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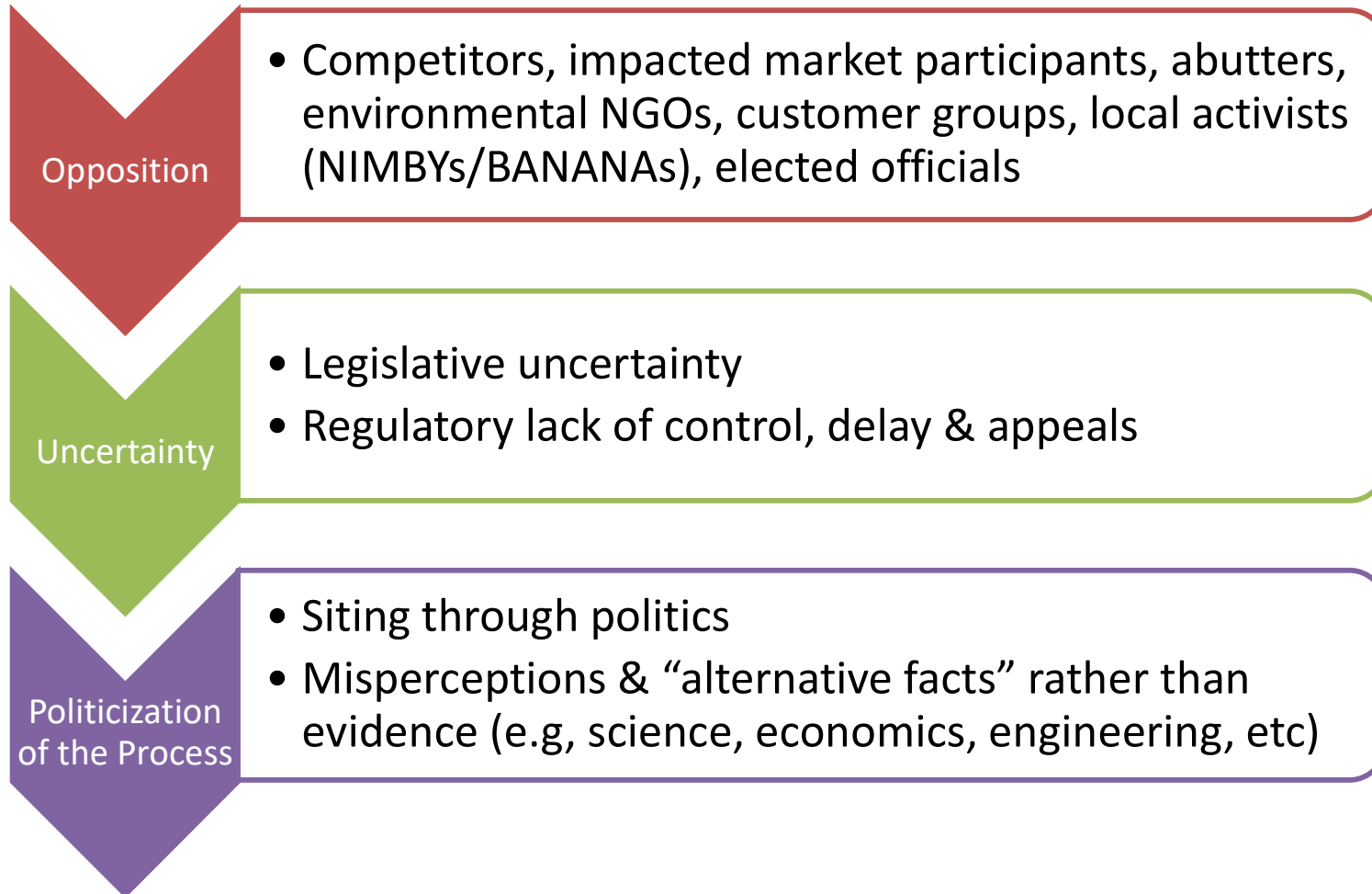
NECPUC 2022

