

Resolution Honoring Sarah Freeman

Whereas Sarah Freeman has dedicated more than 25 years to advancing utility regulation, law, and policy, demonstrating an unwavering commitment to public service and the sound governance of essential infrastructure;

Whereas Commissioner Freeman served the state of Indiana with distinction for nine years on the Indiana Utility Regulatory Commission, providing thoughtful regulation and oversight of electric, natural gas, water, and wastewater utilities, and communications service providers in service to the people of the Hoosier State;

Whereas throughout her tenure, Commissioner Freeman provided leadership within the National Association of Regulatory Utility Commissioners, the Midcontinent Independent System Operator (MISO), and the Organization of MISO States, where she strengthened collaboration, transparency, and engagement across state, regional, and federal levels;

Whereas Commissioner Freeman expanded educational and professional development opportunities for commissioners, commission staff, and stakeholders, fostering a stronger and more informed regulatory community; and

Whereas she enhanced the dialogue among regulators, policymakers, and the research community through her work with notable organizations such as the Mid-America Regulatory Conference (MARC), the National Council on Electricity Policy, the Electric Power Research Institute, and the Financial Research Institute at the University of Missouri; and

Whereas Commissioner Freeman served with distinction as the immediate past president of MARC; during her tenure, and with the help of many dedicated volunteers from the IURC and elsewhere, she oversaw the 2025 MARC conference in Indianapolis, Ind., which is still receiving rave reviews;

Whereas Commissioner Freeman also advanced universal voice and broadband access through her service on the Board of Directors of the Universal Service Administrative Company, promoting digital equity and connectivity for all Americans;

Whereas before her appointment to the Indiana Utility Regulatory Commission, Commissioner Emeritus Freeman committed more than a decade and a half to public service across all three branches of Indiana state government—as a judicial clerk to Justice Frank Sullivan of the Indiana Supreme Court, a deputy attorney general, and as legal counsel to the Indiana General Assembly’s Legislative Services Agency;

Whereas Commissioner Emeritus Freeman earned multiple bachelor’s degrees in French, psychology, and political science. and a Juris Doctor from Indiana University–Bloomington, where she was a member of the inaugural class of Herman B Wells Scholars, reflecting a lifelong dedication to scholarship and integrity;

Whereas while at the IURC, Commissioner Emeritus Freeman was always quick to acknowledge the assistance and the expertise of IURC staff and was generous in her praise for their contributions;

Whereas following her accomplished tenure as commissioner, Sarah Freeman continues her public service as a Principal at the Regulatory Assistance Project and as a member of the Council of Commissioners, where her expertise continues to inform sound energy and utility policy worldwide; *and Whereas* just like her beloved and undefeated (16 – 0) # 1 National Champion IU Hoosiers, Sarah Freeman is never daunted and shall not falter, and just like her fellow residents of Hoosier Nation, Sarah can often be heard shouting “HOO, HOO, HOO, HOOSIERS” to fans of other teams, *now therefor be it*

Resolved that the Board of Directors of National Association of Regulatory Utility Commissioners, convened at its 2026 Winter Policy Summit in Washington, D.C., expresses its sincere appreciation and profound gratitude to Sarah Freeman for her exemplary service, steady leadership, and invaluable contributions to the field of public utility regulation; *and be it further*

Resolved that NARUC extends its best wishes to Sarah Freeman as she continues her distinguished career, confident that her insights and commitment to the public interest will continue to benefit the regulatory community and the public it serves.

Sponsored by the Committee on Telecommunications

Adopted by the NARUC Board of Directors on February 11, 2026.