

Meeting Agenda

Q2 Organizational Group Oversight Committee Meeting

June 22, 2022

9:30 a.m. to 12:00 p.m. Central Time

Hybrid Meeting

MRO Offices, St. Paul, MN, and Webex



**MIDWEST
RELIABILITY
ORGANIZATION**

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Saint Paul, MN 55102

651-855-1760

www.MRO.net

VIDEO AND AUDIO RECORDING

Please note that Midwest Reliability Organization (MRO) may make a video and/or an audio recording of this Organization Group Oversight Committee meeting for the purposes of making this information available to board members, members, stakeholders and the general public who are unable to attend the meeting.

By attending this meeting, I grant MRO:

1. Permission to video and/or audio record the board meeting including me; and
2. The right to edit, use, and publish the video and/or audio recording.
3. I understand that neither I, nor my employer, has any right to be compensated in connection with the video and/or audio recording or the granting of this consent.



AGENDA

Agenda Item	Time
1. <u>Call to Order, Determination of Quorum, and Introductions</u> <i>Paul Crist, OGOC Chair</i>	9:30 a.m.
2. <u>Hybrid Meeting Logistics Review</u> <i>Julie Peterson, Assistant Corporate Secretary and Senior Counsel</i>	---
3. <u>Standards of Conduct and Antitrust Guidelines</u> <i>Julie Peterson, Assistant Corporate Secretary and Senior Counsel</i>	---
4. <u>Consent Agenda</u> <i>Julie Peterson, Assistant Corporate Secretary and Senior Counsel</i>	---
5. <u>OGOC Charter</u> <i>Julie Peterson, Assistant Corporate Secretary and Senior Counsel</i>	9:40 a.m.
6. <u>Organizational Group Member Recruitment and Diversity Campaign</u> <i>Rumyana Kreidler, Manager of Risk Assessment and Mitigation, Operations & Planning</i> <i>Jessie Mitchell, Director of Communications</i> <i>Julie Peterson, Assistant Corporate Secretary and Senior Counsel</i>	9:55 a.m.
7. <u>Approval Processes</u> <i>Julie Peterson, Assistant Corporate Secretary and Senior Counsel</i>	10:10 a.m.
BREAK	10:30 a.m.
8. <u>Risk Roundtable: Supply Chain</u> <i>Paul Crist, OGOC Chair</i> <i>Richard Burt, Senior Vice President and Chief Operating Officer</i>	10:40 a.m.
9. <u>OGOC Interactions with Advisory Councils</u> <i>Paul Crist, OGOC Chair</i> <i>Richard Burt, Senior Vice President and Chief Operating Officer</i>	11:10 a.m.
10. <u>Compliance Monitoring and Enforcement Program Advisory Council Report</u> <i>Jeff Norman, Director of Compliance Monitoring and CMEPAC Liaison</i>	11:25 a.m.
11. <u>Reliability Advisory Council Report</u> <i>Richard Burt, Senior Vice President and Chief Operating Officer</i>	11:35 a.m.
12. <u>Security Advisory Council Report</u> <i>Richard Burt, Senior Vice President and Chief Operating Officer</i>	11:45 a.m.
13. <u>Joint Security Advisory Council Pre-Meeting Discussion</u> <i>Richard Burt, Senior Vice President and Chief Operating Officer</i>	11:55 a.m.
Written Reports	12:00 p.m.
14. <u>Quarterly Report on NERC Organizational Groups (Written)</u> <i>Richard Burt, Senior Vice President and Chief Operating Officer</i>	---
15. <u>Open Organizational Group Seats (Written)</u> <i>Julie Peterson, Assistant Corporate Secretary and Senior Counsel</i>	---

Agenda Item	Time
16. <u>Other Business and Adjourn</u> <i>Paul Crist, OGOC Chair</i>	12:00 p.m.
Joint Meeting with Security Advisory Council at 1:00 p.m.	

Call to Order and Determination of Quorum
Paul Crist, OGOC Chair

A current roster for the MRO Board Organizational Group Oversight Committee is posted on MRO's public website [here](#).

The board will follow these guiding principles during the conduct of its work:

Highly effective and reliable board members:

1. Support the MRO mission and its values, and understand the role of the board.
2. Exercise their fiduciary duty of care by preparing for, attending, and participating in board and assigned committee meetings. Absent compelling and stated reasons, directors should be present at meetings.
3. Are objective decision makers and avoid participation in board issues that are self-serving or may be perceived as a conflict of interest.
4. Read the materials before board meetings and come prepared with questions.
5. Advocate why MRO is important and why it needs our support.
6. Take leadership roles by chairing a committee and knowing what the committee's responsibilities are, and initiate, as necessary.
7. Respect the different roles of staff and the board.
8. Collaborate and cooperate with other board members.

Hybrid Meeting Logistics Review
Julie Peterson, Assistant Corporate Secretary and Senior Counsel

Action

Information

Report

Julie Peterson, Assistant Corporate Secretary and Senior Counsel, will review some best practices to ensure a positive hybrid meeting experience for those both attending in person and attending via Webex.

