



## Draft Minutes of the Board of Directors Meeting

### Webex

*August 21, 2024, 10:33 a.m. to 11:36 a.m. Central*

Notice for this meeting was electronically posted to the MRO website [here](#) on January 3, 2024. A final agenda, including advanced reading materials, was posted on August 7, 2024.

#### 1. Call to Order and Determination of Quorum

MRO Board of Directors Chair, Dr. Dana Born, called the meeting of the MRO Board of Directors to order at 10:33 a.m. Central. Julie Peterson, Vice President General Counsel and Corporate Secretary, advised the chair that a quorum of the board was present. A complete list of attendees is included as [Exhibit A](#).

#### 2. Safety Briefing Recording

Staff played a short video detailing in-person safety practices and processes.

#### 3. Standards of Conduct and Antitrust Guidelines

Pursuant to Policy and Procedure 4, Peterson highlighted MRO's Standards of Conduct and Antitrust Guidelines.

#### 4. Consent Agenda

The consent agenda included draft minutes from the board meetings held on May 23, 2024, and June 20, 2024.

*Upon a motion duly made and seconded, the board unanimously approved the consent agenda.*

#### Iqbal Dhami joined the meeting.

#### 5. President's Report

Sara Patrick, President and Chief Executive Officer, welcomed NERC Trustee, George Hawkins. Patrick provided an overview of Hawkins' accomplishments and contributions to the ERO since being elected to the NERC Board in February 2015. She noted that Hawkins would be part of the board's strategic session the following day as its keynote speaker.

Patrick focused the remainder of her remarks on the importance of strategic planning, not only as an undertaking of the MRO Board of Directors, but also as an undertaking of the Electric Reliability Organization (ERO) Enterprise. She highlighted the culmination of efforts across the leadership teams at NERC and each of the Regional Entities over the past year and half to draft the ERO Enterprise Long-Term Strategy (ERO LTS), which she noted formed part of the agenda, and would play a crucial role in shaping MRO's strategic plan and direction. She added that MRO staff and the board would be ensuring that their strategic plan aligned with the ERO LTS, which would provide several benefits to MRO Members and registered entities, including creating a unified approach to enhancing grid reliability, security, and resilience through a shared view of risk, strategic priorities, and resource investments. She concluded that this strategic approach would enable MRO to better serve its



stakeholders, uphold its commitment to reliability and security of the regional bulk power system, and navigate the complexities of the energy sector with confidence.

## 6. Chair's Remarks

Chair Born welcomed board members and attendees and thanked NERC Trustee George Hawkins for his willingness to present to the board during the Strategic Planning Session. She underscored the interconnectedness of the energy sector, where the maintenance of a single transmission line, the accuracy of our forecasting models, or the rigor of our safety protocols, each small action can have a ripple effect throughout the entire system impacting business, communities, and lives. She touched on examples of this interconnectedness, such as the ongoing interregional transfer capability study (ITCS), which will provide valuable insights into the capacity and flexibility of our transmission system, enabling industry leaders, planners, and policymakers to make informed decisions for future infrastructure development, resource additions, resource allocation, and reliability enhancement. Chair Born encouraged continued focus on upholding the highest standards in everything we do, which will safeguard the grid, enhance our resilience, and build a brighter, more secure future for everyone.

*Tom Finco joined the meeting.*

## 7. ERO Enterprise Long-Term Strategy

Lam Chung, Vice President and Engineer for Strategy, Innovation and Finance, provided an overview of the ERO Enterprise Long Term Strategy (ERO LTS), which outlines key focus areas to inform business planning processes as the enterprise works to achieve its shared vision and mission. He noted that since the original implementation of the ERO LTS in 2019, the industry has not only become more visible, but new technologies, requirements, and players have continued to increase the complexity. Chung gave a summary of the process and extensive work undertaken by over 100 ERO Enterprise leaders to further develop the Long-Term Strategy since 2022, including the development of the Roadmap for the Future in 2023.

He noted that the draft ERO LTS had been shared with industry for comment and the most recently redlined draft had been provided to the MRO Board of Directors via Boardvantage. He provided an overview on the four primary focus areas of the ERO LTS: Energy, Security, Engagement, and Agility and Sustainability, noting the supporting activities and related objectives are described in detail in the strategy document and will provide the foundation for ERO Enterprise work through multiple business planning cycles. He noted that the ERO Board leaders and NERC Board of Trustees would meet in October to discuss the 2024 ERO LTS, before it would be brought to the NERC Board of Trustees for approval at their December meeting.

In response to a question on Focus Area 3: Engagement, Chung noted the work underway to identify non-BES Inverter Based Resources (IBRs) that have not previously been engaged or subject to NERC Reliability Standards. Patrick added that MRO and the ERO have expanded their outreach efforts to include policy makers and vendors/manufacturers in recent years, and that there were several other players that could be further engaged.

In response to questions, Chung stated that due to it being a strategic document it described a high level approach, but that specificity would be developed in a metrics plan.

