

NATIONAL PETROLEUM COUNCIL

135th MEETING OF THE NATIONAL PETROLEUM COUNCIL

December 3, 2025

9:00 a.m. (EST)

MEETING MINUTES

Overview

Having been duly called and noticed in the [Federal Register](#), the National Petroleum Council's (NPC) 135th meeting was held on Wednesday, December 3, 2025, at 1401 Pennsylvania Avenue, N.W., Washington, D.C. 20004, with NPC Chair Alan Armstrong and the Honorable Chris Wright, Secretary of Energy, presiding. The NPC is a federal appointed advisory committee chartered by the Secretary of Energy to provide the Department of Energy (DOE) advice and recommendations relating to oil and natural gas and the oil and natural gas industries. There were no public comments during the meeting. The NPC approved and submitted to the Secretary the final reports on the Gas-Electric Coordination and Infrastructure Permitting Studies.

Background, Agenda, and Attendees

On June 30, 2025, Secretary of Energy Chris Wright requested that the NPC undertake a Future Energy Systems study to provide advice on ensuring the availability of affordable, reliable, and secure energy for American consumers and allies. In his letter, the Secretary emphasized the need to address immediate priority topics—permitting and gas-electric coordination—in support of the administration's directives on energy reliability, infrastructure, and national security. The request specifically called for the delivery of two short-term studies, one on streamlining and expediting oil and natural gas infrastructure permitting to meet future energy needs and another on gas-electric coordination to ensure energy system reliability.

The purpose of the meeting was to consider the draft reports of the Gas-Electric Coordination and Infrastructure Permitting Study Committees for NPC approval, as well as receive an update from the Future Energy Systems Study Committee.

Alan Armstrong, NPC Chair, presided over the meeting. Blair Pasalic, Designated Federal Officer (DFO) from the DOE, was present at the meeting.

The full meeting agenda and attendance are available as separate documents on the NPC Meetings section of the Department of Energy website.

I. Call to Order and Introductory Remarks

- Alan Armstrong, National Petroleum Council Chair, called the meeting to order at 9:00 a.m. (EST) and introduced the head table. DOE and NPC leadership at the head table included Hon. Chris Wright, Secretary of Energy; Hon. James Danly, Deputy Secretary of Energy; Hon. Kyle Haustveit, Assistant Secretary for Hydrocarbons and Geothermal Energy; Ryan Lance, Vice Chair, National Petroleum Council; James Kerr, Chair, Gas-Electric Coordination Study Committee; Toby Rice, Vice Chair, Gas-Electric Coordination Study Committee; François Poirier, Chair, Infrastructure Permitting Study Committee; Gregory Ebel, Chair, Future Energy Systems Study Committee.
- Chair Armstrong then ceded the floor for Hon. Chris Wright to address the NPC.

II. Remarks by the Honorable Chris Wright, Secretary of Energy

- Secretary Wright addressed the NPC and reiterated the fundamental importance of affordable, reliable, secure energy to drive prosperity. Secretary Wright described the U.S. energy challenges, noting that undersupply and offshoring have increased electricity costs. He also emphasized that leveraging America's natural gas resources and infrastructure could reduce costs, boost domestic prosperity, and promote global stability.
- Secretary Wright expressed interest in the findings and recommendations from both NPC studies, emphasizing that the U.S. cannot power scientific innovation without efficient permitting of energy infrastructure. The Secretary stated, "America has extraordinary energy advantages. With smart infrastructure and smart policies, we can translate those strengths into opportunities for the American people. The NPC's data and expertise help ensure we get this right."
- Secretary Wright also underscored that oil and gas continue to be the dominant energy source in the United States and thanked the members of the NPC for their commitment to the industry.
- After the conclusion of his remarks, Secretary Wright opened the floor to questions from the NPC members.

III. Consideration of the Proposed Final Report of the NPC Committee on Oil and Gas Infrastructure Permitting

- François Poirier, Infrastructure Permitting Study Committee Chair, and Alex Oehler, Infrastructure Permitting Coordinating Subcommittee Chair, introduced the final report of the NPC Committee on Infrastructure Permitting for consideration by the full NPC, titled *Bottleneck to Breakthrough: A Permitting Blueprint to Build*. The draft report was provided to the membership in November. The report reevaluated and updated the permitting section of the

[NPC's 2019 *Dynamic Delivery*](#) report with recommendations based on current legislation and regulations to provide meaningful input to support the effective redesign of government systems and siting of new infrastructure.