Standards of Conduct and Antitrust Guidelines
Julie Peterson, Assistant Corporate Secretary and Senior Counsel

Standards of Conduct Reminder:

Standards of Conduct prohibit MRO staff, committee, subcommittee, and task force members from sharing non-public transmission sensitive information with anyone who is either an affiliate merchant or could be a conduit of information to an affiliate merchant.

Antitrust Reminder:

Participants in Midwest Reliability Organization meeting activities must refrain from the following when acting in their capacity as participants in Midwest Reliability Organization activities (i.e., meetings, conference calls, and informal discussions):

- Discussions involving pricing information; and
- Discussions of a participants marketing strategies; and
- Discussions regarding how customers and geographical areas are to be divided among competitors; and
- Discussions concerning the exclusion of competitors from markets; and
- Discussions concerning boycotting or group refusals to deal with competitors, vendors, or suppliers.

Consent Agenda

Julie Peterson, Assistant Corporate Secretary and Senior Counsel

Action

Approve the consent agenda

Report

The consent agenda includes draft minutes from the April 6, 2022. The draft minutes are available for review on [MRO's website](#) or via the board [confidential site](#). Please provide any comments or edits to julie.peterson@mro.net.

Additionally, given that the OGOC's meeting in the fourth quarter is dedicated to the joint risk meeting with advisory council leadership, staff proposes the OGOC meet by Webex ahead of that meeting to make any decisions that would otherwise be necessary in that same timeframe. (Typically, this includes reviewing and approving organizational group membership for the following year.) The duration of the meeting is anticipated to be between 45 and 90 minutes, depending on the agenda content.

Because most of the recommended revisions will come from the advisory councils, this meeting needs to occur after the advisory councils meet in November, and preferably before the OGOC's joint risk meeting in December. Considering this tight timeframe, staff proposes the following meeting date for OGOC approval:

- **Friday, November 18, 2022, from 2:00 p.m. to 3:30 p.m. Central time**

Please advise as soon as possible at julie.peterson@mro.net if this date and time do not work for you.

OGOC Charter

Julie Peterson, Assistant Corporate Secretary and Senior Counsel

Action

Approve proposed revisions to the OGOC charter.

Report

This is an annual review of the [OGOC charter](#). Staff has reviewed and proposed changes as [redlined](#). I will walk through the proposed changes during the OGOC meeting. In short, note that there are no substantive changes. The changes being proposed are primarily for housekeeping, clarity, and streamlining.



Organizational Group Oversight Committee Charter

I. Organization

Pursuant to the authority granted in Article 8 of the Bylaws of the Midwest Reliability Organization (Bylaws), there shall be a committee of the Midwest Reliability Organization (MRO or Company) Board of Directors (bBoard) known as the Organizational Group Oversight Committee (OGOC or Committee). This charter reflects the authority delegated by the bBoard to the OGOC Committee and shall govern the OGOC Committee with regard to its duties and responsibilities.

II. Purpose

The purpose of the OGOC Committee is to fulfill the bBoard's responsibilities provided in Article 8 of the MRO Bylaws regarding to MRO's organizational groups outlined in Article 8 of the MRO Bylaws.

III. Responsibilities

The OGOC Committee shall have all of the authority necessary to fulfill the bBoard's responsibilities provided in under Article 8 of the MRO Bylaws, including the following responsibilities and duties:

A. Establishment of Organizational Groups.

1. The OGOC Committee shall have the ability to establish and abolish organizational groups, consisting of committees, sub-committees, councils, sub-councils, task forces, and working groups of Members to accomplish the purposes of MRO in an efficient and cost-effective manner.
2. To ensure the organizational groups are efficient and cost-effective the OGOC Committee shall endeavor to:
 - a. avoid establishing organizational groups that duplicate work being done by existing ERO Enterprise organizational groups, as well as those of industry and/or trade associations; and
 - b. periodically review the efficiency and cost effectiveness of the organizational groups.

B. Establishment of Policies and Procedures Governing Organizational Groups.

1. The OGOC Committee shall establish policies and procedures governing organizational groups that address:
 - a. membership of the organization group, which shall be determined based on experience, and expertise and to the extent practicable, be geographically diverse, and to the extent practicable shall included balanced representation of the I-and industry Sectors-balanced;
 - b. the size of the organizational group and how the organizational group will be populated;
 - c. how voting and related matters are conducted;
 - d. how organization groups may be reorganized;
 - e. how the leadership of the organizational group will be determined;
 - f. the manner in which decisions will be made and voting will be conducted;
 - g. the reimbursement of members of organizational groups for reasonable travel, meal, and lodging expenses for organizational group meetings or representation of MRO at other meetings authorized by the Committee OGOC.

