Matthew H. Nelson

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PROFESSIONAL EXPERIENCE

PJM Board of Managers (2025-Present)

Elected to a three-year term on the Board of Managers for PJM Interconnection, the regional transmission organization serving 65 million people across 13 states and the District of Columbia. The Board oversees reliable grid operations, administration of wholesale electricity markets, and strategic direction for one of the world's largest power systems. Responsibilities include governance oversight, stakeholder engagement, and ensuring PJM fulfills its reliability, market, and regulatory obligations.

Key 2025 Board activities include:

- **Critical Issue Fast Path – Large Load Additions:** Initiated the CIFP process in August 2025 to address resource adequacy challenges from rapid data center growth, with PJM's long-term load forecast projecting 32 GW of peak load growth by 2030. The accelerated stakeholder process is targeted to inform a FERC filing by December 2025.
- **Sixth Quadrennial Review:** Approved a joint PJM/Pennsylvania proposal to update the Variable Resource Requirement (VRR) curve parameters, maintaining a combustion turbine as the reference resource while capping RTO-wide auction prices at approximately $550/MW-day, effective for the 2028/2029 Base Residual Auction.
- **Sub-Annual Capacity Market:** Directed formation of the Sub-Annual Capacity Market Senior Task Force to evaluate transitioning from annual to seasonal capacity procurement, in response to growing winter reliability risks and the need for more accurate seasonal resource accreditation.
- **Reliability Resource Initiative:** Involved in the RRI, an expedited interconnection pathway for shovel-ready projects. In May 2025, PJM selected 51 projects representing over 11 GW of incremental capacity expected online by 2030–2031.

New England Energy Roundtable

Moderator (2025-Present)

Serves as moderator for the New England Energy Roundtable, a regional policy forum convening utility executives, regulators, policymakers, advocates, and industry stakeholders to discuss clean energy, decarbonization, and market design issues across the six New England states. Apex Analytics assumed stewardship of the Roundtable in 2025, continuing a forum originally established in 1995 during Massachusetts electricity restructuring. Responsible for developing programming, facilitating dialogue among diverse stakeholders, and coordinating with sponsors and panelists.

Apex Analytics (2023-Present)

Principal of Regulatory Strategy

Collaborates with federal agencies, state agencies, utilities, and third-party developers on electric system modernization, transition of natural gas systems, siting and permitting cases, general regulatory compliance and analysis, and expansion of energy savings products.

- Developing pathways for the Future of Gas in Rhode Island on docket 22-01-NG
- Working with State and developers on securing GRIP related funding for larger scale transmission projects
- Collaborates with NESCOE (New England States Committee on Electricity) on strategic transmission planning and cost-containment frameworks
- Developing strategies for battery energy storage economics and tariffs
- Supporting utilities and developers on new product designs and scaling regulatory models
- Benchmarking of utility programs, strategies, and operations
- Developed Legislative analysis and worked on codes and standards initiatives

Massachusetts Department of Public Utilities (2016-2023)

Chair (2019-2023)
Director of Electric Power (2016 to 2019)
Economist in Natural Gas Division (2007 to 2012)

Managed a team of 200+ employees in diverse roles, driving policies, finances, and decisions on investor-owned utilities, municipal utilities, renewable generators, net-metering, storage, interconnection, and pipeline/transportation safety, electric emergency response events, MBTA, including but not limited to other areas such as Transportation Network Carries (Uber and Lyft).

- Championed high-profile regional/federal issues, collaborating with BOEM, FERC, PHMSA, NTSB, FTA, DOE, and Congress for Massachusetts and New England.
- Guided regional/federal regulatory, market, and policy matters, testified before FERC, Massachusetts Legislature, and Congressional committees.
- Strengthened natural gas safety in Massachusetts, representing DPU in the Merrimack Valley incident.
- Authorized long-term energy contracts for hydro, wind, storage, and interconnection.
- Implemented, approved, and refined performance-based ratemaking for gas and electric utilities.
- Overcame siting challenges from projects ranging from offshore wind to LNG facilities.
- Communicated complex issues in press conferences with media outlets.
- Created nation-leading reporting and bill protections to aid consumers during COVID-19.
- Won multiple cases on appeal before the Massachusetts Supreme Judicial Court.
- Developed a legal and technical pathway for the future of natural gas and approved geothermal heat pumps pilots.
- Launched a process to enhance and update the Department's language access rules and regulations.
- Collaborated with PHMSA, FTA, NTSB, FERC, ISO-NE, and BOEM on numerous issues from safety of railways, updating state safety regulations, to trying to develop a market-based mechanism for procuring clean energy capacity and avoiding out of market state contracting.