- Mr. Poirier presented key highlights of the report, included below. The full presentation can be accessed on the [NPC Meetings page on the Department of Energy website](#):
 - The U.S. infrastructure permitting system has remained relatively static despite rapid technological advancement and growth in energy consumption.
 - The report builds off the recommendations of the NPC's *Dynamic Delivery* (2019) report to account for recent shifts in geopolitics and barriers in energy infrastructure development.
 - To help meet the country's energy needs and provide valuable input to the administration and Congress regarding permitting reform, the Infrastructure Permitting Study provided ten recommendations.
 - Nine recommendations focused on reforming elements of the existing permitting system and resulting judicial actions, driving efficiency and enhanced coordination in the processing of applications by permitting agencies, and ensuring adherence to established permitting timelines.
 - The tenth and final recommendation called on Congress to reimagine interstate infrastructure permitting, prioritizing standardized approaches in lieu of case-specific reviews to expedite infrastructure authorizations and enhance intergovernmental coordination.
- After the presentation, Mr. Poirier moderated a discussion and motioned for a vote on the report. The NPC members voted to approve the report, with one noted objection by Mark Brownstein of the Environmental Defense Fund.

IV. Consideration of the Proposed Final Report of the NPC Committee on Gas-Electric Coordination

- James Kerr, Gas-Electric Coordination Study Committee Chair, introduced the final report of the NPC Committee on Gas-Electric Coordination for consideration by the full NPC, titled *Reliable Energy: Delivering on the Promise of Gas-Electric Coordination*. The draft report was provided to the membership in November. The study objective was to examine how rising natural gas and electricity demand, along with shifting load patterns, are straining natural gas pipelines in key regions of the United States. The Study Committee was also tasked with assessing the impacts of these strains on energy reliability and with providing actionable strategies to address the market misalignment.
- Mr. Kerr ceded the floor to Toby Rice, Gas-Electric Coordination Study

Committee Vice Chair, who highlighted that infrastructure to provide natural gas to the power grid is not being built at the pace required to meet demand. Mr. Rice shared that the recommendations from the report, if adopted, would help ensure future energy reliability and affordability.

- Mr. Kerr introduced Kenneth Yagelski, Gas-Electric Coordinating Subcommittee Chair, to report on the findings and recommendations.
- Mr. Yagelski presented key highlights of the report, included below. The full presentation can be accessed on the [NPC Meetings section of the Department of Energy website](#).
 - Natural gas has become the backbone of U.S. electricity generation, growing from 28% of U.S. utility-scale power generation in 2014 to 43% in 2024. This increase in demand has been accompanied by greater demand variability stemming from an increase in grid penetration by intermittent wind and solar resources.
 - Regulatory and market structures for the two industries have historically developed separately, and remain misaligned, including fundamental operational, commercial, market design, and governance differences. There is growing recognition that the gas and electric sectors are interdependent, necessitating strategies for better coordination to ensure reliability and resilience.
 - The NPC provided 10 recommendations to illustrate healthy alignment between the gas and electric industries, including aligning long-term planning and system integration, infrastructure, investment, market design, and governance.
 - To address operational inefficiencies and misalignments, the NPC specifically recommends investment in and development of fit-for-purpose infrastructure across the energy value chain, as well as acting on permitting reform to unlock this development.
- Additionally, the NPC recommends ensuring that gas generators have adequate risk-based incentives to secure firm gas transportation capacity and supply to maximize fuel certainty.
- After the presentations, Mr. Kerr moderated a discussion and motioned for a vote on the final report. Committee members voted to approve the report without objection.

V. Progress Report on the NPC Future Energy Systems Study

- Greg Ebel, Future Energy Systems Study Committee Chair, provided an update on the NPC's *Future Energy Systems* study responding to Secretary Wright's

request from June 30, 2025. To address rapid energy demand growth in the U.S. and across the world, the study team is working to provide the DOE with scenario-based projections of future energy needs using four parameters (time, reliability, security, and geography) to analyze policy-driven tradeoffs.

- These analyses will provide both near-term (within 10 years) and long-term (10-25 years) projections, evaluating the impact on energy affordability of different policy decisions.
- In addition, Mr. Ebel stated the potential for additional short-term subcomponent study efforts to complement the Future Energy Systems study, including a sprint on the topic of natural gas storage systems.
- The Future Energy Systems study leadership is in the process of convening the full study team and developing a detailed workplan.

VI. Remarks by the Department of Energy

Remarks by the Honorable James Danly, Deputy Secretary of Energy, U.S. Department of Energy

- Deputy Secretary Danly lauded the NPC's efforts to reach consensus on the Gas-Electric Coordination report and stressed the importance of considering natural gas in electricity market design. He also highlighted the urgent need for statutory reform on permitting to drive American energy dominance and praised the NPC's approach to the Infrastructure Permitting study.