C. Oversight and Interaction with Organizational Groups.

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Approved by the MRO Board: December 2, 2021

Page 1 of 3



1. The ~~OGOCCommittee~~ shall consider documents such as the ERO Enterprise Long Term Strategy, ERO assessments, the MRO Regional Risk Assessment, system event reports and event trending in the MRO region. The ~~OGOCCommittee~~ shall also consider the work of NERC's Reliability Issues Steering Committee and consult with MRO staff in establishing organizational groups and providing guidance on how this work can further MRO's vision, mission and initiatives.
 2. The ~~OGOCCommittee~~ will ensure that the organizational groups produce deliverables for the ERO, the MRO region, and/or industry that positively impact the reliability, security and/or resilience of the bulk power system as measured by metrics described in the MRO and/or the ERO, or regional metrics established by the ~~OGOCCommittee~~.
 3. The ~~OGOCCommittee~~ will periodically meet with the leadership of the organizational groups to provide direction on the organizational groups' work plans and to discuss the organizational groups' work and how it fulfills the vision, mission and initiatives of MRO, as well as to discuss any challenges faced by the organizational group and how those challenges might be resolved.
- D. Designation and Oversight of MRO Sponsored NERC Representatives
1. The ~~OGOCCommittee~~ is responsible for designating the individuals from MRO Members to represent MRO on NERC organizational groups. In selecting individuals, the ~~OGOCCommittee~~ will consider experience and expertise and, to the extent practicable, select a geographically diverse and industry sector balanced group of individuals;
 2. The ~~OGOCCommittee~~ shall establish policies and procedures governing individuals representing MRO at NERC.
 3. The ~~OGOCCommittee~~ will ensure that direction is provided to MRO Sponsored NERC representatives so their participation is consistent with addressing regional reliability and security concerns in an effective and efficient manner.
- E. Reporting to the Board
1. ~~a.~~ —The ~~OGOCCommittee shall~~will provide the ~~b~~Board a report at its regular meetings highlighting the work of the organizational groups and their contributions to the reliable and secure operations of the bulk power system in the MRO region and solicit ~~B~~board input on existing work, as well as identifying reliability and security issues that merit addressing. Periodically, the ~~OGOCCommittee~~ will provide the ~~b~~Board a report on the efficiency and effectiveness of MRO's organizational groups.

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IV. Membership

The ~~OGOCCommittee~~ shall ~~be comprised~~~~generally consist~~ of up to eleven ~~members of the board, at least a majority of which shall be comprised of Industry Sector and Regional Directors. The OGOC shall be sector balanced so that no two Industry Sectors could control the vote of the OGOC. No members of the OGOC directors (in interim periods, the committee can operate with fewer appointed directors), none of whom may~~shall be an officer or employee of the Company, ~~and but~~ shall be independent of the management of the Company and free of any relationship that, in the opinion of the ~~b~~Board, would interfere with the exercise of independent judgment as an ~~OGOC-Committee~~ member. ~~The committee membership shall include a majority of Industry Sector and Regional Directors and may be comprised of all Industry Sector and Regional Directors. The committee will be sector balanced so that no two Industry Sectors could control the vote of the Committee.~~



The members of the ~~OGOC Committee~~ shall be ~~recommended~~~~nominated~~ by the chair of the ~~b~~Board, and ~~approved~~~~deleted~~ by the ~~b~~Board to serve a term of ~~up to two years~~ with terms beginning at the start of the following calendar year or until successors shall be duly appointed and qualified. A vice chair for the ~~OGOC~~ shall be recommended by the OGOC chair and approved by the OGOC. Terms of members shall be staggered so that the terms of all members do not expire in the same year. If a member of the ~~OGOC Committee~~ resigns before the end of his or her term, a replacement will be appointed by the chair of the ~~b~~Board for the duration of the term.

V. Meetings

The ~~OGOC Committee~~ shall meet annually, or more frequently as ~~appropriate or necessary~~~~circumstances dictate~~. The chair of the ~~b~~Board, the chair of the ~~OGOC Committee~~, or a simple majority of the ~~OGOC Committee~~ members may call meetings of the ~~OGOC Committee~~. The chair of the ~~OGOC Committee~~ shall prepare or approve an agenda in advance of each meeting. The President and CEO, or designee, shall be invited to all ~~OGOC~~ meetings. Other management officials and counsel to the ~~B~~board may be invited as necessary. With the exception of directors, the ~~OGOC~~ chair may excuse any non-~~OGOC Committee~~ members from attendance at any meeting or portion of any meeting.

A quorum shall exist when a simple majority of the members of the Committee are present. ~~The OGOC may take action with a~~ simple majority of the ~~OGOC Committee~~ members present in a quorum, ~~or may approve an action. The Committee may take action~~ by unanimous written consent.

Commented [JP2]: "unanimous written consent = electronic approval"

Organizational Group Member Recruitment and Diversity Campaign

Rumyana Kreidler, Manager of Risk Assessment and Mitigation, Operations & Planning

Jessie Mitchell, Director of Communications

Julie Peterson, Assistant Corporate Secretary and Senior Counsel

Action

Approve proposal for organizational group member recruitment and diversity campaign.

Report

In the second quarter of 2021, the Organizational Group Oversight Committee (OGOC) approved an initiative to grow the diversity on MRO's organizational groups, and last quarter staff provided an update on efforts that have been taken to further that initiative since mid-2021, including presentations to organizational groups, promotion of diversity in organizational group nomination solicitation notices, and highlighting the initiative in the [MRO 2021 Annual Report](#).

As previewed during the first quarter meeting, the MRO Director of Communications, Jessie Mitchell, has developed a [draft communications plan](#) for the OGOC's consideration. The OGOC is asked to review and approve the proposed communications plan.

