREGIS and Risk Management Programs
  - Evaluate industry and market changes for potential MAC and WECC influence on resource adequacy and reliability



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**WECC Board of Directors**  
**Western Interconnection Regional Advisory Body**

Verbal Update

Eric Baran

December 10, 2025



# **Western Interconnection Compliance Forum**

**Tino Zaragoza**

**Imperial Irrigation District**

**Chair of the WICF Steering Committee**



- Established in 2007 as a member-driven forum
- Provides a collaborative forum to share knowledge, strengthen compliance practices, and support reliability across the West
- Over 1300 members and growing
- Supported by a Steering Committee
- Six Focus Groups covering key reliability and compliance areas



- Peer learning that strengthens member reliability and compliance efforts and supports mitigating risks to the Bulk Power System
- Focused discussions tied to operating and compliance challenges
- Support for entities of all sizes and registered functions
- Improved readiness and shared understanding that helps entities engage more effectively with WECC's monitoring and oversight efforts



- Spring and Fall workshops
- Town Halls and Focus Group meetings throughout the year
- Workshop and Town Hall Topics Include:
  - NERC Audit Experience Panels
  - Internal Controls, Standards Implementation, Critical Infrastructure Protection break out sessions
  - Emerging Risk and ERO Updates
  - WECC Board meeting updates



- Regular engagement with WECC throughout the year
- Appreciation for WECC's support of workshops and Steering Committee discussions
- Appreciation for EEI providing the "Engage WICF Community" platform
- Attendance to WECC Board meetings
- Leadership participation in NERC Trades Calls and member participation in industry groups



- Expanded risk-focused discussions
- Continued Focus Group engagement
- Support early awareness across entities
- Ongoing collaboration with WECC



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**WECC Board of Directors**  
**Finance and Audit Committee**

Verbal Update  
Richard Woodward  
December 10, 2025





**WECC Board of Directors  
Governance Committee**

Verbal Update

Sarah Mugal

December 10, 2025

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## Reappointment of Corporate Officers

Approval Item  
Board of Directors Meeting  
December 9–10, 2025

### Human Resources and Compensation Committee Resolution

*Resolved*, that the Human Resources and Compensation Committee (HRCC), based upon the recommendation of the CEO, at its meeting on December 9, 2025, recommends that the WECC Board of Directors (Board) reappoint the following officers of the corporation as presented and indicated:

- Melanie Frye, President and Chief Executive Officer
- Jeff Droubay, Vice President, General Counsel and Corporate Secretary
- Jillian Lessner, Vice President and Chief Financial and Administrative Officer
- Steven Noess, Vice President, Reliability and Security Oversight
- Kris Raper, Vice President, Strategic Engagement and External Affairs
- Branden Sudduth, Vice President, Reliability Planning and Performance Analysis

### Board Resolution

*Resolved*, that the WECC Board of Directors (Board), acting on the recommendation of the Human Resources and Compensation Committee (HRCC) at the meeting of the Board on December 10, 2025, approves the reappointment of the following officers of the corporation, as presented and indicated:

- Melanie Frye, President and Chief Executive Officer
- Jeff Droubay, Vice President, General Counsel and Corporate Secretary
- Jillian Lessner, Vice President and Chief Financial and Administrative Officer
- Steven Noess, Vice President, Reliability and Security Oversight
- Kris Raper, Vice President, Strategic Engagement and External Affairs
- Branden Sudduth, Vice President, Reliability Planning and Performance Analysis

### Background

In 2016, the Board adopted the practice, like that of NERC, of annually reappointing the officers of the corporation. Those listed will remain appointed officers of the corporation until further action is taken by the Board, or the individuals are no longer employed by WECC. The proposed reappointments demonstrate the Board's intent and ensure that the matter of officer appointments remains an issue of regular Board attention.

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## 2026 Corporate Scorecard

Approval Item  
Board of Directors Meeting  
December 9–10, 2025

### Human Resources and Compensation Committee Resolution

*Resolved*, that the Human Resources and Compensation Committee (HRCC), based upon the recommendation of the CEO, at its meeting on December 9, 2025, recommends that the WECC Board of Directors (Board) approve the 2026 Corporate Scorecard, as presented and attached.

### Board Resolution

*Resolved*, that the WECC Board of Directors (Board), acting on the recommendation of the Human Resources and Compensation Committee (HRCC) at the meeting of the Board on December 9, 2025, approves the 2026 Corporate Scorecard, as presented and attached.

### Background

WECC's 2026 Corporate Scorecard sets annual corporate goals and initiatives that correspond to WECC's Delegation Agreement and Long-term Strategy (LTS). The scorecard aligns WECC's business performance with these critical items. Board approval of the Corporate Scorecard demonstrates robust corporate governance and oversight of organizational performance. The HRCC will assess WECC's delivery of the metrics and initiatives contained in the scorecard in determining incentive compensation awards for eligible employees.

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## Draft 2026 Corporate Scorecard



ELECTRIC RELIABILITY AND SECURITY FOR THE WEST

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### Delivery of our Delegated Responsibilities

Metrics	Targets
<b>Metric 1:</b> % reduction in violation inventory that is over two years old as of January 1, 2026	35%
<b>Metric 2:</b> % of Compliance Exceptions processed within 180 days of submittal	75%
<b>Metric 3:</b> % reduction of the priority power flow model shortcomings identified in the previous year's operating cases versus the current year's operating cases	30%
<b>Metric 4:</b> % of completed current-year treatments identified in the risk treatment tracker to address the highest prioritized reliability and security risks	100%
<b>Metric 5:</b> Voluntary employee turnover percentage	<10%
<b>Metric 6:</b> % of critical skills covered by staff expertise	>75%
<b>Metric 7:</b> % of actual statutory expenditures compared to budget	+/- 3%

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### Delivery of our Long-term Strategy

Metrics	Targets
<b>LTS Metric 1:</b> % of newly registered IBR entities for which WECC has, within 90 days of registration, conducted outreach discussion with the entity's primary compliance contact and, as applicable, initiated a Self-Certification of the entity to confirm its reliability and security foundation supports its compliance obligations. (IA.1)	90%
<b>LTS Metric 2:</b> # of requests to participate in reliability conversations (for example keynote or panelist) at conferences/forums/collaborative groups/classrooms. (IA.2)	50
<b>LTS Metric 3:</b> % of applicable stakeholders that have taken timely action to address applicable WECC recommended actions (if any). (IA.3)	50%
<b>LTS Metric 4:</b> # of WECC products/trainings/outreach efforts that are newly created or improved to align to WECC's stakeholder engagement strategy and high priority risks. (IA.3)	6
<b>LTS Metric 5:</b> # of external citations of or references to our technical work in influential publications or forums. (IA.4)	12

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## Our Strategic Initiatives

Initiative	IA1	IA2	IA3	IA4	IA5
<b>Initiative 1:</b> To identify and evaluate interconnection transmission adequacy risk, inform Western transmission planning efforts and decision makers with additional insights by expanding reliability assessments to include transfer capability analysis in the LTRA and WARA.	X	X	X	X	
<b>Initiative 2:</b> To partner with our registered entities in support of their reliability and security programs, develop and implement an engagement and enhanced communication strategy to increase awareness and visibility into oversight activities and enforcement trends.	X	X	X		
<b>Initiative 3:</b> To provide visibility into the information that WECC uses for its reliability analyses and to provide stakeholders with data for their various system planning efforts, develop a data portal that will give stakeholders an online source for maps, graphics, and data related to forecast information (generation, demand, etc.) for the Western Interconnection.			X	X	
<b>Initiative 4:</b> To increase the efficiency and engagement of our employees, identify use-cases for an artificial intelligence tool that will lead to process improvement/work reduction and implement them. Identified cases will: <ul style="list-style-type: none"> <li>Comply with ERO Enterprise AI and other guidelines/policies/principles</li> <li>Be vetted by WECC's IT and security teams and be approved by WECC's executive team</li> <li>Not involve "Confidential" or "Highly Confidential" data or information</li> </ul>					X

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Initiative	IA1	IA2	IA3	IA4	IA5
<b>Initiative 5:</b> To further improve organizational effectiveness and employee skill acquisition, evolve our Knowledge Assessment Matrices (KAM) and bench strength evaluation processes to include not only skills we have and currently need, but skills we will need in the next several years, which will enable us to evolve with changing stakeholder and industry needs.  Phase I in 2026: <ul style="list-style-type: none"> <li>a) Implement a knowledge management system, incorporate skills inventories from KAMs, add critical skills needed in the next three years (for use in employee development plans and workforce planning), and</li> <li>b) Create a centralized knowledge base for housing procedures and a staff expertise inventory</li> </ul>	X	X	X		X
<b>Initiative 6:</b> To further enhance our holistic risk-based approach, Reliability and Security Oversight (RSO) and Reliability Planning and Performance Analysis (RPPA) will rationalize and optimize the data available to them by determining whether (and, if so, then how) different datasets can be mapped together and used by both departments, subject to applicable confidentiality considerations (e.g., Section 1500 of NERC Rules of Procedure, Western Interconnection Data Sharing Agreement, etc.).	X		X		



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### Our Impact Areas

- |    |                        |   |
|----|------------------------|---|
| 1) | <b>Risk Mitigation</b> | We are an organization aligned on risk reduction. Our holistic risk-based approach uses all the tools and skills available to deliver comprehensive risk mitigation strategies.   |
| 2) | <b>Partnership</b>     | We are sought after as a partner to address the risks that pose the greatest threat to reliability. We identify concerns and facilitate solutions with input and assistance from diverse and often conflicting stakeholder perspectives, focusing our resources on risks that pose the greatest threat to reliability and security. |
| 3) | <b>Perspective</b>     | Our insights, analyses, and outreach drive industry action. We are renowned for providing clear and actionable communications supported by data and rigorous analysis.  |
| 4) | <b>Independence</b>    | Our resource- and technology-neutral, interconnection-wide perspective is respected and trusted to assure decision-makers that they have an independent partner to rely on.   |
| 5) | <b>People</b>          | Our highly skilled and engaged employees are champions for reliability.   |



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**WECC Board of Directors  
Nominating Committee**

Verbal Update

Ian McKay

December 10, 2025

<Public>



## 2026 Director Compensation Study

Approval Item  
Board of Directors Meeting  
December 10, 2025

### Board Resolution

*Resolved*, that the WECC Board of Directors (Board), acting pursuant to Section 6.4.4 of the WECC Bylaws, hereby directs WECC's staff to initiate a director compensation study for use by the 2025–2026 Nominating Committee (NC).