Remarks by the Honorable Kyle Haustveit, Assistant Secretary for Hydrocarbons and Geothermal Energy, U.S. Department of Energy

- Assistant Secretary Haustveit expressed appreciation for the deep engagement from NPC members on the recent study efforts. He outlined the goals and objectives of the Hydrocarbons and Geothermal Energy Office (HGEO) at the DOE. These include doubling recovery factors from U.S. unconventional wells, fully mapping domestic energy resources, managing produced water streams, and optimizing U.S. natural gas storage infrastructure.
- Assistant Secretary Haustveit requested the NPC undertake short-term studies, as part of the Future Energy Systems study, on three topics related to HGEO priorities: mapping domestic energy resources, produced water management and utilization, and optimizing U.S. natural gas storage infrastructure.
- Finally, he expressed appreciation for the NPC's work and his desire to continue partnering with industry to drive energy dominance and affordability.

VII. Administrative Matters

Report on the 2025 NPC Articles of Organization Review Subgroup

- NPC Chair Alan Armstrong described the recent efforts by NPC leaders to amend the Council’s external Articles of Organization to align with the latest DOE implementing rules for the Federal Advisory Committee Act (FACA). He mentioned that these amendments are also intended to increase member engagement and better respond to DOE requests. Mr. Armstrong motioned for a vote. The NPC Articles of Organization as amended were approved by members and adopted by the NPC.

Report of the NPC Finance Committee

- W. Byron Dunn, Chair of the Finance Committee, provided a report by the NPC Finance Committee. Mr. Dunn shared that the Council’s expenses for 2025 were currently on track with budget expectations and that he anticipated the 2026 budget to remain the same to account for the ongoing Future Energy Systems study and outreach activities for the approved reports. The proposed budget for 2026 was unanimously approved by the NPC.

Report of the Nominating Committee

- On behalf of Nominating Committee Chair John Walker, Mr. Dunn also presented the recommendations of the NPC Nominating Committee as follows:
 - 2026 NPC Chair: Ryan Lance
 - 2026 NPC Vice Chair: Michael Wirth

2026 Agenda Committee

Maryam Brown
Bob Catell
Ed Crooks
Vicki Hollub
Ray Hunt
Thomas Jorden
Jeff Miller
Bill White
Darren Woods
Dan Yergin
Willie Chiang, Chair

2026 Appointment Committee

Orlando Alvarez
John Christmann
Paula Glover
David Grzebinski
Olivier Le Peuch
Mike Linn
Pierce Norton
Lane Riggs
Scott Tinker
Lorenzo Simonelli, Chair

- The five 2026 “at-large” members of the NPC Cochairs’ Coordinating Committee include: Kevin Book; Maryann Mannen; Toby Rice; Meg O’Neill;

and J. Robinson West

- There being no further nominations from the floor, the NPC unanimously elected the slate as proposed by the NPC Nominating Committee.

VIII. Discussion of Any Other Business Properly Brought Before the National Petroleum Council

- There were no public comments offered at the time of the meeting.

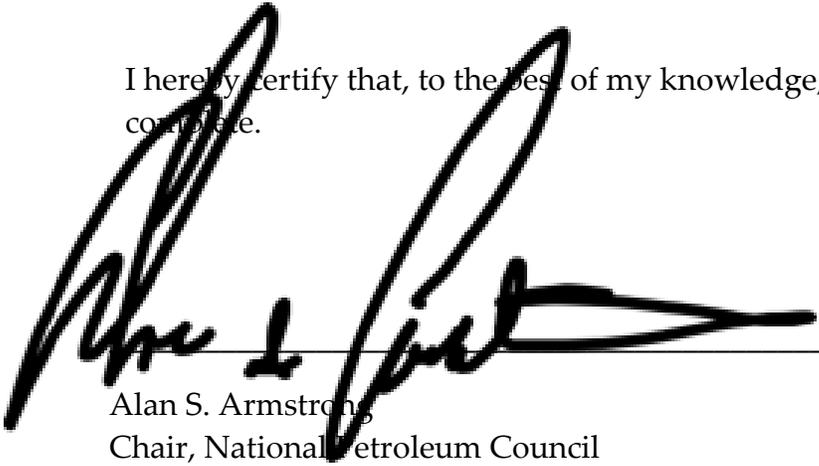
IX. Adjournment

- The 135th meeting of the National Petroleum Council was adjourned at 11:55 a.m. (EST).

The proceedings of the December 3, 2025, meeting of the National Petroleum Council are available in video format. The video ends at the conclusion of Assistant Secretary Haustveit's remarks, as the administrative business portion of the meeting was not recorded per standard procedure. The video and the full meeting transcript, and the presentations for both the Infrastructure Permitting and Gas-Electric Coordination studies, along with other pertinent meeting documents are available on the [NPC Meetings section of the Department of Energy website](#).

Signature Page

I hereby certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.



A handwritten signature in black ink, appearing to read "Alan S. Armstrong", is written over a horizontal line. The signature is stylized and cursive.

Alan S. Armstrong
Chair, National Petroleum Council