ORGANIZATIONAL GROUP MEMBER RECRUITMENT AND DIVERSITY CAMPAIGN

June 2022

Target Audience	Campaign Effort	Desired Outcome	Lead	Target Date	Notes
Current org group members	Presentation on Importance of diversity	Existing members consider others within their organization or inner circles that might volunteer	Julie Peterson	June or Aug/Sept	During Q2 / Q3 meetings
MRO visitors MRO staff	Posters on benefits of membership, org group participation, and diversity	Inform visitors to MRO's offices and staff on the benefits of membership and org group participation, diversity Inform staff on what MRO membership is and on diversity	Jessie Mitchell	June	
All MRO external stakeholders	Article on importance of diversity and benefits of serving on an org group	Solicit volunteers from MRO members for open org group positions	Jessie Mitchell	August	
All MRO members	Solicitation notice/Hot Topic for open seats	Emphasize diversity and benefits of org group participation to encourage participation	Julie Peterson	September	
All MRO external stakeholders	Change banner on new website to add image and link to Hot Topic	Draw attention to upcoming nomination period and encourage participation	Jessie Mitchell	September	
STRETCH All external stakeholders	Short video about MRO org groups and the benefits of participation	Encourage both membership in MRO and on org groups	Jessie Mitchell (outsource)	September/October	Can be permanently posted on org group page of website

Approval Processes

Julie Peterson, Assistant Corporate Secretary and Senior Counsel

Action

Information

Report

Electronic approvals are expressly permitted for the full board per Sec 7.10 of the [Bylaws](#), and for the OGOC specifically per its charter. Staff intends to increase the use of electronic approval processes where appropriate. I will review processes for electronic approvals.

Utilizing electronic approvals for more routine OGOC matters (i.e., charter approvals, new organizational group members), will result in more effective and valuable use of OGOC members' time and increase organizational efficiency by streamlining approval of items that might otherwise wait months until a next meeting to be approved. Certainly, the OGOC will continue to exercise its oversight and approval as required; the goal with this shift is to expedite and streamline the processes for doing so.

Risk Roundtable: Supply Chain
Paul Crist, OGOC Chair
Richard Burt, Senior Vice President and Chief Operating Officer

Action

Discussion

Report

OGOC leadership and MRO staff are proposing the concept of “Risk Roundtables” as a regular agenda item for OGOC meetings. These roundtables would be an opportunity to discuss risks to reliability and security of the bulk power system (BPS) with a secondary goal being possible identification of opportunities for MRO organizational group efforts to address these risks. Based on interest and discussion at recent OGOC meetings, the first risk selected for this new discussion format is supply chain. Future risk topics will be identified by the OGOC, with the MRO Regional Risk Assessment (RRA) being a useful reference.

To aid in commencing this discussion, the following questions are being provided as a starting point for the roundtable:

1. What steps is industry taking and are any OGOC members aware of particularly unique or effective mitigation strategies that have been implemented to address supply chain issues?
2. Are there regional nuances that could lead to unique impacts in the MRO region?
3. What are the forecasted potential impacts of supply issues over the next 6-12 months? 12-18 months?
4. Are entities prepared for a major weather event that may significantly deplete inventories?
5. Standing Question: Is there an action item for the group on this?
6. Standing Question: What risk should we discuss at the next roundtable?

The following are some optional reference materials to review prior to our group discussion on supply chain risk.

1. [US Department of Energy supply chain web page](#), with specific supply chain reports and fact sheets on various key energy sector technologies.
2. [America’s Strategy to Secure the Supply Chain for a Robust Clean Energy Transition](#).
3. [American Public Power Association \(APPA\) article](#) entitled “Shortage Changed: How Utilities are Adapting to Supply Chain Issues.”

OGOC Interactions with Advisory Councils

Paul Crist, OGOC Chair

Richard Burt, Senior Vice President and Chief Operating Officer

Action

Discussion

Report

Since inception of the MRO OGOC and Advisory Councils, the OGOC has met with one of the Advisory Councils at each of the first three quarterly meetings of the year. The fourth quarter meeting of the OGOC includes Advisory Council leadership from each council to discuss risks to reliability, opportunities for MRO organizational groups, and work plan development for the subsequent year. While the fourth quarter meeting continues to receive very positive reviews, the first three quarterly interactions between one entire council and the OGOC may not be yielding the value it was initially when these groups were created and more guidance was required.

MRO's staff liaisons to the three advisory councils have developed two proposals for OGOC consideration in an effort to make these interactions more productive and valuable, and would also appreciate any additional ideas beyond these two options. Those staff liaisons are Bryan Clark, MRO Director of Reliability Analysis and liaison to the MRO Reliability Advisory Council, Jeff Norman, MRO Director of Compliance Monitoring and liaison to the CMEP Advisory Council, and Steen Fjalstad, MRO Director of Security and liaison to the Security Advisory Council. These proposals have not yet been shared with the advisory councils, but MRO staff liaisons have received feedback from advisory council members on a desire to change the way in which the advisory councils and OGOC interact in the first three quarters.