### Background

WECC's Bylaws state, "Each year the Nominating Committee will make a Director compensation recommendation for the following calendar year." The Bylaws require WECC's Board to direct staff to initiate a Director compensation study every two years to facilitate the NC's compensation recommendation.

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**WECC Standards Committee (WSC)**  
**Report to the WECC Board of Directors**

David Morton, WSC Chair

Steve Rueckert, WECC Director of Standards

December 10, 2025

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## Highlights

- The WSC will seat drafting team (DT) members for the mandatory review of the regional variance to *NERC IRO-002-7 Reliability Coordination—Monitoring and Analysis* and *WECC Regional Standard IRO-006-WECC-3 Qualified Path Unscheduled Flow (USF) Relief* at its next meeting. Page 2.
- The NERC 45-day posting of WECC's request to retire *WECC Regional Standard BAL-002-WECC-3* closed on October 30, 2025. The DT met on November 21, 2025, to discuss and develop a response to comments. Page 2.
- The WECC Standards staff held orientation meetings for the new WSC members on November 7, 2025. Page 2.

## Purpose

The purpose of the WECC Standards Committee (WSC) is to oversee the implementation of the WECC Reliability Standards Development Procedures (Procedures).

The WSC will—

1. Maintain and administer the Procedures, including:
  - a. Due process,
  - b. Balloting,
  - c. Annual review of the WECC Glossary of Terms and Naming Conventions, and
  - d. Meeting the quality control attributes of FERC Order 672.
2. Administer each Standard Authorization Request (SAR) to ensure the project:
  - a. Is within WECC's authority to develop,
  - b. Is appropriate for development by WECC, and that it,
  - c. Remains within the scope of the SAR, as may be changed by the WSC.
3. Monitor and manage drafting teams, including:
  - a. Team selection, and
  - b. Provision of general oversight and guidance to include a description and explanation of the project to be drafted and time prioritization where needed.
4. Monitor and manage the development of projects created per the Procedures, including prioritization.
5. Perform other duties assigned by the Board of Directors (Board).

## WECC Board Action Items

The WSC has no approval items for the Board. All the WSC has in this report are notifications.

## Current Year Goals

- Keep the WECC Standards Development Process moving forward by overseeing the drafting teams.
- Act on requests and recommendations from the drafting teams.
- Review the WSC Charter and WECC Procedures to revise and improve them.



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## Major Accomplishments and Planned Activities

1. **The WSC met to seat DT members for the review of WECC's Regional Variance to NERC IRO-002-7 Reliability Coordination—Monitoring and Analysis and WECC Regional Reliability Standard IRO-006-WECC-3 Qualified Path Unscheduled Flow (USF) Relief.**

The WECC Reliability Standards Development Procedures call for a mandatory review of each WECC Regional Reliability Standard, Regional Variance to a NERC Reliability Standard, or WECC Regional Criterion every five years. No problems were identified in either document, but the review must take place. A finding by the DT of “no changes needed” is allowed.

2. **WECC-0142 DT met on November 21, 2025, to respond to comments received during the NERC 45-day posting.**

The NERC Standards Development Procedures call for a 45-day public posting for comments for new, modified, or proposed retirements of Regional Reliability Standards or Variances to NERC Reliability Standards. The mandatory 45-day public posting ended on October 30, 2025. One comment was submitted indicating the Regional Reliability Standard should not be retired. All other comments indicated that WECC had followed its procedures, the process was open and transparent, and they supported retirement.

3. **The WECC Standards staff held an orientation meeting for the new WSC members.**

On November 7, 2025, the WECC Standards staff held an orientation meeting for the new WSC members. The session was held to communicate the duties and responsibilities of the WSC and to clarify what the WSC does and does not do. A similar session was held for the incoming WSC chair (board member David Morton) on October 8, 2025.



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# WECC Standards Committee (WSC)

**David Morton**  
*WSC Chair*

**Steve Rueckert**  
*Director of Standards*

**Electric Reliability  
& Security for the West**

December 10, 2025

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# WSC Report to the Board



2



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## New Projects

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- Two new SARs accepted at August 22, 2025, WSC meeting
  - WECC-0158 for five-year review of the WECC variance in NERC standard IRO-002-7 Reliability Coordination—Monitoring and Analysis
    - DT was seated by WSC; review will start shortly
  - WECC-0159 for five-year review of the WECC Regional Standard IRO-006-WECC-3 Qualified Path Unscheduled Flow (USF) Relief
    - DT was seated by WSC; review will start shortly
- No problems identified in either standard; finding of “no changes required” is acceptable

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## Retirement of BAL-002-WECC-3 Contingency Reserve

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- The DT for project WECC-0142 Retirement of WECC Regional Reliability Standard BAL-002-WECC-3 Contingency Reserve, met on November 21, 2025, to develop a response to the one negative comment related to the retirement of the standard. This comment was received during the mandatory NERC 45-day posting for process related questions. The entity providing the negative comment did not comment during any of the WECC posting periods and abstained during the WECC ballot

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## New WSC Member Orientation

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- WECC Standards Staff met with new members of the WSC on November 7, 2025, for an orientation session. A similar orientation session was held for the new WSC chair, Board member David Morton, on October 8, 2025



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## **Technical Activities Update for the WECC Board of Directors**

Branden Sudduth, VP of Reliability Planning and Performance Analysis

Kris Raper, VP of Strategic Engagement and External Affairs

Philip Augustin and Chelsea Loomis, RAC Co-chairs

Dede Subakti and Margaret Albright, RRC Co-chairs

December 10, 2025

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This is a compilation of activities of the Reliability Planning and Performance Analysis department, the Strategic Engagement and External Affairs department, and the WECC technical committees.

## New Initiatives and Recent Activity Highlights

### November 13, 2025 Event

On Thursday, November 13, at approximately 12:43 p.m. MST, a significant disturbance occurred in the eastern part of the Western Interconnection that resulted in a power loss to over 100,000 customers. The disturbance was the result of forced outages of several transmission and generation facilities. WECC and NERC are launching a review of the event and working with affected entities to determine the root cause. WECC will share lessons it learns with the industry when the review is complete. A full review may take several months.

### Extreme Weather Preparedness Efforts

WECC launched its Assurance Program in 2025 with a focus on extreme weather preparedness. Program activities included distributing requests for information to 38 entities, reviewing the responses, and conducting additional outreach. Outreach included conference calls, virtual meetings, or, when more in-depth discussions were required, on-site visits. In 2025, the Assurance Team will have completed seven on-site visits. Collaboration, including participation in on-site visits with other Regional Entities, has occurred and will continue in 2026.

Identified areas of strength and stand-out practices by entities are:

1. Organizational culture from top management down (i.e., “tone at the top”) demonstrating an awareness and the importance of extreme weather preparedness
2. Entities exhibiting an attitude of continuous improvement by using various opportunities to strengthen their generator readiness program (e.g., incorporating insights from industry forums, end-of-season reviews, enhanced communications during extreme weather events, and creation of checklists specific to extreme weather)
3. Development and implementation of mature cold weather readiness programs beyond mandatory requirements
4. Development of generator readiness plans that address all reasonable extreme weather risks for the geographical location of the plant. This will help ensure that plant personnel are trained and prepared for all extreme conditions in which they may need to operate

Although a thorough assessment of extreme weather preparedness throughout the Western Interconnection has not been conducted through assurance visits, the registered entities questioned have demonstrated dedicated efforts to remain operationally reliable during extreme weather.

During 2026, WECC will continue to collect and review information associated with extreme weather risks. We will also continue working with entities in the West to better understand the efforts they are making and assisting them with extreme weather preparedness to ensure reliable operations of the BPS.



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To ensure transparency and knowledge sharing, WECC will continue to support and enhance the Assurance Program's dedicated [site](#). This site will include a periodically updated report detailing best practices and challenges encountered by entities as they prepare to operate under extreme conditions. Additionally, the site will include program documents and Extreme Weather Event Reports, NERC Alerts, recommendations from Extreme Weather Event Reports, and other resources such as lessons learned and applicable reliability guidelines.

Additionally, Recommendation 3 of the Winter Storm Elliott report directed NERC and the Regional Entities to conduct a readiness review of the blackstart generation fleet across North America. This effort is in the final review stage and was [published](#) November 21.

## Western Interconnection Wildfire Update

WECC staff continues to monitor and assess the impacts of wildfires on the reliable operation of the BPS as part of real-time, situation-awareness delegated responsibilities.

On June 12, 2025, President Trump signed Executive Order 14308, Empowering Commonsense Wildfire Prevention and Response. EO 14308 was established to address the challenges faced by state and local government in effectively responding to wildfires. On September 10, in accordance with Section 4(d) of the Executive Order, FERC issued a directive to NERC. The directive asks NERC to deliver a report by May 1, 2026, on best practices to reduce the risk of wildfire ignition from the BPS. NERC and WECC are organizing and co-hosting a workshop January 29–30, 2026, to engage industry experts and discuss solutions on best practices to reduce wildfires caused by electrical equipment ignition. The observations, best practices, and recommendations identified in the workshop will be the foundation in drafting and filing the response to the FERC Order.

WECC will issue the Annual Wildfire Data Request to applicable Transmission Operators in Canada and the United States in early January.

