

Glen C. Lyons

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Electricity, Clean Energy, and Oil and Gas Experience

Consumer focused expert on electricity issues, including regulations, policies, utility rate cases, grid integration of **clean energy**, and cost control in New Mexico, seven other states, and at the federal level. Successes achieved via collaborating with a wide range of stakeholders, maintaining a **long-term vision**, developing deep relationships, and providing strong leadership. 36-year ExxonMobil employee with vast oil and natural gas industry experience and insight.

Key Achievements:

- Member of the Electric Reliability Council of Texas (ERCOT) board of directors, during which time the use of wind energy grew more than 50% and more new clean energy capacity was incorporated into the grid than the next four largest states combined.
- Chairman of the Texas Industrial Energy Consumers (TIEC), the nation's largest industrial electricity consumer advocacy group.
- Represented ExxonMobil in key electric utility regulatory filings which provided the company with an estimated \$200+ million of benefits.
- Guided ExxonMobil management on clean electricity policy and electricity regulation for external advocacy and internal initiatives.

Core Competencies:

- Consumer oriented
- Grid reliability focused
- Wide-ranging experience with electricity regulations and energy policies
- Trusted advisor
- Developing relationships

PROFESSIONAL EXPERIENCE:

- Exxon Mobil Corporation from 1985 to 2022 (retired on June 1)
 - US Electricity Policy and Regulatory Lead from 2014 to 2022
 - *Other positions listed on the last page*
- ERCOT from 2018 through 2021
 - Board of directors
 - *ERCOT manages the flow of electricity to 26 million customers, schedules power on an electric grid that connects more than 46,500 miles of transmission lines and 710+ generation units, manages a wholesale market of more than \$10 billion, has annual revenue of more than \$200 million, an annual budget of more than \$250 million, and owns assets worth more than \$1.5 billion.*

- EarthBridge Energy since June 2022
 - Electricity policy and regulatory advisor
 - *EarthBridge is a start-up company pursuing development of utility-scale geothermal energy storage and power generation projects in Texas*

Electricity and Clean Energy Work Achievements:

- Elected annually to the ERCOT board of directors by ERCOT members.
- As a member of the ERCOT Board of Directors, promoted the need for greater fuel and power coordination, faster transmission development, and helped safely navigate the organization through a crush of critical issues that followed Winter Storm Uri, which included the resignation of many key board members, termination of the CEO, hiring of a new CEO, resignation of all Public Utility Commission commissioners, unprecedented litigation and financial challenges, and the low employee morale that resulted from the media attention.
- Spearheaded the formation of the New Mexico Large Customer Group, which represents the interests of large electricity consumers on issues in front of the Public Regulation Commission (PRC).
- Appointed by the Louisiana governor to his Climate Initiatives Task Force (CTF), serving on the Oil & Gas Subcommittee. The CTF submitted a report to the governor containing approximately 90 strategies and actions to get the state to “net zero” by 2050. At the governor’s direction, the CTF is now working towards turning the report’s recommendations into tangible policy proposals for legislative and/or regulatory action.
- Selected by the Secretary of the Louisiana Department of Environmental Quality to serve on his Greenhouse Gas workgroup, providing him with industry perspectives on carbon pricing.
- Industry leader in aggressive effort to oppose the then US Secretary of Energy Perry’s failed push to have coal electricity plants subsidized; specifics included persuading industry colleagues to support efforts, drafting and submitting comments, driving major industry associations to be forceful in their opposition, and managing internal cross-functional efforts.
- Chairman of the Louisiana Energy Users Group’s (LEUG) Rate Case Committee
 - *LEUG is the premier advocacy group in Louisiana representing the interests of large power consumers.*
- Drafted ExxonMobil's position on Clean Energy Standard policies, which was used for the corporate position on the recommended approach for decarbonizing the power sector.
- Led a study into ExxonMobil operational vulnerabilities should a cyberattack cause long-lasting power outages on major grids.
- Wrote the initial draft of the power sector material for the National Petroleum Council’s carbon capture, storage, and use report for the Secretary of the US Department of Energy.
- Worked closely with several key industry associations to develop their climate/ carbon positions, including positions on carbon pricing and Clean Energy Standards.
- Developed ExxonMobil positions on Texas legislation relating to Winter Storm Uri.

