

# Delphi Table Top

**Purpose:** Stress-test three board topics from the presentation: capital allocation, North American Electric Reliability Corporation Critical Infrastructure Protection (NERC CIP) standards cyber, and Public Utility Commission (PUC, state-level) and Federal Energy Regulatory Commission (FERC) stakeholder response.

**Scenario:** A regional utility is preparing board approval for a \$1.8 billion transmission and substation modernization program tied to data-center load growth.

**Inject 1:** A major data-center customer delays its signed load ramp by 24 months; the PUC signals concern over customer bill impacts.

**Inject 2:** Internal audit finds incomplete Cyber System documentation and remote vendor access exceptions.

**Inject 3:** A physical intrusion at a critical substation triggers media attention and regulator requests for a resilience briefing.

## Rapid discussion prompts

- Capital allocation: What do we approve, pause, redesign, or re-sequence? What evidence would change our decision?
- What must management prove within 30 days? Which exceptions require board escalation?
- PUC/FERC response: What is our narrative on reliability, affordability, prudence, and resilience?
- Governance: Which committee owns the integrated response, and what must be reported to the full board?

## Expected board outputs

- Conditional capital decision and documented trigger points.
- Immediate remediation mandate for NERC CIP scope, remote access, vendor controls, and physical security response.
- Regulatory communication plan with affordability and prudence evidence.
- Updated dashboard covering load commitment quality, NERC CIP exceptions, physical security metrics, and bill impact.