## Reliability in the West Discussion Series

WECC finished the series for the year with its November discussion on the winter outlook. Chief Meteorologist Sunny Wescott with the U.S. Department of Homeland Security, Cybersecurity and Infrastructure Security Agency, joined the panel again to give a comprehensive look at how the weather forecast this winter may affect the BPS. In addition, James Hanson and Matt Zapotocky of WECC staff shared insights on potential operational challenges, discussed lessons learned from past winter events related to inverter-based resources (IBR) and natural gas, and highlighted early insights from WECC winter preparedness assurance work. The discussion stressed the importance of broadening our view of risk during the winter operating season to include issues like IBRs and wildfires, which have historically only been associated with summer operations.

The Discussion Series will take its usual break in December and return in 2026.



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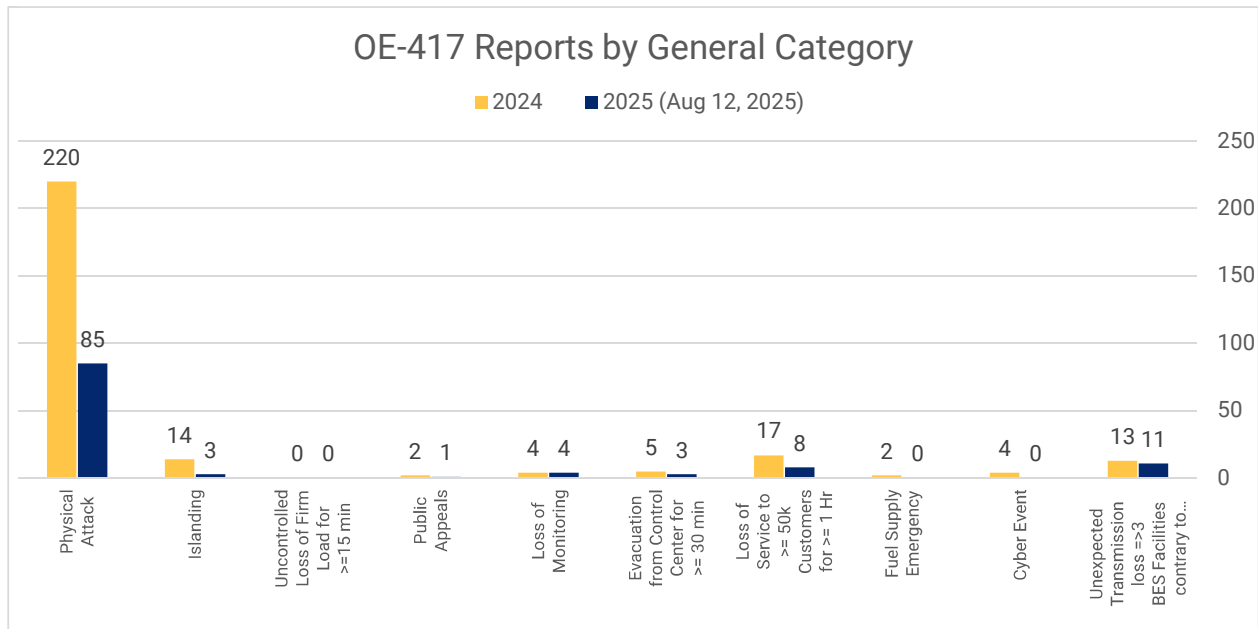
## System Performance Data and Metrics

### Event Analysis (EA)/Situational Awareness (SA)

WECC maintains situational awareness through various means including mandatory reporting of events through the Department of Energy's OE-417 and the NERC Reliability Standard's EOP-004-4 processes.

There were 133 physical security events reported to date in 2025, compared to 213 physical security events reported in the same period of 2024, showing an overall decrease in reported physical security events. It is notable that most physical security reports entail vandalism, break-ins, or copper theft, and have no system impact.

There were no cybersecurity events reported to date in 2025, compared to two cybersecurity events reported during the same period in 2024, representing a decrease in reported cybersecurity events year-over-year.

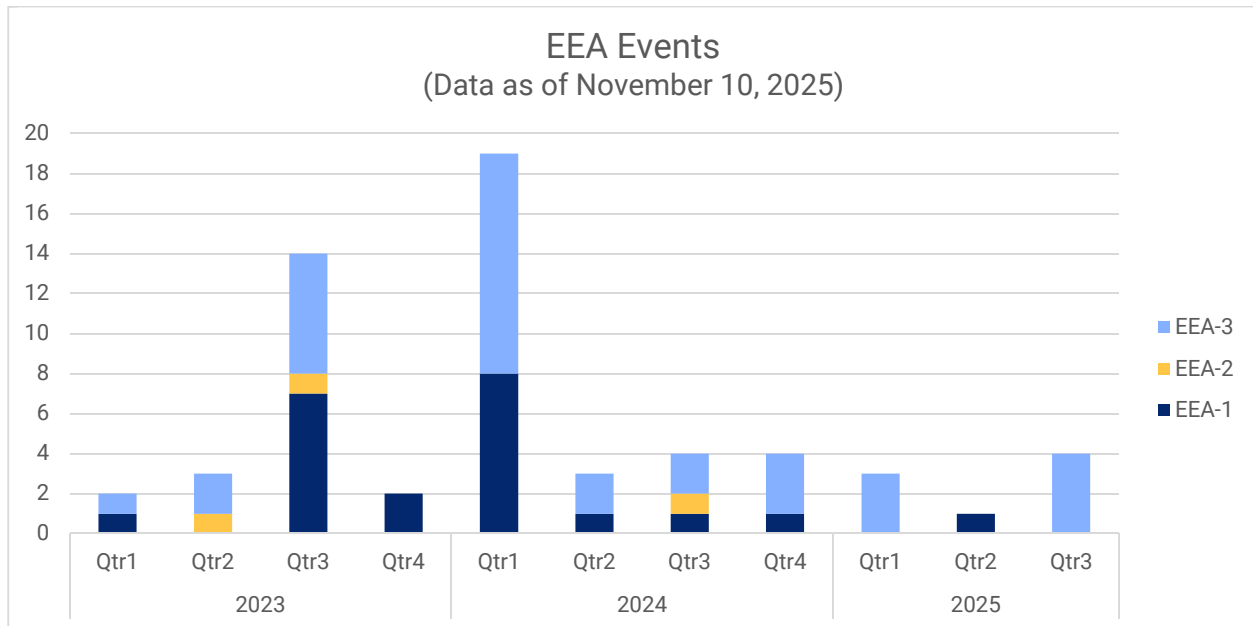


There has only been one Energy Emergency Alert (EEA) declared since the last Board meeting. This alert was a level 3 alert (the most critical level when operating reserves are below the required minimum) and was issued when the entity experiences a forced generation outage while solar resources were ramping down for the day. The combined loss of these resources, in addition to a major line being out of service for maintenance, forced this entity to use reserves to serve demand. This event lasted for just over an hour.

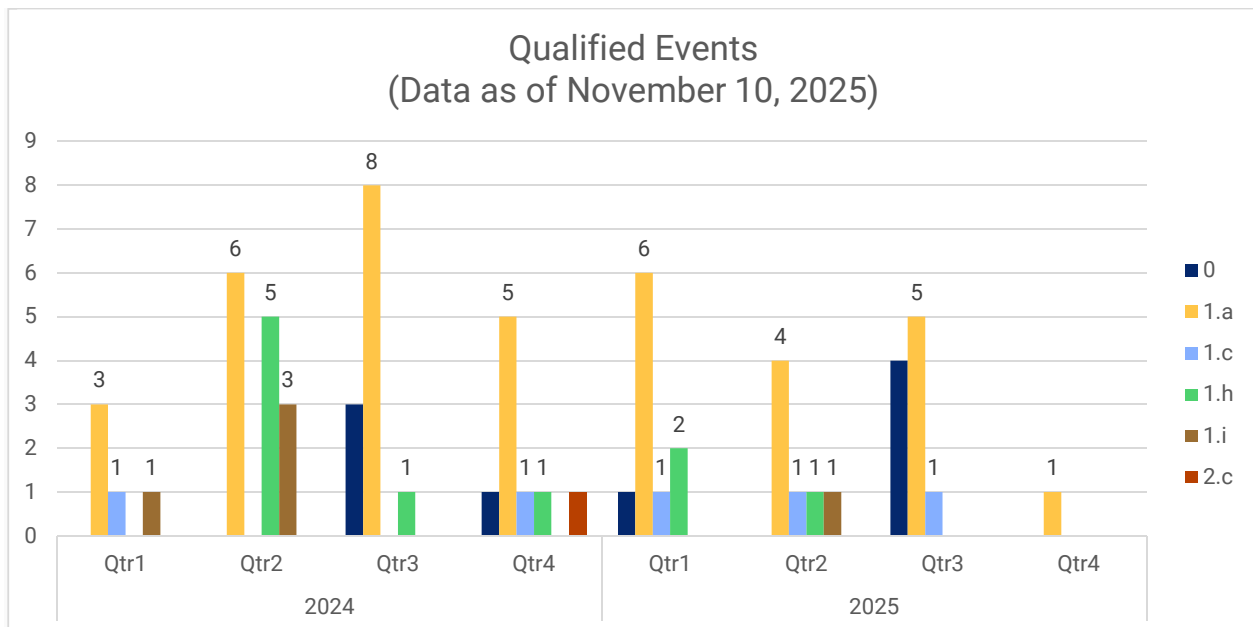




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Overall, there has been a noticeable reduction in EEAs in the Western Interconnection over the past three years. The WECC Situational Awareness team led an effort to create [Best Practices for Energy Emergency Alerts](#). The California ISO has also implemented an EEA Watch, which identified potential reserve shortages earlier and allows action to be taken before issuing an actual EEA. These are potential reasons for the reductions in the number of EEAs seen in 2025. It is also worth noting that, in 2025, all of the eight EEA's issued came from two entities. Both of these entities are in unique geographical locations with limited connections to the rest of the Western Interconnection.



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2025 has seen an overall reduction in the number of brief reports received, including a more than 50% reduction in Category 1h (loss of Control Center functionality) and a 75% reduction in Category 1i (loss of IBRs). In 2025, we received our first brief report for an IBR reduction consisting of mainly wind resources.