- Option 1: Invite one member of each advisory council (chair, vice chair, or delegate) to all three of the first three quarterly meetings for a discussion with the OGOC; or
- Option 2: Continue the current practice, with just the chair and vice chair of the advisory councils meeting with the OGOC (one advisory council at each of the first three quarterly meetings).

Dependent upon Agenda Item 8 (Risk Roundtable), there could be an opportunity to merge these two new ideas into one. For example, a representative from each MRO Advisory Council could join the OGOC for its "Risk Roundtable" discussions as an alternative to the current meeting between the OGOC and an entire Advisory Council.

We look forward to hearing the OGOC's thoughts on how it interacts with the Advisory Councils.

Compliance Monitoring and Enforcement Program (CMEP) Advisory Council Report

Jeffrey Norman, Director of Compliance Monitoring

Actions

1. Review and approve the proposed changes to Compliance Monitoring and Enforcement Program Advisory Council (CMEPAC) charter.
2. Review and approve the NERC Standard Review Forum (NSRF) charter.

Report

The Compliance Monitoring and Enforcement Program Advisory Council (CMEPAC) met for its second quarter meeting on June 7, 2022 via Webex. The full meeting agenda can be found on MRO's public website [here](#).

CMEPAC Activities

Areas of Focus

1. Planning and preparing for the 2022 MRO CMEP Hybrid Conference scheduled for July 26, 2022.
2. Hosting webinars and soliciting webinar ideas from members and entities throughout 2022.
3. Soliciting volunteers to support MRO's Regional Risk Assessment.
4. Provided a webinar on the CIP-012 Readiness Assessment Pilot Program on February 23, 2022.
5. Provided a webinar on internal controls on April 18, 2022.

Accomplishments

1. Reviewed [CIP-012 Pilot Program report](#) to provide to the OGOC.
2. CMEP Conference Agenda is mostly complete pending the finalization of speakers.
3. Launched a sub-team of the CMEPAC to explore the Compliance Severity Index (CSI) to inform opportunities to develop new guidance.

Challenges

1. Obtaining feedback from industry regarding outreach needs.
2. The MRO CMEPAC, Compliance and Certification Committee (CCC), and the ERO Enterprise continue to seek ways to optimize internal controls integration into risk based monitoring.

Review and Approve

CMEPAC Charter

The CMEPAC recommends changes to its charter, and seeks OGOC approval of the changes. A [redline](#) version of the revised charter is attached. The rationale for the proposed changes is outlined below.

In section III: Key Objectives and Responsibilities, the CMEPAC would like to make the following changes:

Removing "for the Compliance and Standards Committees" from the bullet below:

Maintain the Midwest Reliability Organization Regional Reliability Standards Process Manual, and serve the roles noted for the Compliance and Standards Committees in the manual.

The intent of this deletion is to reflect that those committees have been disbanded.

Removing the full bullet below:

Review and provide comments on the MRO Annual CMEP Implementation Plan as presented by MRO staff.

The CMEPAC believes this to be redundant to the following bullet that captures all feedback and comment requests from MRO to the CMEPAC:

Provide feedback to MRO staff on CMEP activities.

Adding “CMEPAC and NERC Standards Review Forum (NSRF)” to the bullet below:

Annually review the CMEPAC and NERC Standards Review Forum (NSRF) charters and propose changes as needed to the OGOC.

The intent of this language is to clarify that the CMEPAC reviews both the CMEPAC charter and the NSRF charter on an annual basis.

All other proposed changes in the charter are grammatical or associated housekeeping changes.

NSRF Charter

The [NSRF charter](#) has been reviewed. No changes are recommended at this time.



MEMORANDUM

To: OGO

From: CMEPAC

Date: June 14, 2022

Re: Readiness Assessment Pilot

The CIP-012 Readiness Assessment pilot was created in response to feedback received from Responsible Entities about outreach occurring prior to standards becoming enforceable. The pilot program involved an informal audit engagement that would provide an informal notification with the Critical Infrastructure Protection (CIP) Evidence Request Tool (ERT) utilized to request the information. Responses to the requests are then uploaded to MRO, then the Compliance team members would review the information and request additional information or Subject Matter Expert (SME) interviews.

The benefits that could be realized by MRO in formalizing the Readiness Assessment program beyond the pilot phase include the following:

- The ability to test the ERT or Operations & Planning (O&P) Request for Information (RFI) request IDs for the new standard;
- Obtaining an understanding of how Responsible Entities are reading the language of the standard;
- Finding potential gray areas with the standard language and initiate ERO conversations earlier (instead of during an actual audit); and
- Providing outreach earlier (prior to the enforcement date), including to provide examples for which Responsible Entities are implementing and sharing this information

Results of the pilot program include:

- Provided ERT updates
 - o All considerations were based on how to sample and the evidence being requested as part of that sampling
 - o Detailed information was provided to the MRO ERT task force member
- Developed outreach regarding determining compliance responsibility
 - o MRO reiterated a consistent approach to third party agreements as they do with other standards
- Developed outreach determining applicable communications
 - o Including whole communication path
 - o Utilizing existing CIP protections already in place
- Learned lesson to allow more time flexibility for participants to respond to requests
- Registered entity identified internal silos
 - o Pilot allowed for registered entity to develop consistency
- There were 122 participants at the webinar (over 150 registered)
- MRO utilized a subset of existing processes which allowed for streamlining, so very little adjustments to processes were completed