- Supported opposition in Montana and Wyoming to state attempts to bail out coal plants.
- Led the initiative of moving Montana and Wyoming industrial power consumer association meetings to the state capitals to improve the quality of advocacy; the changes resulted in stronger engagement with governors, legislators, and utility regulators.
- Created an ExxonMobil cross functional team to provide focused advocacy into state clean energy policies based on front-line experience.
- Initiated internal move to become a member of both the Council of State Governments and the National Association of State Energy Officials in order to provide ExxonMobil with a deeper understanding of states' interests in decarbonizing their economies.
- Initiated an ExxonMobil study to develop upstream positions on carbon border taxes.

Other Electricity and Clean Energy Experience:

- Led the power regulatory side of ExxonMobil's initiative to transform our Permian operations to "net zero" for Scope 1 and 2 emissions¹ by 2030.
- Provided market insights and connections for ExxonMobil's US hydrogen study team as it explored the market potential for the hydrogen supply that will come from the newly announced Baytown refining and petrochemical complex project, which will produce up to one billion cubic feet of hydrogen per day.
- Provided market regulatory insights and support to all ExxonMobil US assets and projects, including the New Mexico Permian development, all refining and chemical operations, and the Shute Creek Gas Plant in Wyoming, which is the world's largest carbon capture and storage operation.
- Led the advocacy and development of positions in the US for electricity policies and regulations at the federal and state level, including those related to ExxonMobil's purchases of 500 megawatts of wind and solar power in Texas.
- Represented ExxonMobil in key regulatory interventions with several federal and state agencies, including with the Federal Energy Regulatory Commission, the New Mexico Public Regulation Commission, the Texas Public Utility Commission, and the Louisiana Public Service Commission.
- Represented ERCOT in the ISO-RTO Council (Independent System Operators-Regional Transmission Operators), which facilitates the sharing of best practices among the nation's largest grid operators, including the Southwest Power Pool, of which Southwestern Public Service Company (SPS, aka Xcel) is a member.
- Member of NERC's (North American Electric Reliability Corporation) Electric Gas Working Group, which improved industry coordination between the electricity and natural gas sectors.

¹ As defined by the EPA, "Scope 1 emissions are direct greenhouse (GHG) emissions that occur from sources that are controlled or owned by an organization (e.g., emissions associated with fuel combustion in boilers, furnaces, vehicles). Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling."

- Represented ExxonMobil on issues related to electricity and clean electricity in industry groups, including the American Petroleum Institute, the Natural Gas Supply Association, and the Electricity Consumers Resource Council.
- Dedicated supporter of the Electricity Consumers Resource Council's (ELCON) continuing presence in front of the Federal Energy Regulatory Commission (FERC); ELCON is one of the few consistent consumer voices at FERC.
- Managed a million dollar annual budget for spending on industry associations.
- Provided the president of ExxonMobil Gas & Power Marketing Company with monthly updates on global environmental issues.
- Member of several internal teams that provide cross-functional advocacy for the corporation – US Greenhouse Gas, Global Natural Gas Policies, and International Trade.
- Led two global upstream groups of senior level management and other executives to ensure that key policy items are appropriately managed and to monitor the policy landscape.