In 2025, WECC requested and received reports for several Category 0 events that did not meet the NERC reporting requirements, but had notable impact on the BPS. One of these was an oscillation event at a battery energy storage system (BESS) facility caused by an inadvertent software programming change made to the control logic through a dedicated VPN connection by the vendor. The vendor was working in the test environment and accidentally pushed a change to the plant. They have implemented several mitigation measures and are working to determine additional process or SCADA changes to prevent any future events.

## Report on 2024 IBR Generation Reduction Events

There were four IBR generation reduction events that occurred in 2024 that WECC, NERC, and CAISO investigated. Each of these had generation reductions of over 500 MW. We have completed and published a report sharing the details and recommended actions of these events. This report demonstrates the partnership between WECC, NERC, and CAISO in analyzing these events and steps taken to improve plant performance. These efforts are aimed at improving device settings so IBRs respond optimally during future system events and ensuring that technical requirements for IBRs are set out in Large Generator Interconnection Agreements (LGIA). In addition, the report stressed the importance of Standards development and filing to address performance requirements, post-performance requirements, and post-performance validations for registered IBRs, data sharing, and model validation for use in operational and planning studies. The report was [published](#) in November 2025.

## Moss Landing Battery Energy Storage System Fire

WECC is leading a joint effort with the FERC/ERO Enterprise team to analyze the January 16, 2025, fire at the Moss Landing BESS in California. This analysis aims to uncover valuable lessons for entities planning to integrate BESS in the BPS.

As part of the analysis, the team has worked with a broad range of stakeholders, including battery operators, original equipment manufacturers (OEM), and fire safety organizations. Moss Landing was among the earliest large-scale BESS installations, and BESS fire safety and design have advanced significantly in the past five years.

A few key findings from the team on this effort are:

- **Legacy Design:** Moss Landing predates NFPA 855, highlighting the need for retroactive safety evaluations.
- **Industry Evolution:** Most new BESS facilities now adopt outdoor containerized designs, reflecting lessons learned from early failures.



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- **Capacity Tests:** Many BESSs are built with additional capacity and energy capabilities. Entities are conducting capacity tests, which may result in charging the BESS beyond stated operational capacity.

The final report, which will outline key findings and recommendations, is slated for publication by the end of 2025.

## Status of Ongoing Activities

### Base Case Development

Table 1: Base Case Activity as of August 15, 2025

Base Case Name	Status	Date Posted
2026 Light Summer 1	Final	September 26, 2025
2026 Heavy Summer 4 Specialized	Final	November 6, 2025
2035-36 Heavy Winter 1	Final	October 23, 2025
2036 Heavy Summer 1	Final	October 27, 2025

### Base Case Data Quality

WECC continues to focus on data quality and is working with data submitters to identify priority issues to address in 2026.

## 2025 Reliability Assessments

### NERC Assessments

Similar to previous years, WECC worked with the ERO Enterprise to complete the Summer Reliability Assessment (SRA), the Long-term Reliability Assessment (LTRA), and the Winter Reliability Assessment (WRA). NERC published the SRA earlier in the year with a complementary WECC-specific SRA published after to share more West-specific details. NERC completed and published the WRA with the West-specific WRA planned shortly after. The LTRA has been completed and is undergoing a robust review process that includes stakeholder outreach for those regions defined as High or Elevated risk; NERC will publish it in January.

It is worth noting that, in 2025, WECC saw an increase in the number of stakeholder requests for targeted presentations from WECC for both of the seasonal assessments (SRA and WRA). WECC is exploring more ways to address this appetite for subregional or even state-level details.

### Western Assessment of Resource Adequacy

The 2025 WECC Western Assessment of Resource Adequacy (Western Assessment) is nearing the final review before being published in mid-January 2026. This year there will be two sensitivities about resource additions and an additional two sensitivities in response to increasing questions about load

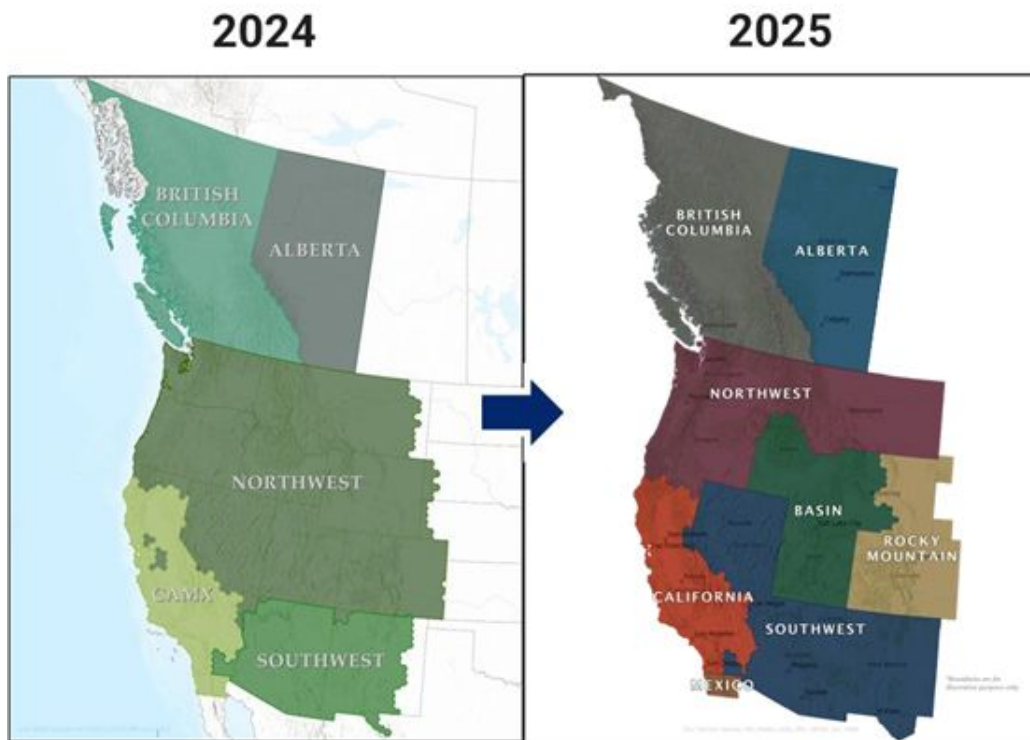


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uncertainty, primarily created by large data centers. In 2024, the Western Assessment included several PDF appendices to share additional information with stakeholders. This year, the additional information will be shared with stakeholders through the Shorthand interactive tool for ease of use and navigation.

## 2025 Assessment Improvements

In 2025, there were two primary improvements made to the assessment process. First, WECC created and used a new and consistent subregion map for NERC Assessments (LTRA, SRA, WRA) and WECC products (Western Assessment and ADS). This new map allows Western stakeholders to better understand the body of reports and products by making them relatable to one another and ensures the subregion definitions and data are consistent. The new map also addressed a concern from California entities about maps sometimes identifying them as being part of a subregion with Elevated or High risk based on Mexico's data. Splitting up the former CA/MEX subregion creates more accurate reporting of risk areas and allowed WECC to respond to California's concerns.



Second, WECC included targeted outreach to subregions falling in the Elevated or High risk classification. Not only did this ensure the affected subregions would not be surprised when the report was published, but, as in the case of BC Hydro, this allowed WECC to address and correct any inadequate data before publication. By meeting with BC Hydro this year about its risk classification, WECC was able to implement a new modeling assumption that better reflected BC Hydro's operational abilities and move them from Elevated to Normal risk. This more accurately portrays BC Hydro's risk profile *and* builds trust and creates a stronger partnership.



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## Piloted Assessment Improvements for 2026

In addition to the improvements in the 2025 assessments, WECC, along with the rest of the ERO Enterprise, also piloted two major improvements that will be used for the 2026 assessments. The first involves integrating lessons learned from the Interregional Transfer Capability Study (ITCS) into WECC's reliability assessment methodology. WECC's new transfer capability tool, TARA, is first used to determine the transfer capability between subregions. This information is then put into the energy assessment to model the flow of energy that better reflects operational ability. This also allows Transmission Planners and others to have additional information for their long-term transmission planning needs.

The second major improvement, piloted in 2025, was the collective move of the ERO Enterprise to a consistent software tool, SERVVM, for resource adequacy and energy sufficiency assessments. 2025 is the last year in which WECC will use MAVRIC, and all NERC and WECC assessments that have used MAVRIC will now use SERVVM. By running a consistent software throughout the ERO Enterprise, we can use a common set of assumptions, methodologies, and metrics to better communicate reliability risk across the entire NERC footprint.

## WECC Risk Management Program Update

The WECC Risk Management Program (RMP) continues to evolve as the foundation for addressing reliability risks to the Western Interconnection. This year, WECC is working to improve the process to include expanded stakeholder engagement, which will allow the RMP to replace the WECC Reliability Risk Priorities (RRP) process. WECC aims to identify specific and sustainable ways of engaging with a range of stakeholders through the RMP. WECC has talked with the MAC, WIRAB, and the technical committees over the past few months to discuss these enhancements. An overview of these changes is included in the attached background document related to the retirement of the RRP process.

## Risk Priorities

### Modeling and Data Quality Risk

The Electromagnetic Transient (EMT) Strategic Workshop took place on November 19 and 20. The workshop was designed to foster collaboration and align best practices for EMT modeling, model validation, performance testing, and regional EMT assessment strategies.

Workshop goals and highlights include:

- Create a common understanding of EMT modeling needs, drivers, and challenges across the Western Interconnection.
- Facilitate discussions to standardize EMT modeling requirements, model validation, and system study methodologies.
- Collect stakeholder feedback about potential regional guidelines, variances, or recommended practices.
- Share updates about NERC's EMT Standards development and discuss their implications for Western entities and WECC's role in supporting the effort.



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- Provide opportunities to learn from peer utilities and ISOs/RTOs implementing EMT modeling and screening programs.
- Offer a forum for senior leaders and technical experts to align strategy and direction.