Eversource Energy (2012-2016)

Regulatory Supervisor / Senior Research Analyst

- Prepared, supported, and testified in defense of Company's electric and gas energy efficiency filings, including the approval of a three-year budget and savings goals, the Company's carbon interests, and final approval of cost recovery for energy efficiency funds.
- Chair for the statewide Massachusetts Evaluation Management Committee.
- Principal party responsible for multiple successful utility negotiations
- Co-author for multiple energy efficiency papers that were accepted and published in the International Energy Program Evaluation Conference and the Association for Energy Service Professionals.

Massachusetts Division of Unemployment Assistance (2002-2007)

Research Analyst

- Analyzed employment levels using multiple databases for Bureau of Labor Statistics.
- Worked on survey design and information collection.

EDUCATION

Tufts University

Master of Arts in Economics (2002)

- Specialized in game theory and auction theory.

Stonehill College

Bachelor of Arts in Economics, Minor in Mathematics (2001)

Boards and Committees

- PJM BOM (2025-Present)
- Chair of PJM Human Resources Committee (2025-Present))
- Chair of PJM Regulatory Committee (2026-Present)
- PJM Joint Nominating Committee (2025)
- Roundtable Advisory Committee (2025-Present)
- New England States Committee on Electricity (NESCOE), Manager (2019-2023)
- MA Evaluation Management Committee, Chair (2014-2016)
- ISO-NE Joint Nomination Committee, Member (2019-2022)
- New England Conference of Public Utilities Commissioners (NECPUC), President (2021-2022)
- MA Energy Facility Siting Board, Member (2019-2023)
- National Association of Regulatory Utility Commissioners (NARUC), Member, Electricity Committee (2019-2023)
- Joint FERC-NARUC Task Force on Transmission, Member (2021-2023)
- Planning Committee for International Energy Program Evaluation Conference, Member (2018-2023)

Professional Development

- **Distributed Generation and Interconnection Leadership:** Led a comprehensive stakeholder engagement process at the Massachusetts Department of Public Utilities (DPU) to enhance distributed generation (DG) interconnection processes. Resulted in the approval of Order 22-47, which brought significant benefits, including increased system reliability and reduced greenhouse gas emissions, with support from both utilities and key stakeholders. Established robust standards to ensure transparency and regular updates on interconnection performance. Secured innovated rates mechanisms to fairly allocate interconnection costs, balancing ratepayer protection with utility needs.

- **Leadership and Team Management:** At the MA DPU increased the size of the department from 130 employees to create development and training to increase staffing to about 200 professionals FTEs, emphasizing not only operational excellence but also fostering leadership qualities among team members inside of a governmental structure. Implemented innovative training programs and mentoring strategies to enhance team performance and individual career growth.

- **Diversity and Inclusion Initiatives:** Actively contributed to the advancement of equity and inclusion in the workplace. Developed and implemented policies and programs aimed at creating a more diverse and inclusive work environment. This included organizing workshops, training sessions, and creating platforms for open dialogue on diversity issues. Opened public facing processes to review and improve access to regulatory decisions with public feedback.

- **Public Speaking and Industry Contributions:** Regularly invited as a keynote speaker at numerous industry events and conferences, sharing insights and expertise on topics such as regulatory strategy, energy efficiency, interconnection, and stakeholder management. Recognized for engaging and insightful presentations, contributing to thought leadership in the field.

Skills and Areas of Expertise

- **Regulatory Strategy and Policy Expertise:** Proficient in developing and implementing effective regulatory strategies and policies. Known for a pragmatic approach to aligning regulatory requirements with business objectives, particularly in the energy sector.

- **Energy Efficiency and Sustainability:** Skilled in driving energy efficiency initiatives, with a focus on practical and sustainable solutions. Demonstrated ability to implement energy-saving measures that align with environmental goals.

- **Stakeholder Management:** Strong capability in engaging and managing relationships with a variety of stakeholders on a wide variety of topics. Effective in communication and negotiation, ensuring that diverse viewpoints are considered in decision-making processes.

- **Utility Regulation Insight:** Solid understanding of utility regulation, with experience in crafting policies that support industry development while considering consumer and environmental impacts. Knowledgeable in adapting to evolving utility landscapes.