



October 16, 2026

Directors of the Regional Organization for Western Energy

Dear Board Members:

Congratulations on your appointment as the inaugural Board of Directors of the Regional Organization for Western Energy (ROWE).

Your appointment marks a significant milestone in the West's effort to establish durable, independent governance for regional energy market services. Stakeholders from across the region have devoted years of effort to reaching this point, and we appreciate your willingness to help guide ROWE through this important formative period.

The West's electric system is increasingly interconnected, making regional collaboration more important than ever. We believe independent governance will support transparent decision-making, strengthen stakeholder confidence, and advance reliable and cost-effective market outcomes for the benefit of customers and communities throughout the region.

We are encouraged by the depth of expertise and independence represented on this inaugural Board. Collectively, you bring decades of experience in utility regulation, energy policy, market governance, public power, consumer interests, and regional collaboration. At an important moment for the evolution of Western energy markets, we are confident that your judgment, integrity, and commitment to the public interest will

help build trust in ROWE and demonstrate the value of independent governance for all stakeholders across the region.

The success of ROWE will depend on continued engagement among states, utilities, public power entities, customers, market participants, and other stakeholders. We look forward to working with you as ROWE establishes itself as a trusted regional institution and helps advance a reliable, affordable, and sustainable energy future for the West.

Congratulations, and best wishes for success in the important work ahead.

Sincerely,

American Clean Power – California

Arizona G&T Cooperatives

Balancing Authority of Northern California

BHE U.S. Transmission

Black Hills Energy

Corporate Energy Buyers Association

Interwest Energy Alliance

Independent Energy Producers Association

Northwest & Intermountain Power Producers Coalition

NV Energy

PacifiCorp

Portland General Electric

Public Service Company of New Mexico

Renewable Northwest

Turlock Irrigation District

Western Freedom

Western Power Trading Forum