One of WECC's essential reliability functions is model development. Because WECC's models are critical for reliability, and used by industry planners to inform system operations and investment decisions, WECC takes its responsibility of building high-quality, highly accurate models seriously. WECC released its [Model Philosophy](#) at the October Reliability Assessment Committee (RAC) meeting. This document is a declaration that underpins WECC's approach to our role and responsibility for creating and maintaining high-quality system models of the Western Interconnection BPS. We intend for the *Model Philosophy* to serve as a foundation and a springboard for continued heightened focus on advancing the quality of WECC models and the value they bring to grid reliability. The philosophy received a great deal of support at the RAC meeting. The *Model Philosophy* is built on seven principles: completeness, accuracy, consistency, validation, standardization, relevance, and availability.

## Large Loads Risk

NERC issued a Level 2 NERC Alert in September to collect information from industry regarding large loads. The data is due back to NERC in January, and the West-specific data will be shared with WECC. Keeping the NERC Alert in mind, WECC is reviewing the Loads & Resources data request to complement, rather than duplicate, the NERC Alert request. WECC continues to participate in the NERC Large Loads Task Force as well as multiple project teams under the Energy Systems Integration Group (ESIG) Large Loads Task Force.

WECC is exploring options to study large loads with current data and models. As part of the 2025 Western Assessment, there will be sensitivities about large load growth. In mid-November, WECC received information on a preliminary large load transient stability model developed by the Electric Power Research Institute. Initially intended for EV modeling, it has been extended to better model crypto mining, data centers, and similar. WECC will be working with the NERC Load Modeling Working Group (LMWG) and the Model Validation Subcommittee (MVS) for testing and approval of this new model.

## Gas/Electric Interdependency Risk

With the electric grid's recognized, increasing dependency on the natural gas system, and in response to recent events related to the natural gas system that have limited fuel availability, WECC has begun speaking with the natural gas industry, electric industry stakeholders, and internal subject matter experts to identify potential WECC activities for understanding and addressing reliability risks related to gas–electric interdependence.





## Retirement of the Reliability Risk Priorities Process

Approval Item  
Board of Directors Meeting  
December 10, 2025

### Board Resolution

*Resolved*, that the WECC Board of Directors (Board), acting on the recommendation of the WECC Executive Team, hereby approves the retirement of the current Reliability Risk Priorities (RRP) process.

### Background

#### WECC's Recent RRP Process

WECC's mission is to effectively and efficiently mitigate risks to the reliability and security of the Western Interconnection's bulk power system (BPS). To ensure that it fulfills this mission, WECC has adhered to a biennial, stakeholder-input-driven process for establishing RRP. This process was most recently approved by the Board in conjunction with the Section 4.9 Review conducted in 2020.

The current RRP process relies primarily on stakeholder input to rank reliability and security risks, meaning that the rankings could lack the analytical foundation that is a key component of a world-class risk management program. Additionally, because it is a biennial process, it lacks the flexibility necessary to address emerging risks related to a quickly evolving electric grid.

#### WECC's Risk Management Program

In 2023, WECC implemented a robust [risk management process](#) to address reliability and security risks. This process is data driven, employing data analytics and technical expertise from WECC's staff and stakeholders—primarily through the Reliability Risk Committee (RRC)—to identify, evaluate, and rank reliability and security risks to the Western Interconnection's BPS. Through this process, WECC has created a risk register in which all identified risks to the BPS in the West are described, ranked, and tracked. Moving forward, WECC will add robust stakeholder outreach and feedback as a key part of this process. This process of identifying, ranking, tracking, and mitigating reliability and security risks, coupled with robust stakeholder outreach, comprises [WECC's Risk Management Program](#) (RMP).

The RMP will include stakeholder engagement at each of its five stages:

1. Risk identification
2. Risk assessment
3. Risk prioritization
4. Risk treatment
5. Risk tracking

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Beginning in 2026, risk identification, assessment, and tracking will be addressed through committee work, wecc.org, and direct communication with WECC staff. All stakeholders are invited to participate. The prioritization and treatment process will incorporate the engagement aspects of the previous RRP process, but through more flexible and frequent opportunities. Specifically, prioritization and treatment will be considered through:

- Two public town hall meetings in which newly identified risks and associated risk assessments will be discussed with stakeholders. It is anticipated that these meetings will occur in the spring and late summer to allow for future WECC work planning. We expect an interactive dialogue in which stakeholders can share their perspectives and discuss risk prioritization and treatment. The town hall will be followed by a comment period to give an additional opportunity for stakeholders to guide WECC's risk work. Moreover, these town halls will give an opportunity to the Member Advisory Committee and Western Interstate Regional Advisory Body to participate in the process.
- The Board will receive regular updates on all parts of the RMP. Twice a year, during the technical activities update at the WECC quarterly Board meetings, Board members will be updated on the substance of each town hall meeting and substantive stakeholder input. WECC staff will present new risks identified, the status of assessments, any changes to risk prioritization, and how risks are being treated and how they will be treated in light of the analytical process and stakeholder input.

These two items have been included as redline changes in the RMP document linked above.

Because WECC will incorporate robust stakeholder outreach and input into its RMP, running parallel risk ranking processes will lead to duplicative and potentially inconsistent work and results.

For this reason, WECC's reliability and security mission is best advanced through the retirement of the current RRP process.





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# Technical Activities Update

**Branden Sudduth**  
*VP, RPPA*

**Chelsea Loomis**  
*RAC Co-Chair*

**Meg Albright**  
*RRC Co-Chair*

**Electric Reliability  
& Security for the West**

December 10, 2025

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## November 13, 2025, Event

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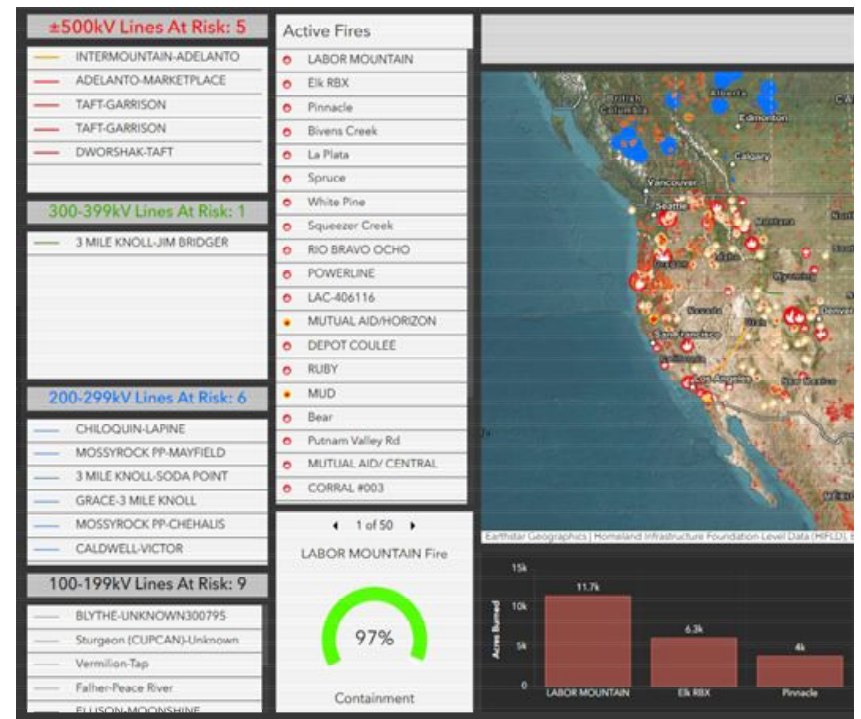
*On Thursday, November 13, at approximately 12:43 p.m. MST, a significant disturbance occurred in the eastern part of the Western Interconnection that resulted in a power loss to over 100,000 customers. The disturbance was the result of forced outages of several transmission and generation facilities. WECC and NERC are launching a review of the event and working with affected entities to determine the root cause. WECC will share lessons learned with the industry when the review is complete. A full review may take several months.*

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## Wildfire Mitigation Activities

- Executive Order 14308—Empowering Commonsense Wildfire Prevention and Response (June 12, 2025)
- NERC Wildfire Mitigation Reference Guide
- FERC Wildfire Risk Mitigation Technical Conference (October 21, 2025)
- WECC annual wildfire data request
- Wildfire Mitigation Workshop (January 29–30, 2026, invitation only)