All ExxonMobil Work Assignments:

- 2014-2022: Led the US power regulatory and policy advocacy
- 2013-2014: Advised on the largest global natural gas contracting efforts
- 2010-2013: Managed the Gas & Power Marketing Company's global safety program
- 2007-2010: Negotiated and managed CO2 sales in the Permian
- 2004-2007: Negotiated and managed natural gas processing arrangements
- 1999-2004: Negotiated large natural gas sales
- 1985-1999: Assorted commercial roles in the Downstream which included managing the US Consumer Affairs organization

EDUCATION:

- 1983-1985: MBA from Carnegie-Mellon University in Pittsburgh, PA
- 1979-1983: BS in Advertising from the University of Illinois in Champaign-Urbana, IL

POLITICAL PARTY:

- Independent

Glen Lyons
September 30, 2022

New Mexico PRC “Quick Start” Plan

The immediate change from an elected commission to an appointed one of potentially all-new members necessitates a plan to ensure a safe, rapid, and successful transition. I have developed the following plan based on these sources of input:

- Meetings that I had with several key stakeholders. Those stakeholders were very open with their views, constructive with their ideas, and genuinely motivated to assist with the transition.
- Third-party studies of the PRC^{1,2} which I learned of through several of the stakeholder meetings.
- My own work experiences.

If appointed, on day one I will share this plan with the other commissioners and staff, collect their input, and then finalize the plan so we can move quickly on all fronts without overlooking critical risks.

The plan is composed of four focus areas:

1. Internal commission concerns and opportunities
2. External interfaces and relationships
3. Short-term risks and gaps
4. Development areas

Each of these areas have a unique set of issues and unique timing considerations. I list the issues that need evaluation and may need work below along with their relative timings.³

¹ <https://www.lwvnm.org/prc-study/PRCStudyReport.pdf>

² https://www.nmlegis.gov/publications/Studies_Research_Reports/Evaluation%20of%20Public%20Regulation%20Commission%20Staffing%20and%20Budget%20Allocation%20-%20May%202017.pdf

³ The timeline reflects my assessment of the urgency of each issue.

1. Internal commission concerns and opportunities

- A. Staff morale, workload, and their improvement ideas - **Week 1**
- B. Staff development and mentoring - **Month 1**
- C. Salaries and advancement - **Month 1**
- D. Budgetary needs - **Month 1**
- E. Work backlog, open dockets - **Quarter 1**
- F. Streamline internal activities and reduce low value work - **Year 1**

2. External interfaces and relationships

- A. Outreach to stakeholders and communities - **Month 1**
- B. Learn other regulated sectors - **Quarter 1**
- C. Regular meetings with communities - **Year 1**
- D. Increase influence within key external groups (e.g., Southwest Power Pool, aka SPP) - **Year 1**
- E. Report progress, successes, and areas for further improvement to governor and legislature - **Year 1**

3. Short-term risks and gaps

- A. Identify concerns about winter costs, reliability, and emergency response⁴ - **Week 1**
- B. Review recent rule makings - **Month 1**
- C. Impact of rapidly rising interest rates - **Month 1**
- D. Broad reliability and response deep dive^{5,6} - **Quarter 1**
- E. Opportunities for federal money including the Bipartisan Infrastructure Act and the Inflation Reduction Act - **Quarter 1**

4. Development areas

- A. Review of cases being appealed - **Quarter 1**

⁴ <https://www.wsj.com/articles/electric-bills-soar-across-the-country-as-winter-looms-11663493404>

⁵ <https://www.eenews.net/articles/what-the-western-drought-reveals-about-hydropower/>

⁶ https://www.nerc.com/pa/RAPA/ra/Reliability%20Assessments%20DL/NERC_SRA_2022.pdf

- B. Develop electric vehicle rules - Year 1
- C. Consider regulatory reform (e.g., outdated rules, updating for changing ratepayer interests and technologies) - Year 1
- D. Smart meter rules - Year 1

In this plan, I've focused on issues that either fall outside the traditional day-to-day business of the PRC or which may need to be elevated in priority. No doubt there are details that I'm missing - issues to be added, issues which have been or are already being worked, and timing concerns. In addition, the outgoing commissioners and PRC staff are probably developing their own transition plan for the new commissioners. That is why this plan is a starting point that needs the input of others before it can be finalized. That said, a starting point is critical.