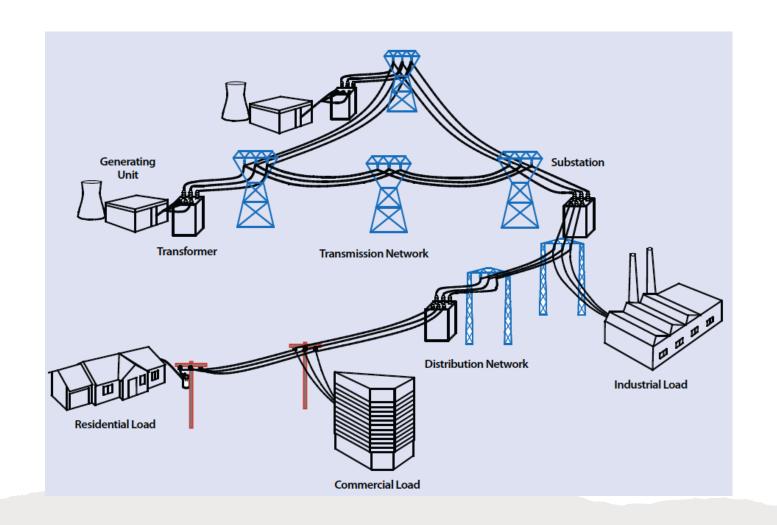
Powering Up: Improving Energy Grid Reliability and Resilience to Lower Energy Bills

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Every power system has several components

Some unique characteristics make the power system more "complicated" than other infrastructure

Voltage fluctuates (not steady)

Demand changes constantly (not predictable)

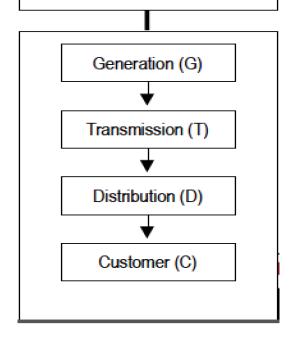
Transmission has physical limits (resistance, capacity)

Single point of failure (no redundancy)

Historically, vertically integrated utilities managed the grid.

MODEL 1: NATURAL MONOPOLY

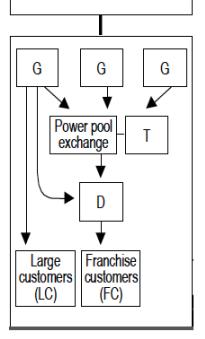
- · Utilities are vertically integrated
- Generation, transmission and distribution are not subject to competition
- · No-one has choice of supplier



Restructuring of the electricity led to the creation of electricity markets

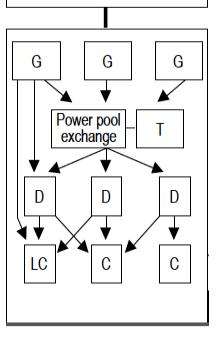
MODEL 3: WHOLESALE COMPETITION

- Distribution companies buy direct from generator (IPPs)
- Distribution companies have monopoly over final customers
- Open access to transmission wires
- Generators compete to supply power
- Power pool established to facilitate x∆

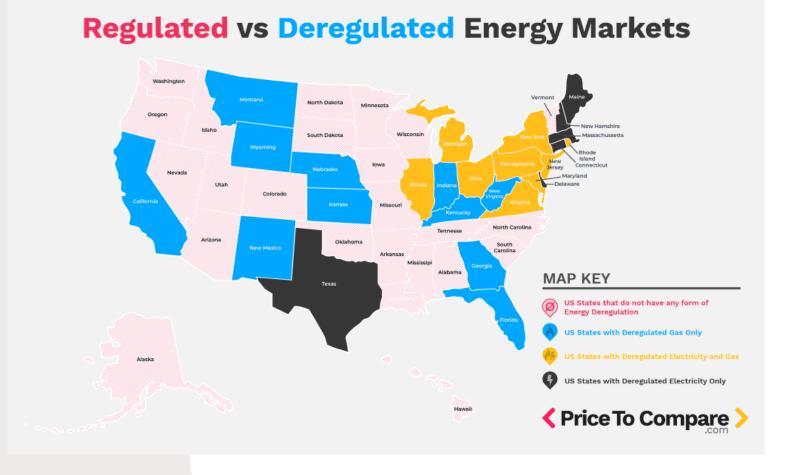


MODEL 4: RETAIL COMPETITION

- All customers have choice of supplier
- · Open access to T & D wires
- Distribution is separate from retail activity
- · Retail industry is competitive