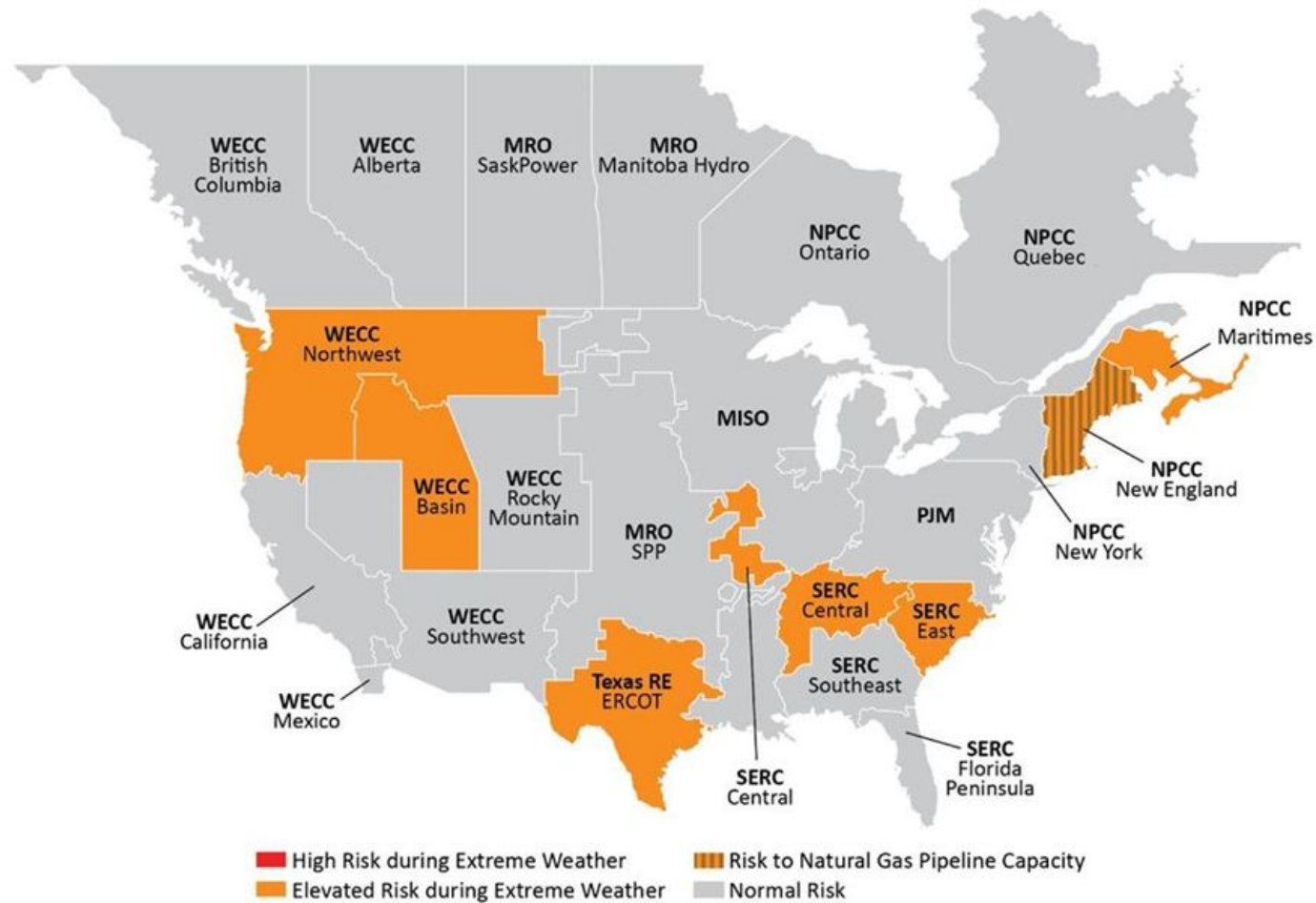


Source: WECC Wildfire Risk Dashboard (wecc.org)

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# Winter Reliability Assessment



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# Retirement of Reliability Risk Priorities Process



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## RRP Process Evaluation

### Worked Well

- Created opportunities for stakeholders to discuss risks and prioritization
- Provided opportunity for staff to engage with Board in risk discussion
- Resulted in clear list of priority risks to help focus organizational efforts

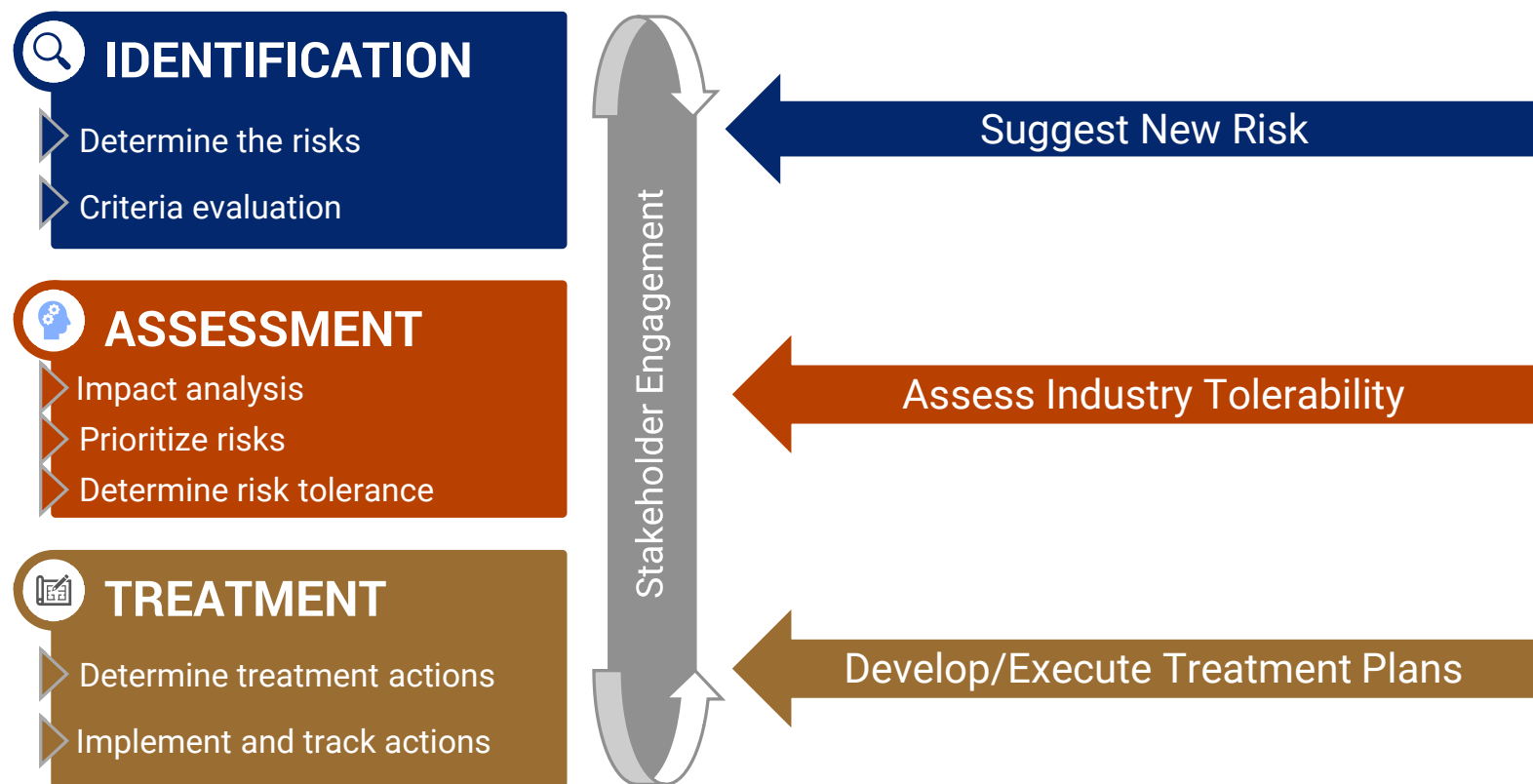
### Needed Improvement

- Lacked analytically robust method to narrow the universe of risks (done largely by stakeholder opinion)
- Tended to be driven by a small number of stakeholder voices
- Limited evaluation and update of risks to every other year
- Lacked tracking of risk status and mitigation efforts

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## WECC Risk Management Program—Stakeholder Engagement



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## 2026 Risk Management Program Enhancements

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- New risks, prioritization, and treatment will be reported at each Board meeting
- Twice a year, WECC staff will host virtual town hall meetings to discuss new risks, prioritization, and treatment with stakeholders
  - Following open discussion, stakeholders will have an additional opportunity to provide feedback through comments
  - WECC staff will incorporate feedback and report on the stakeholder input to the Board

**This is a nimbler approach that allows more opportunity for stakeholder engagement**



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# **Reliability Assessment Committee (RAC) and Reliability Risk Committee (RRC) Updates**



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## RAC Update

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Document how a dynamic model is developed, tested, validated, and accepted



Uncertain large loads—adding them to power system models



Implement a WECC generator ID that acts as a consistent identifier for generators across years and tools