Solving the Transmission Challenge for
Decarbonization

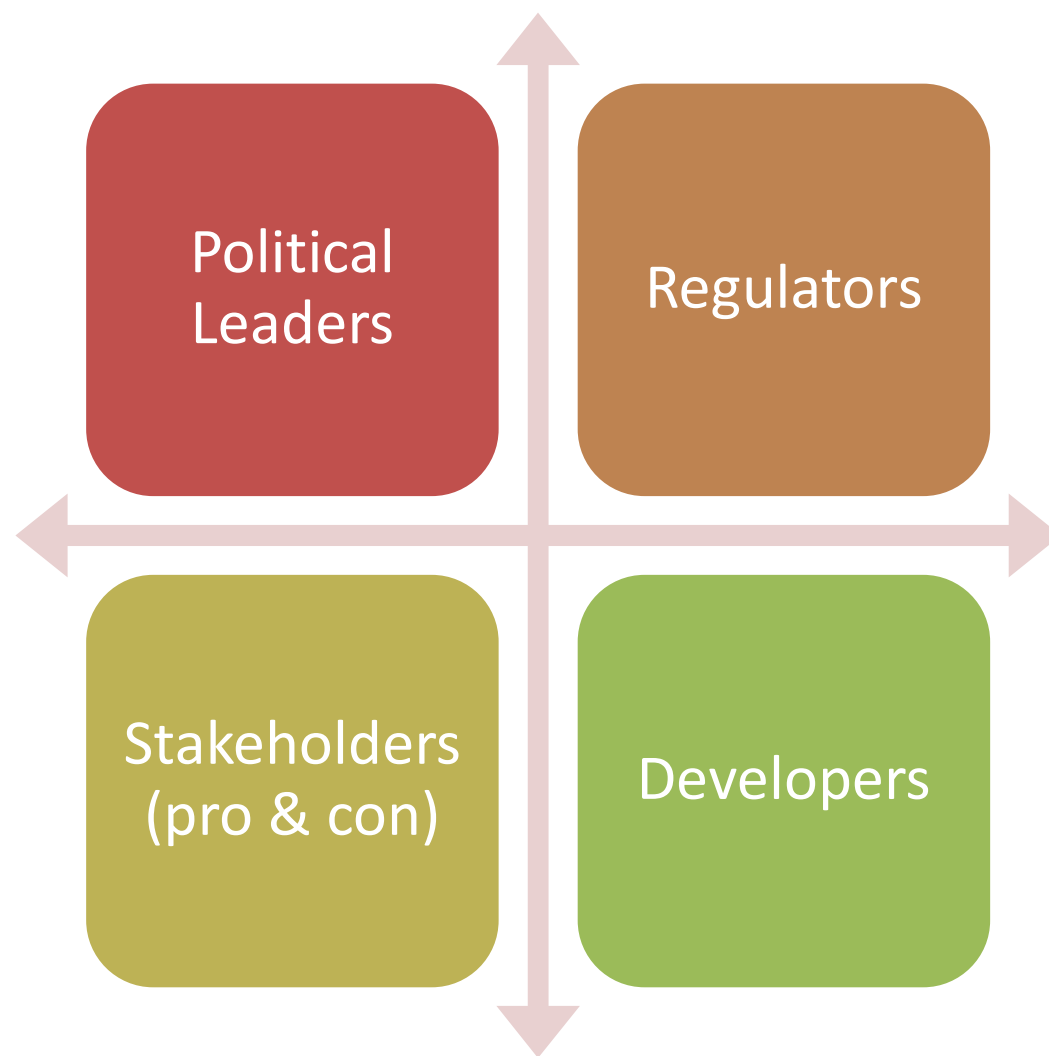
Transmission Siting

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Major Challenges / Barriers for Siting Transmission



Necessary Reformers



Important and Needed Reforms & Remedies

- Legislative & Political Leadership:
 - Show political leadership on the necessity of transmission
 - Focus on siting process not just policy objectives – streamline procedures where possible and ensure rules that provide *due* process – not *unlimited* or *endless* process
 - Promote certainty and collaboration, not delay and parochial interests
 - Recognize the important balance between price and project viability/siting
 - Establish/maintain clear and effective default mechanisms that promote siting
 - E.g., DOE National Interest Electric Transmission Corridors / FERC backstop permitting authority

- Regulators:
 - Understand that delay kills projects
 - Control the parties and the process
 - Make decisions in a prompt and timely fashion
 - Implement clear and effective default mechanisms that promote siting

Important and Needed Reforms & Remedies, con't

- Developers:
 - Do the necessary blocking & tackling well:
 - Build a robust record to support all regulatory decisions
 - Develop “win/win” benefits packages
 - Develop and execute a comprehensive and transparent outreach and communications plan
 - But recognize that we live in a highly politicized, social media driven “post truth” society, and implement an appropriate messaging/political campaign using social media, influencers & thought leaders to build support and counteract misperceptions/misinformation

- Stakeholders:
 - Focus on the broader policy objectives that make transmission necessary
 - Be constructive – Don’t be a *BANANA*; instead be an influencer for needed change

Appendix

Addressing Opposition

- Transmission projects will have opposition.
- The opposition will be fierce.
- The opposition will have various objections, concerns, and motivations.
 - E.g., competitors, impacted market participants, abutters, environmental NGOs, customer groups, local activists, elected officials
- Developers should work to engage early and often with opponents to understand their objections, concerns, and motivations.
- To the extent reasonably possible, the objections, concerns, and motivations should be considered (and ideally addressed) at each stage in development and in each applicable permitting or approval process.