- If this program were to move forward, the documentation would need to more formalized and process owners assigned
- Each volunteer entity had the following process changes:
 - Updates to the existing process based on Readiness Assessment feedback
 - Changes to the implementation of the solution (consistency)
- MRO utilized ~129 hours in total and volunteer entities averaged 82.5 hours in total

Based on the information received from MRO staff, the CMEPAC, and the volunteer staff from CMEPAC member, there was a unanimous recommendation to formalize this program beyond the pilot phase. Here are some of the comments from the CMEPAC entity volunteers:

- This program will help and assist the utilities in becoming compliant and maintaining compliance
- Process was very informative
- Allows for awareness of ERT flaws to help decrease anxiety with a new standard
- Provides Responsible Entity contacts for entities to ask questions about the upcoming standard
- There was an added benefit that risk was decreased in removing applicable links/scope
- Entities can now complete the finishing touches on any agreements (MOUs) on their CIP-012 program and focus on cold weather NERC projects

MRO Compliance Department and the CMEPAC agree that the program adds value and the ERO enterprise and recommends formalizing the program beyond the pilot phase.

If the OGOC supports developing the program beyond the pilot, the following issues need to be addressed:

- How to identify and prioritize the most appropriate new standards to leverage this process;
- Which MRO department(s) should be responsible for the process; and
- How often should MRO staff be prepared to support these projects/prioritize this work.



MRO Compliance Monitoring and Enforcement Program Advisory Council Charter

January 1, 2022

I. Purpose

The MRO Compliance Monitoring and Enforcement Program Advisory Council (MRO CMEPAC) is a MRO Organizational Group that provides advice and counsel to MRO's Board of Directors (board), the board's Organizational Group Oversight Committee (OGOC), staff, members and registered entities on topics such as the development, retirement, and application of NERC Reliability Standards, risk assessment, compliance monitoring, and the enforcement of applicable standards. The MRO CMEPAC increases outreach and awareness in these key areas.

II. Membership

Pursuant to [Policy and Procedure 3 – Establishment, Responsibilities, and Procedures of Organizational Groups and MRO Sponsored Representative on NERC Organizational Groups](#), membership on Councils is based on experience and expertise. No more than two members of the Council may be an employee of a single entity or affiliated entities. At least three sectors will be represented on the Council. To the extent practicable, membership will reflect geographic diversity and balanced sector representation. MRO staff will solicit volunteers from MRO Members.

Individuals with expertise and experience in the areas of power systems operations or planning, physical security or cybersecurity, NERC Reliability Standards processes, and/or implementation of compliance programs serve on the MRO CMEPAC.

The MRO CMEPAC is comprised of 15 members. All Advisory Council members will have a three year term. Nominations for open positions on the MRO CMEPAC will be submitted to the MRO CMEPAC for review. The MRO CMEPAC, with input from MRO staff, will recommend the candidate(s) best suited for the open position(s) based on experience, expertise and geographic diversity to the board's OGOC, which will appoint the members of the MRO CMEPAC.

The MRO CMEPAC will annually elect its chair and vice chair pursuant to the process and terms outlined in Policy and Procedure 3.

III. Key Objectives and Responsibilities

Key objectives and responsibilities of the MRO CMEPAC include:

- Annually develop a work plan in coordination with MRO staff to support the MRO Strategic Plan and Metrics for approval by the OGOC and report performance progress.
- Serve as subject matter experts for MRO registered entities, members, other organizational groups, staff, as well as the board and its committees. This responsibility includes acting as the stakeholder peer group during a facts and circumstances conference with a registered entity related to contested violation(s), penalty, or Mitigation Plan(s), consistent with NERC Rules of Procedure and the CMEP.

Approved by the MRO OGOC: 2021



- Maintain awareness of work by industry, NERC, and other Regional Entity organizational groups to avoid or minimize duplicative efforts, and to partner and coordinate where appropriate.
- Recommend the establishment of subgroups to support the CMEPAC work plan as appropriate. Oversee and provide direction to any subgroups.
- Propose new, modifications to, or the retirement of, regional or continent-wide Reliability Standards based on risk.
- Maintain the Midwest Reliability Organization Regional Reliability Standards Process Manual, and serve the roles noted ~~for the Compliance and Standards Committees~~ in the manual.
- ~~Review and provide comments on the MRO Annual CMEP Implementation Plan as presented by MRO staff.~~
- Provide feedback to MRO staff on CMEP activities.
- Conduct outreach and awareness to promote compliance:
 - Provide non-binding MRO Standard Application Guides (SAGs) to assist stakeholders in understanding NERC Reliability Standards and approaches to meet requirements.
 - Consider noncompliance data provided by MRO staff to determine if there are opportunities for additional outreach and awareness.
 - Facilitate and lead the design of the Annual MRO CMEP Workshop by identifying topics and speakers. Present at the workshop as appropriate.
 - Support Midwest Reliability Matters by suggesting topics and/or writing articles.
 - Share best practices and other pertinent information.
 - Develop a Highly Effective Reliability Organization (HERO) outreach effort to help registered entities assess and improve their own reliability and compliance practices, as well as distill and communicate lessons learned from issues of non-compliance.
- Recommend individuals to represent MRO as representatives on NERC organizational groups to the OGOC.
- Provide guidance and communicate expectations to MRO NERC representatives, receive reports from the MRO NERC representatives, and disseminate the information as directed by the OGOC.
- Support the applicable NERC program areas.
- Annually review the ~~CMEPAC and NERC Standards Review Forum (NSRF)~~ charters and propose changes as needed to the OGOC.