Create training for data submitters to improve the quality of data and models

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## RRC Update

### System Performance Trends: Increase of Inverter-based Resource (IBR) Usage

Ratio of IBR generation to demand in the Western Interconnection

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
2021	Jan	9.08%	9.39%	9.59%	9.60%	9.64%	9.57%	9.25%	8.78%	8.61%	10.84%	15.75%	18.52%	19.54%	20.00%	20.07%	19.69%	17.92%	13.87%	8.95%	7.68%	7.80%	8.07%	8.29%	8.57%
	Feb	10.54%	10.88%	11.15%	11.15%	11.11%	10.87%	10.20%	9.71%	10.43%	15.14%	21.12%	23.80%	24.81%	25.23%	25.44%	25.27%	24.54%	21.27%	14.61%	10.19%	9.99%	10.09%	10.10%	10.30%
	Mar	11.67%	12.02%	12.16%	12.08%	11.84%	11.26%	10.52%	9.96%	11.18%	16.00%	22.51%	25.93%	27.27%	27.59%	27.80%	27.64%	26.77%	24.47%	20.11%	15.18%	11.55%	10.77%	10.97%	11.28%
	Apr	13.11%	13.44%	13.43%	13.22%	12.79%	12.33%	11.76%	11.95%	13.96%	20.44%	26.80%	29.35%	30.55%	31.15%	31.56%	31.45%	30.96%	29.64%	26.59%	21.63%	15.23%	12.40%	12.45%	12.87%
	May	13.13%	13.27%	13.20%	12.96%	12.51%	11.77%	11.43%	12.36%	15.99%	22.73%	26.63%	27.99%	28.50%	28.51%	28.42%	28.09%	27.58%	26.68%	24.88%	21.86%	16.50%	12.36%	12.11%	12.49%
	Jun	10.62%	10.77%	10.72%	10.58%	10.32%	9.77%	9.53%	10.23%	13.25%	18.38%	21.02%	21.44%	21.41%	21.27%	21.05%	20.87%	20.58%	20.11%	19.01%	17.14%	14.02%	10.79%	10.15%	10.56%
	Jul	9.63%	9.76%	9.43%	9.10%	8.59%	7.99%	7.56%	8.00%	9.93%	14.01%	17.04%	18.03%	18.18%	17.97%	17.55%	17.29%	17.11%	16.65%	15.78%	14.45%	11.99%	9.54%	9.13%	9.37%
	Aug	10.36%	10.46%	10.37%	10.20%	9.93%	9.36%	8.84%	9.01%	10.46%	14.86%	19.07%	20.45%	20.74%	20.46%	20.11%	19.70%	19.31%	18.61%	17.31%	15.13%	11.88%	9.93%	10.04%	10.31%
	Sep	10.02%	10.35%	10.39%	10.26%	10.17%	9.64%	9.10%	9.10%	10.27%	14.40%	20.11%	22.41%	22.78%	22.64%	22.13%	21.57%	20.97%	19.43%	16.79%	13.17%	9.71%	9.11%	9.38%	9.62%
	Oct	10.63%	10.76%	10.82%	10.68%	10.44%	10.06%	9.63%	9.53%	10.76%	13.74%	20.05%	24.02%	25.27%	25.63%	25.69%	25.19%	24.06%	21.12%	16.64%	11.77%	10.08%	10.34%	10.62%	10.70%
	Nov	10.74%	10.99%	11.19%	11.22%	11.14%	10.83%	10.34%	9.95%	10.96%	15.32%	20.84%	23.69%	24.60%	25.10%	25.20%	24.70%	22.21%	16.39%	11.33%	10.16%	10.27%	10.38%	10.48%	10.66%
	Dec	11.50%	11.75%	11.92%	11.97%	11.95%	11.76%	11.40%	10.98%	10.90%	13.04%	17.00%	19.15%	20.10%	20.48%	20.55%	20.17%	18.25%	14.05%	10.81%	10.71%	10.72%	10.81%	10.90%	11.08%
2024	Jan	9.88%	10.46%	10.65%	10.73%	10.71%	10.56%	10.60%	11.16%	14.26%	19.17%	22.63%	24.26%	24.85%	25.08%	24.91%	23.88%	20.70%	14.70%	11.16%	11.12%	11.06%	10.53%	10.27%	9.95%
	Feb	11.84%	12.25%	12.46%	12.65%	12.59%	12.48%	12.68%	14.60%	18.09%	24.16%	27.57%	29.28%	30.03%	30.39%	30.14%	29.25%	26.78%	20.64%	14.88%	13.43%	13.30%	12.65%	12.12%	11.55%
	Mar	13.95%	13.98%	13.71%	13.57%	13.30%	13.06%	14.16%	18.05%	23.96%	29.38%	31.89%	33.39%	34.22%	34.65%	34.62%	33.94%	31.90%	27.56%	21.03%	16.74%	16.59%	15.53%	14.53%	13.79%
	Apr	16.90%	16.89%	16.70%	16.40%	15.96%	15.85%	20.12%	25.62%	33.26%	36.79%	38.63%	39.49%	40.05%	40.36%	40.49%	39.87%	38.22%	34.79%	27.77%	22.11%	20.23%	19.14%	17.84%	16.92%
	May	17.57%	17.49%	17.51%	17.29%	17.33%	19.67%	23.96%	31.94%	37.23%	39.07%	39.98%	40.38%	40.42%	40.25%	39.74%	38.98%	37.67%	34.95%	29.59%	25.60%	20.97%	19.83%	18.89%	17.54%
	Jun	14.52%	14.40%	14.42%	14.32%	14.17%	17.20%	21.17%	29.28%	32.87%	34.31%	34.87%	34.97%	34.75%	34.11%	33.31%	32.38%	31.07%	28.94%	25.49%	22.25%	17.99%	16.52%	15.64%	14.66%
	Jul	11.34%	11.19%	11.07%	10.71%	10.25%	11.55%	15.21%	22.24%	26.50%	28.03%	28.31%	28.08%	27.63%	26.77%	25.81%	24.96%	23.83%	22.50%	20.24%	17.30%	13.53%	12.58%	11.85%	11.02%
	Aug	11.85%	11.55%	11.29%	10.83%	10.31%	10.06%	13.96%	20.48%	27.09%	29.41%	30.19%	30.12%	29.52%	28.75%	27.86%	26.87%	25.55%	23.44%	20.42%	17.17%	14.86%	14.03%	13.25%	12.03%
	Sep	12.72%	12.54%	12.34%	12.09%	11.76%	11.63%	14.61%	19.78%	28.96%	32.37%	33.38%	33.27%	32.81%	32.11%	31.17%	29.85%	27.85%	23.99%	19.51%	15.72%	15.29%	14.18%	13.76%	12.72%
	Oct	12.43%	12.45%	12.30%	12.19%	12.02%	11.82%	12.83%	17.49%	25.96%	31.02%	32.71%	33.31%	33.26%	33.07%	32.58%	31.22%	27.74%	22.74%	17.37%	16.73%	15.93%	14.27%	13.13%	12.43%
	Nov	12.72%	12.77%	12.81%	12.73%	12.53%	12.48%	12.93%	16.52%	21.69%	28.19%	30.61%	31.32%	31.85%	32.10%	31.78%	30.06%	24.99%	19.33%	16.10%	16.27%	15.65%	14.76%	13.71%	12.86%
	Dec	12.38%	12.84%	13.03%	13.10%	13.10%	12.95%	13.02%	14.24%	18.12%	23.68%	27.11%	28.50%	29.08%	29.54%	29.61%	28.11%	22.38%	17.12%	14.97%	15.12%	14.62%	13.76%	13.23%	12.69%

Source: [Electricity Generation | WECC System Performance Data Portal](#)





# RRC Update

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2021

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Jan	35.18%	35.10%	34.89%	34.72%	34.69%	35.39%	34.94%	33.39%	32.15%	32.00%	31.45%	31.10%	31.01%	31.39%	31.30%	30.44%	30.31%	29.44%	30.21%	31.38%	32.58%	33.75%	33.91%	33.74%
Feb	25.00%	25.72%	26.56%	26.05%	25.50%	24.42%	23.12%	22.08%	21.30%	22.36%	23.39%	24.62%	25.51%	25.92%	26.98%	27.91%	28.60%	27.01%	23.65%	22.38%	22.81%	23.29%	24.19%	24.41%
Mar	36.68%	36.86%	36.96%	36.41%	35.77%	34.58%	33.18%	30.94%	31.23%	31.30%	32.34%	32.89%	32.60%	32.65%	32.99%	33.98%	35.38%	34.58%	32.80%	33.21%	34.84%	36.09%	36.71%	37.11%
Apr	34.71%	35.96%	36.23%	36.72%	37.43%	37.57%	36.92%	37.48%	37.27%	37.33%	37.41%	38.40%	39.66%	41.41%	42.08%	42.31%	42.52%	41.25%	37.17%	34.13%	33.96%	34.91%	34.75%	34.63%
May	35.37%	34.40%	33.23%	33.35%	32.81%	32.58%	32.99%	33.36%	34.12%	35.66%	36.89%	37.23%	37.20%	37.26%	37.05%	35.31%	34.05%	34.68%	34.17%	31.96%	33.07%	35.34%	35.37%	34.47%
Jun	34.07%	34.13%	33.43%	31.90%	30.60%	28.25%	27.87%	26.35%	25.27%	25.78%	27.16%	26.79%	25.94%	24.99%	23.77%	23.48%	23.44%	23.62%	25.15%	25.50%	27.36%	29.37%	32.15%	34.37%
Jul	34.66%	33.77%	30.54%	28.26%	25.87%	23.51%	23.10%	23.68%	24.10%	24.38%	24.92%	24.06%	22.37%	20.68%	19.70%	19.50%	20.06%	21.27%	23.04%	23.68%	27.23%	30.30%	32.25%	32.97%
Aug	37.17%	36.97%	35.00%	33.44%	32.34%	30.11%	28.72%	28.21%	27.47%	27.23%	26.24%	24.58%	23.07%	21.64%	20.68%	21.01%	21.46%	22.68%	23.30%	24.20%	29.46%	33.72%	36.48%	37.77%
Sep	36.54%	37.13%	35.31%	34.42%	35.35%	35.30%	35.76%	35.19%	35.58%	35.35%	35.24%	33.69%	31.08%	29.32%	27.64%	26.06%	24.84%	23.08%	21.06%	22.96%	25.89%	28.18%	31.42%	34.70%
Oct	40.32%	41.16%	41.48%	40.15%	39.03%	37.93%	36.27%	34.80%	36.07%	35.93%	36.58%	36.92%	36.80%	37.28%	37.18%	36.69%	35.63%	31.18%	30.85%	34.21%	36.29%	37.95%	39.75%	41.10%
Nov	37.64%	38.07%	39.06%	39.13%	39.26%	38.81%	37.31%	36.26%	38.12%	40.12%	39.49%	39.98%	39.32%	38.29%	37.23%	35.62%	31.31%	26.30%	26.63%	29.14%	32.04%	34.25%	36.46%	37.39%
Dec	42.95%	43.06%	42.13%	40.90%	39.87%	38.79%	38.66%	37.62%	37.11%	39.07%	39.03%	39.45%	39.74%	39.67%	40.75%	41.63%	38.93%	36.94%	37.77%	38.89%	39.78%	40.76%	41.03%	41.98%