Addressing Opposition, con't

- Communicate, communicate, communicate!
- Find solutions that work for interested stakeholders and support/improve permitting/approval outcomes
 - Be creative – where can win/wins be created among stakeholders
 - Be consistent, fair and transparent
- Construct an appropriate benefits package
- Plan for such solutions/benefits package in project pricing



Addressing Opposition, con't

How do find the “win/wins”?

Understanding/Foresight/Flexibility



- What are procurement objectives/criteria, if applicable?
- What is legally necessary and practically feasible for each needed permit/approval?
- What are the opponents' concerns or objections?
- How do requirements/concerns/options fit together?
- How will each obligation/commitment impact compliance with other requirements?
- How do the various requirements impact the project schedule and cost?
- Are there solutions that create flexibility / optionality to help address later requirements, hurdles or objections?
- Regularly re-evaluate and adjust the plan based on new developments/circumstances

Public Outreach

- Objectives
 - Information sharing – keep public informed
 - Compliance – notice requirements of permitting agencies or other regulators
 - Influence decision makers
 - Gain support
 - Sway public opinion
 - Minimize or neutralize opposition

- Tools
 - Regulatory proceedings (including pre-filing meetings)
 - Public information sessions or meetings
 - Traditional media & public relations
 - Social media
 - Thought leaders / champions / influencers

Public Outreach, con't

Recommendations

- Keep the message simple and compelling for the public and elected officials
- Build a strong record of facts supporting the project and use that record publicly
- Facts remain important even in today's "alternative facts" world

But

- Be mindful
- That established "facts" may be ignored or dismissed
- Of societal biases in communications and impacts on understanding
- Rebut false narratives/misperceptions firmly, promptly and repeatedly
- Make a case for the project that builds trust and relationships