IV. Meetings

The MRO CMEPAC will meet quarterly or as necessary, in person or via conference call and/or web meeting. Once a year the MRO CMEPAC will meet with the OGOC the day before a regularly scheduled board meeting.

All MRO Council chairs and vice chairs will meet with the OGOC the day before the fourth quarter regularly scheduled board meeting to review the Council's accomplishments during the past year and to develop work plans for the following year.

Meetings of the MRO CMEPAC are open to public attendance; however, the meeting may be called into closed session by the chair or vice chair. Additional meeting requirements related to agendas and minutes, voting and proxy, and rules of conduct are outlined in MRO Policy and Procedure 3 – Establishment,

Approved by the MRO OGOC: 2021



Responsibilities, and Procedures of Organizational Groups and MRO Representation on NERC Organizational Groups.

V. Costs

Meeting costs incurred by MRO CMEPAC members are reimbursable by MRO according to Policy and Procedure 2–Expense Reimbursement.

VI. Reporting Requirements

The chair or vice chair of the MRO CMEPAC will provide an oral report to the OGOC regarding the Council's work as well as any emerging issues during the annual scheduled meeting. During the other quarterly meetings, the chair or vice chair of the MRO CMEPAC will provide a written report to the OGOC. The chair or vice chair of the MRO CMEPAC will provide a report to the OGOC during the fourth quarter meeting of the OGOC reviewing past accomplishments and highlighting work for the coming year.

Approved by the MRO OGOC: 2021



MRO NERC Standards Review Forum Charter

January 1, 2022

I. Purpose

The MRO NERC Standards Review Forum (NSRF) is a MRO Compliance Monitoring and Enforcement Program Advisory Council (CMEPAC) subgroup that provides a venue for reviewing and providing NSRF agreed upon comments to NERC Standards Drafting Teams during the NERC Reliability Standards development process and to NERC on other draft policies or processes as directed by the MRO CMEPAC.

II. Membership

Pursuant to MRO's [Policy and Procedure 3: Establishment, Responsibilities, and Procedures of Organizational Groups and MRO Representation on NERC Committees](#) (MRO Policy and Procedure 3), the CMEPAC shall recommend NSRF members based upon experience, expertise and geographic diversity to the board's Organizational Group Oversight Committee (OGOC) for approval. There will be up to twenty-one NSRF members with three seats reserved for each sector. Seats may not be filled from outside the sector designated for a given seat. The NSRF will recommend members to the CMEPAC. Each sector shall have one vote regarding standards. For all other voting matters before the NSRF, each NSRF member shall have one vote. Submissions to NERC from the NSRF should represent the best interest for all MRO members.

The NSRF will annually elect its chair and vice chair pursuant to the process and terms listed in Policy and Procedure 3.

III. Key Objectives/Activities

- Provide a forum for discussion and regional collaboration of comments to be submitted during the development of NERC Standards including: Standards Authorization Requests (SARs); proposed, new, or modified NERC Reliability Standards; Interpretations of existing NERC Reliability Standards; and other draft policies and procedures, etc.
- Identify a point of contact for each NERC project to leverage their technical knowledge during the commenting period of NERC Reliability Standards under development. To satisfy NSRF forum participants, if the NSRF does not have a consensus concerning a comment, the comment will be written again, or dropped completely. (Please note that any person or group may independently submit a comment form for any NERC Reliability Standard under development.)
- Establish a forum for discussion and collaboration on the development of voting recommendations for NERC ballots.
- Include MRO members with relevant experience in the electric utility industry.
- Hold weekly NSRF calls that are open to all stakeholders regardless of their geographic location.
- Work in conjunction with MRO to solicit volunteers from the stakeholder community to serve as participants on subject matter expert teams.

IV. Meetings

The NSRF will meet weekly or as necessary, typically via conference call or web meeting. Meetings of the

Approved by the MRO OGOC: 2021



NSRF are open to public attendance. One-third of the members of NSRF will constitute a quorum. A quorum is not required for a general discussion amongst NSRF Members and participants during meetings. The chair or vice chair will preside over the NSRF meeting and determine whether there is a consensus among the participants to file comments and ballot recommendation on behalf of the NSRF. Any NSRF member may make a motion to object to filing comments, which shall carry if approved by a simple majority of NSRF sectors. Additional meeting requirements related to the rules of conduct can be located in MRO Policy and Procedure 3.