In response to questions, Chung stated that further non-substantive changes were possible as the document moves through the approval process. Patrick highlighted that the timing of the MRO Board of

Directors strategic planning would poise MRO well for the ERO Board Leadership discussion in October.

*Upon a motion duly made and seconded, the board unanimously endorsed the ERO Enterprise Long Term Strategy.*

**8. FAC Report**

Chair Born referred board members to the written report on the FAC. There were no questions.

**9. GPC Report**

Chair Born referred board members to the written report on the GPC. There were no questions.

**10. MRO Operations Activities**

In response to questions on the ITCS, Richard Burt, Sr. Vice President and Chief Operating Officer, responded he would provide a presentation on the progress of the study at the next MRO Board Meeting.

**11. External Affairs Report**

Chair Born referred board members to the written report on External Affairs. There were no questions.

**12. MRO Outreach Report**

Chair Born referred board members to the written report on Outreach. There were no questions.

**13. Other Business and Adjourn**

OGOC Chair, JoAnn Thompson, invited all meeting guests and board members to attend the OGOC which was scheduled to begin at 1:00 p.m. later that day.

Having no further business to discuss, the meeting was adjourned at 11:36 a.m.

**Prepared by:** Carolina Margaría, Assistant Corporate Secretary and Governance Administrator

**Reviewed and submitted by:** Julie Peterson, Vice President General Counsel and Corporate Secretary



### Exhibit A – Meeting Attendees

MRO Board of Directors Present	
Name	Sector
Dr. Dana Born, <i>Chair</i>	Independent Director
James (JP) Brummond, <i>Vice Chair</i>	Investor Owned Utility Sector
Darcy Neigum	Investor Owned Utility Sector
Daryl Maxwell	Canadian Utility Sector
Dehn Stevens	Investor Owned Utility Sector
Eric Miller	Transmission System Operator Sector
Eric Schmitt	Independent Director
Fred Meyer	Generator and/or Power Marketer Sector
Iqbal (Q) Dhami	Canadian Utility Sector
Jeanne Tisinger	Independent Director
Jennifer Flandermeyer	Regional Director
JoAnn Thompson	Investor Owned Utility Sector
John Rhea	Generator and/or Power Marketer Sector
Michael Desselle	Transmission System Operator Sector
Paul Crist	Generator and/or Power Marketer Sector
Priti Patel	Cooperative Sector
Sandra Johnson	Investor Owned Utility Sector
Tom Finco	Transmission System Operator Sector
Thomas Graham	Independent Director
Tim McCollough	Municipal Utility Sector
MRO Board of Directors Not Present	
Ben Porath	Cooperative Sector



**Other Attendees**

<b>Name</b>	<b>Company</b>
Andree Duecker	Midwest Reliability Organization
Anna Martinson	Midwest Reliability Organization
Anne Richards	Midwest Reliability Organization
Bobbi Welch	Midcontinent Independent System Operator
Bryan Clark	Midwest Reliability Organization
Carolina Margaria	Midwest Reliability Organization
Carl Stelly	Southwest Power Pool
Courtney Vetter	Montana Dakota Utilities
Cris Zimmerman	Midwest Reliability Organization
Daniel Inman	Minnkota Power Cooperative
Eric Ruskamp	Lincoln Electric System
George Hawkins	NERC Board of Trustees
Gina March	Midwest Reliability Organization
Jess Syring	Midwest Reliability Organization
Jessie Mitchell	Midwest Reliability Organization
Julie Peterson	Midwest Reliability Organization
Ken Gartner	Midwest Reliability Organization
Kristine Albrecht	Midwest Reliability Organization
Lam Chung	Midwest Reliability Organization
Larry Heckert	Alliant Energy
Lisa Stellmaker	Midwest Reliability Organization
Marcus Sabo	ITC
Marissa Falco	Midwest Reliability Organization
Mark Flanary	Midwest Reliability Organization
Mark Tiemeier	Midwest Reliability Organization
Mary Agnes Nimis	Federal Energy Regulatory Commission



Max Vang	Midwest Reliability Organization
Michael Bowman	City Utilities of Springfield Utilities
Michelle Olson	Midwest Reliability Organization
Mike Riley	Southwest Power Pool
Nazra Gladu	Manitoba Hydro
Paul Mehlhaff	Sunflower Electric Power Corporation
Rebecca Schneider	Midwest Reliability Organization
Richard Burt	Midwest Reliability Organization
Sara Patrick	Midwest Reliability Organization
Shawn Keller	Midwest Reliability Organization
Steen Fjalstad	Midwest Reliability Organization
Stephen Rose	Iowa Utilities Commission
Tasha Ward	Midwest Reliability Organization
Terri Pyle	Oklahoma Gas & Electric
Troy Brumfield	American Transmission Company
Dr. William Hogan	Harvard University
Willaim Steiner	Midwest Reliability Organization

*The above list may not reflect all meeting attendees as the meeting was open for observation via Webex.*