Restructuring also led to a new, complex governance structure where state PUCs, FERC, and system operators play a role



Our electricity system faces new challenges

Massive demand growth for Al

Electrification of end uses & decarbonization

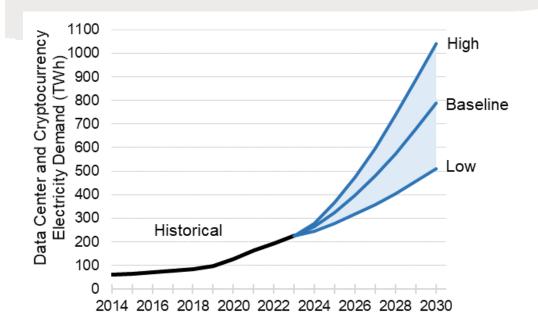
Variable and intermittent resources

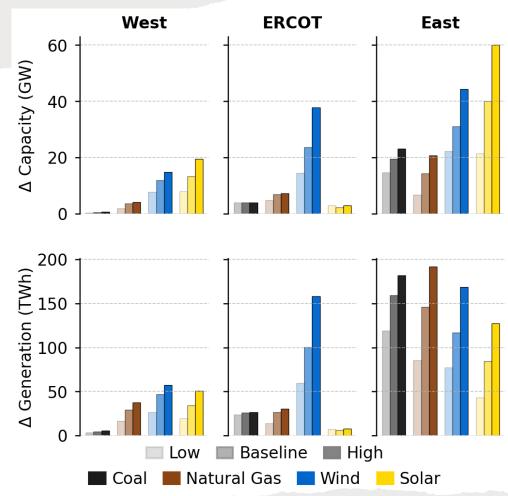
Climate risks

Aging infrastructure

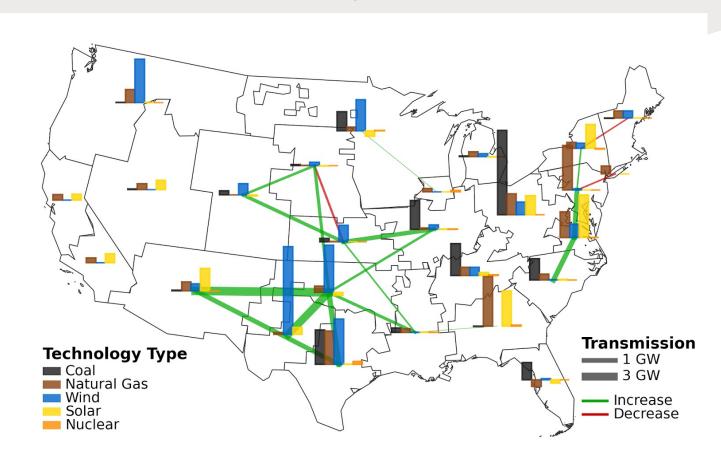
Data center demand will require rapid growth in generating

capacity by 2030





Meeting data center demand also requires transmission investments in the next five years



Decarbonizing the US energy system would also require doubling our generating capacity by 2050

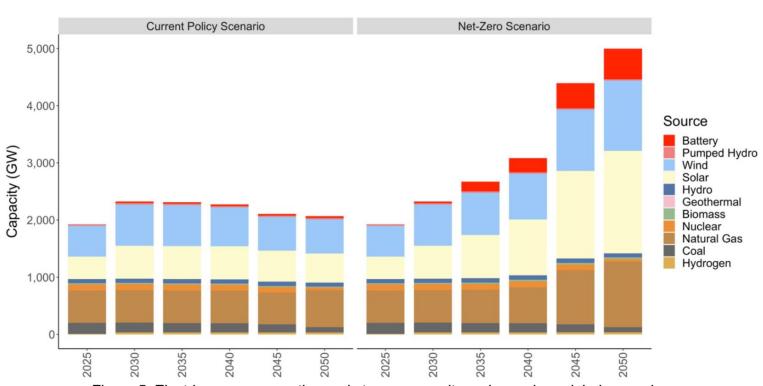


Figure 5: Electric power generation and storage capacity under each modeled scenario

There are multiple barriers to grid modernization

Inconsistent regulatory processes with multiple entities having jurisdiction

Who is responsible for planning the grid?

Generation and transmission expansion are capital-intensive

• How are costs allocated?

Siting grid infrastructure is very challenging in the U.S.

 Permitting delays are often cited as the primary one.

Technological gaps are not the primary barrier to the grid modernization

There are always opportunities for innovation

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