2024

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Jan	38.72%	41.90%	43.27%	43.50%	43.22%	42.03%	40.68%	38.18%	37.38%	43.75%	46.82%	47.88%	49.28%	49.17%	48.85%	47.58%	42.11%	31.75%	28.62%	30.21%	31.87%	32.58%	35.20%	37.65%
Feb	47.03%	48.73%	50.63%	50.85%	50.55%	51.09%	48.82%	45.94%	48.01%	54.78%	57.33%	60.09%	62.61%	64.60%	62.86%	61.33%	59.48%	50.71%	41.43%	40.70%	42.46%	44.90%	45.63%	46.24%
Mar	62.16%	62.46%	59.75%	57.11%	53.98%	51.16%	48.22%	48.81%	56.17%	61.46%	63.19%	63.76%	63.61%	64.64%	65.47%	66.23%	63.82%	59.67%	52.47%	52.34%	55.88%	57.81%	59.49%	61.95%
Apr	62.32%	65.98%	65.04%	61.60%	58.63%	56.99%	55.71%	61.22%	67.06%	70.88%	73.26%	73.19%	71.82%	72.30%	71.18%	70.01%	67.20%	63.52%	57.53%	53.47%	55.23%	58.92%	59.74%	61.38%
May	69.32%	69.98%	70.14%	69.03%	68.86%	66.67%	66.85%	70.50%	73.04%	72.41%	71.78%	72.09%	72.00%	71.26%	69.71%	69.04%	68.36%	65.63%	63.36%	59.08%	58.80%	60.79%	65.83%	67.84%
Jun	55.60%	55.82%	55.80%	55.91%	54.75%	54.43%	56.98%	59.14%	60.43%	60.45%	57.74%	55.91%	54.02%	51.47%	49.64%	49.03%	48.34%	46.88%	46.36%	45.75%	45.37%	47.34%	51.97%	54.79%
Jul	47.26%	47.63%	47.85%	46.49%	44.80%	42.41%	43.22%	46.72%	48.89%	49.93%	49.43%	46.87%	44.17%	40.72%	36.88%	34.74%	33.68%	34.71%	34.40%	30.19%	32.41%	37.78%	42.33%	45.40%
Aug	53.05%	51.32%	49.05%	46.76%	44.20%	40.61%	40.33%	44.32%	46.80%	48.29%	49.04%	47.27%	44.40%	41.96%	39.39%	37.62%	38.18%	38.70%	38.58%	39.65%	42.62%	44.77%	46.42%	51.73%
Sep	63.76%	64.09%	62.81%	59.98%	58.29%	56.61%	52.94%	54.72%	58.29%	58.94%	59.76%	60.07%	58.92%	57.13%	53.92%	51.36%	49.49%	46.25%	42.94%	45.59%	51.32%	56.29%	61.00%	63.82%
Oct	59.53%	57.63%	56.54%	55.47%	53.91%	52.88%	52.39%	54.02%	62.40%	65.18%	67.90%	69.23%	68.74%	68.72%	68.69%	66.84%	64.28%	57.32%	55.79%	59.23%	60.52%	60.31%	60.28%	60.69%
Nov	51.00%	51.12%	50.69%	49.18%	48.07%	46.58%	44.58%	42.15%	48.19%	55.14%	58.16%	58.36%	59.47%	60.68%	60.65%	59.88%	53.98%	45.41%	42.43%	44.34%	45.73%	47.49%	47.47%	49.15%
Dec	51.95%	54.72%	56.17%	56.24%	54.69%	51.90%	48.09%	44.43%	43.71%	51.01%	51.99%	53.92%	54.87%	55.49%	57.13%	55.94%	48.41%	40.12%	39.78%	42.04%	42.88%	43.60%	45.81%	47.77%

BA2

2021

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Jan	7.75%	7.82%	8.02%	8.03%	8.19%	8.07%	7.76%	7.15%	6.62%	11.71%	28.53%	38.53%	42.21%	43.31%	42.61%	41.22%	36.79%	26.32%	10.12%	5.90%	5.85%	6.00%	6.33%	6.85%
Feb	10.65%	11.08%	11.30%	11.42%	11.45%	10.99%	9.51%	8.71%	9.52%	23.22%	44.68%	54.29%	57.72%	58.83%	58.64%	56.71%	54.83%	46.89%	26.28%	11.24%	10.67%	10.62%	10.20%	10.38%
Mar	12.70%	13.25%	13.46%	13.61%	13.25%	12.28%	11.04%	9.98%	11.07%	24.30%	45.89%	56.95%	61.03%	61.31%	61.01%	59.17%	55.31%	49.55%	39.41%	25.68%	13.93%	10.92%	11.59%	11.98%
Apr	18.52%	18.83%	18.73%	18.14%	16.94%	15.95%	14.67%	13.09%	14.06%	32.51%	54.77%	63.56%	67.35%	68.57%	68.99%	68.23%	66.60%	63.54%	57.72%	46.00%	26.46%	16.58%	16.93%	17.98%
May	18.95%	19.39%	19.58%	19.20%	18.44%	16.88%	15.63%	14.39%	20.95%	42.07%	56.02%	61.54%	63.90%	64.22%	63.43%	61.92%	60.15%	56.88%	52.96%	46.91%	31.39%	17.44%	16.43%	17.71%
Jun	15.21%	15.44%	15.51%	15.20%	14.73%	13.60%	12.28%	11.03%	17.32%	33.77%	43.76%	46.71%	47.82%	47.98%	47.38%	46.31%	45.02%	43.43%	40.69%	37.29%	28.47%	17.13%	14.33%	15.00%
Jul	12.32%	12.25%	11.77%	11.16%	10.32%	9.27%	8.20%	7.05%	9.85%	22.46%	33.01%	37.10%	38.72%	38.77%	37.76%	36.82%	35.98%	34.68%	32.93%	30.57%	23.11%	14.01%	12.09%	12.37%
Aug	13.33%	13.30%	13.25%	12.91%	11.94%	10.70%	9.41%	7.99%	8.80%	20.60%	34.45%	40.00%	41.71%	41.37%	40.24%	38.68%	37.58%	36.43%	34.93%	31.15%	21.20%	13.95%	13.43%	13.53%
Sep	12.13%	12.28%	12.40%	12.14%	11.49%	10.30%	8.99%	8.01%	7.49%	16.92%	34.31%	42.41%	44.50%	44.45%	42.50%	40.70%	39.56%	37.57%	34.32%	25.81%	14.76%	12.08%	12.05%	11.79%
Oct	9.35%	9.13%	9.20%	9.22%	8.89%	8.29%	7.80%	7.45%	7.81%	13.58%	32.98%	45.83%	50.01%	50.93%	50.99%	49.02%	47.34%	42.93%	32.77%	17.30%	10.97%	11.10%	11.39%	10.73%
Nov	7.41%	7.49%	7.50%	7.71%	7.47%	6.97%	6.35%	5.84%	6.72%	18.40%	36.05%	44.53%	47.05%	47.87%	47.47%	46.03%	41.39%	27.71%	13.19%	9.54%	8.98%	8.38%	7.43%	7.04%
Dec	8.11%	8.26%	8.44%	8.45%	8.39%	8.17%	7.85%	7.74%	7.95%	13.43%	26.36%	32.70%	35.30%	36.01%	35.88%	34.35%	30.37%	18.99%	9.19%	9.64%	9.50%	9.28%	9.00%	8.59%

2024

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Jan	6.19%	6.80%	6.44%	6.51%	6.80%	6.77%	7.96%	11.27%	15.39%	28.94%	37.18%	40.23%	41.35%	41.52%	40.37%	37.59%	29.31%	15.10%	14.15%	12.79%	11.91%	10.84%	9.24%	7.20%
Feb	6.38%	6.51%	6.47%	6.61%	6.42%	6.64%	9.42%	13.24%	21.02%	37.40%	44.56%	47.48%	48.41%	48.23%	46.91%	44.08%	37.82%	22.96%	16.09%	14.71%	13.26%	11.94%	9.34%	6.62%
Mar	11.30%	11.26%	10.64%	10.67%	10.85%	12.11%	16.26%	21.47%	37.52%	49.41%	53.53%	56.20%	57.23%	57.30%	55.72%	53.18%	47.91%	37.02%	23.65%	21.68%	20.86%	18.96%	14.79%	11.52%
Apr	13.20%	12.59%	12.02%	11.50%	11.48%	13.12%	18.31%	33.82%	50.68%	57.55%	60.53%	62.62%	64.77%	65.51%	66.01%	65.67%	61.36%	51.63%	32.98%	27.98%	26.63%	24.12%	18.26%	14.26%
May	18.06%	17.50%	17.68%	17.48%	17.22%	18.76%	28.21%	49.07%	60.04%	64.21%	67.05%	69.05%	70.71%	71.74%	71.40%	69.86%	65.68%	56.99%	40.43%	32.74%	29.77%	28.35%	23.57%	18.99%
Jun	15.48%	14.59%	14.43%	14.09%	13.87%	14.98%	24.90%	45.10%	52.46%	56.40%	59.07%	61.08%	62.99%	63.78%	62.23%	59.21%	54.93%	47.95%	37.33%	30.15%	26.53%	24.61%	19.74%	15.64%
Jul	10.99%	10.44%	10.22%	9.76%	9.03%	8.78%	14.47%	32.05%	41.27%	45.27%	47.13%	48.44%	49.08%	48.01%	46.13%	43.43%	39.85%	35.58%	29.81%	23.75%	20.54%	18.60%	14.65%	11.01%
Aug	10.91%	10.45%	10.59%	10.23%	9.76%	10.19%	12.89%	29.15%	43.51%	48.27%	50.18%	51.47%	51.79%	51.33%	49.55%	46.66%	42.46%	36.15%	28.76%	23.72%	21.62%	19.74%	15.83%	11.26%
Sep	10.05%	8.98%	8.52%	8.10%	7.65%	8.36%	10.11%	22.51%	42.46%	48.50%	51.38%	52.52%	52.87%	52.18%	50.31%	46.67%	41.30%	32.19%	24.82%	21.40%	19.52%	16.31%	13.59%	9.96%
Oct	7.58%	7.03%	6.65%	6.59%	6.47%	7.20%	10.61%	16.74%	37.27%	45.98%	48.40%	49.60%	49.68%	48.94%	47.41%	43.76%	35.60%	26.72%	23.18%	20.83%	18.23%	14.86%	10.96%	7.77%
Nov	7.74%	7.57%	6.90%	6.79%	6.52%	7.29%	10.38%	13.80%	27.07%	45.83%	50.01%	50.93%	50.99%	49.02%	47.34%	42.93%	32.77%	17.30%	10.97%	11.10%	11.39%	10.73%	10.73%	10.73%
Dec	5.83%	6.80%	6.39%	6.02%	6.05%	6.12%	8.48%	12.00%	16.36%	29.99%	36.30%	39.12%	40.58%	41.69%	41.89%	38.96%	25.33%	18.19%	18.97%	17.18%	15.07%	13.36%	11.02%	8.48%



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155 N 400 W, Salt Lake City, UT 84103, USA