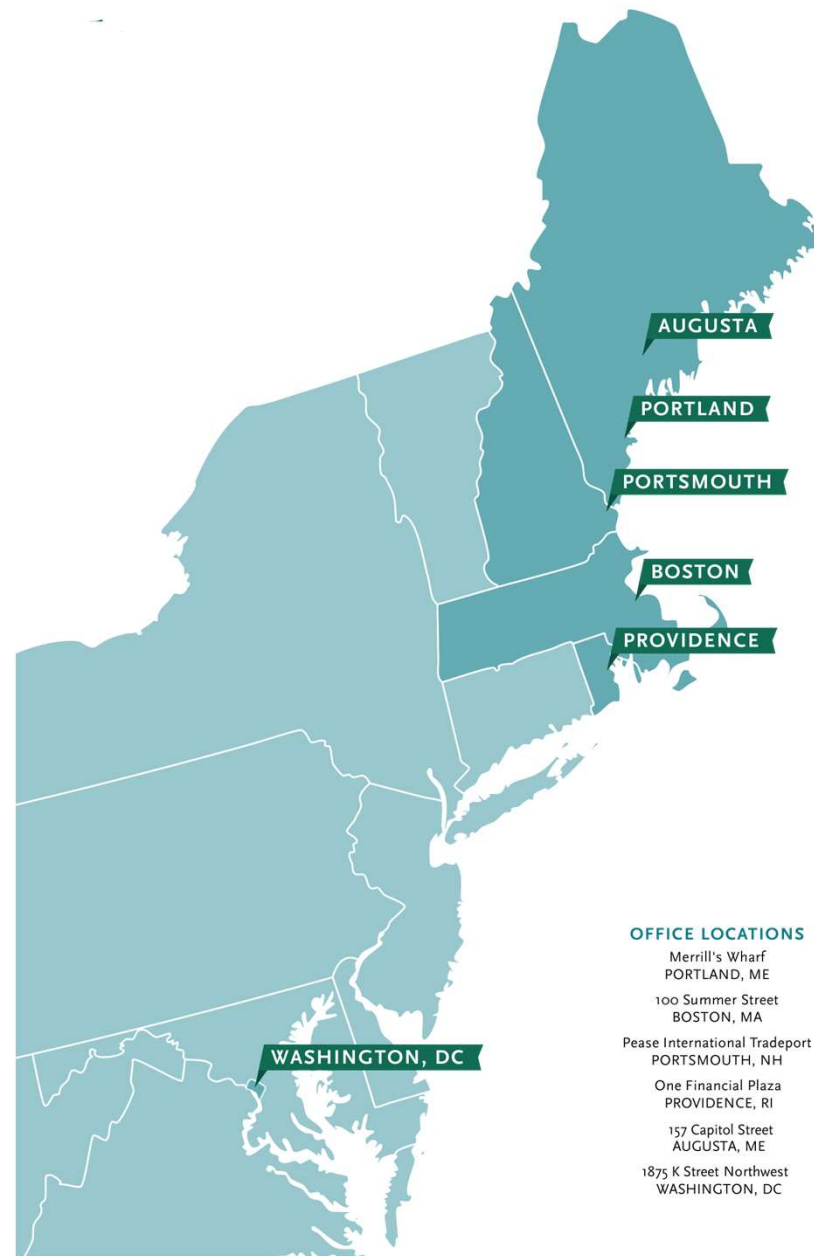
Public Outreach, con't

Recommendations, con't

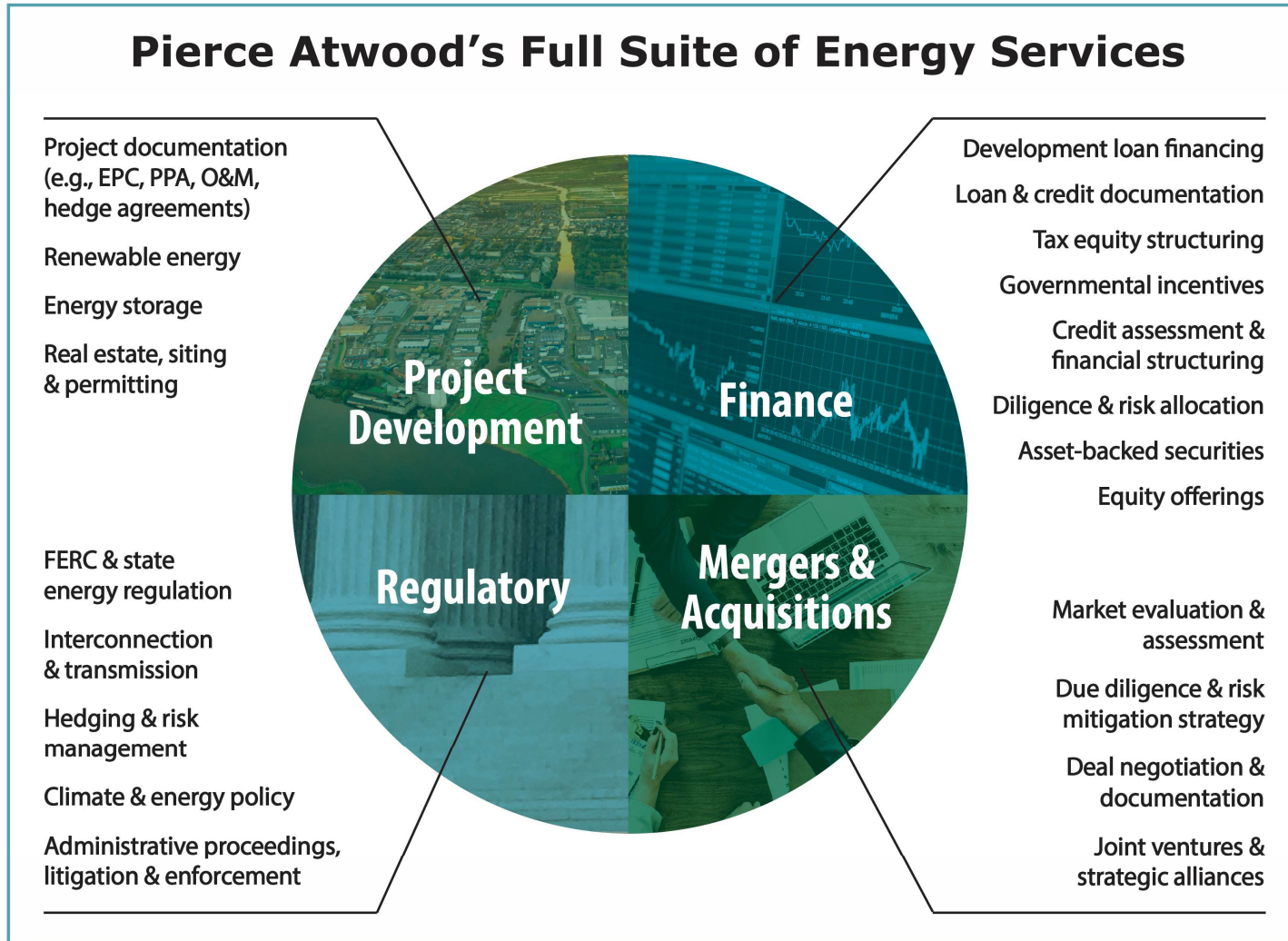
- Cultivate and empower stakeholder partners / influencers to spread the message and use recognized and respected thought leaders / champions to validate the facts and the message
- Remember that outreach should continue during construction
- Provide notice of construction progress
- Maintain vigilant compliance during construction
- Implement dispute resolution processes

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