The chair, vice chair, or meeting secretary of the NSRF will forward draft meeting minutes to the NSRF members and observers, summarizing the conference call highlights, including comment forms and voting recommendations.

V. Reporting Requirements

The NSRF chair or vice chair will provide a written and/or oral report quarterly describing the activities and actions of the NSRF to the CMEPAC. Annually, the NSRF shall perform a review of this charter and recommend any changes to it to the CMEPAC for approval by the OGOC. The CMEPAC shall provide a summary report, including a statement of its conclusions, to the MRO Board of Directors at the annual meeting.

Approved by the MRO OGOC: 2021

Reliability Advisory Council Report
Richard Burt, Senior Vice President and Chief Operating Officer

Action

1. Review and approve proposed changes to the Reliability Advisory Council (RAC) charter

Report

The RAC held its second quarter meeting on May 19, 2022 in person and via Webex. The in-person meeting was held at the InterContinental Hotel at the Plaza in Kansas City, Missouri. The full meeting agenda packet can be found on MRO's public website [here](#).

RAC Activities

Areas of Focus

1. 2022 Work Plan reviewed with various action items updated accordingly;
2. Cold Weather Preparedness Workshop is tentatively scheduled for October 2022, established planning subgroup to work on agenda and speakers for the workshop;
3. MISO 2022 Summer Capacity was discussed;
4. 2022 MRO Regional Summer Assessment was reviewed with a webinar planned on June 30;
5. Recent Lessons Learned (NERC) and Reliability Guidelines (NERC) were discussed with RAC members to increase awareness;
6. 2022 Reliability Conference debrief; and
7. Reviewed RAC charter and made minor enhancements.

Accomplishments

1. Execution of the 2022 Annual Reliability Conference on May 18, 2022 in Kansas City, MO. The conference was conducted in a hybrid fashion with survey results showing an overall satisfaction rating of 4.73 out of 5.00. The conference had a total of 365 participants (73 in person and 292 virtual).

Challenges

1. Assigning RAC volunteers to partner with MRO Representatives on NERC Subgroups
2. Soliciting volunteers to submit quarterly newsletter articles for Midwest Reliability Matters
3. Resource adequacy requirements considering adequate supply of energy and sufficient imports available from neighboring regions
4. Hosting future webinars with the identification of speakers, topics and dates (highlighting specific lessons learned, reliability guidelines, whitepapers, etc.)
5. Attracting talented employees to the utility business while trying to memorialize institutional knowledge from tenured employees who are retiring.

Review and Approve

The RAC has proposed changes to their charter. A [redline](#) of the proposed changes is provided. The OGOC is asked to review and approve.



Reliability Advisory Council Charter

January 1, 2022

I. Purpose

The MRO Reliability Advisory Council (MRO RAC) provides advice and counsel to MRO's Board of Directors (board), the board's Organizational Group Oversight Committee (OGOC), staff, members and registered entities on topics such as transmission adequacy and availability, energy and resource adequacy, integration of renewables, essential reliability services, event analysis, system protection, and reliability assessments. The MRO RAC seeks to increase outreach and awareness in these key areas.

II. Membership

The MRO RAC is comprised of 15 members which will include a member from each Reliability Coordinator (RC) and Planning Coordinator (PC) in the MRO Region. If an entity is registered as both an RC and a PC, one member may represent both the RC and the PC. All Council members will have a three-year term. Nominations for open positions on the MRO RAC will be submitted to the MRO RAC for review. The MRO RAC, with input from MRO staff, will recommend the candidate(s) best suited for the open position(s) based on experience, expertise and geographic diversity to the board's OGOC, which will appoint the members of the MRO RAC.

Pursuant to [Policy and Procedure 3 – Establishment, Responsibilities, and Procedures of Organizational Groups and MRO Sponsored Representatives on NERC Organizational Groups](#), membership on councils is based on experience and expertise. No more than two members of the council may be an employee of a single entity or affiliated entities. At least three sectors will be represented on the council. To the extent practicable, membership will reflect geographic diversity and balanced sector representation. MRO staff will solicit volunteers from MRO Members.

Individuals with expertise and experience in the areas of transmission planning, resource planning, power systems engineering, system operations, as well as control and protection systems serve on the MRO RAC.

The MRO RAC will annually elect its chair and vice chair pursuant to the process and terms outlined in Policy and Procedure 3.

III. Key Objectives and Responsibilities

Key objectives and responsibilities of the MRO RAC include:

- Annually develop a work plan in coordination with MRO staff to support the MRO Strategic Plan and Metrics for approval by the OGOC and report performance progress.
- Review performance against established metrics and suggest additional metrics to identify areas of risk or reliability improvement.
- Serve as subject matter experts for MRO registered entities, members, other organizational groups, staff, as well as the board and its committees.
- Maintain awareness of work by industry, NERC and other Regional Entity organizational

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groups to avoid or minimize duplicative efforts and to partner and coordinate where appropriate.

- Recommend the establishment of subgroups to support the RAC work plan as appropriate. Oversee and provide direction to any subgroups.
- Support the preparation of special assessments and seasonal readiness plans by regional Reliability Coordinators and as may be directed by NERC or the MRO Board of Directors from time to time.
- Review and assess the overall reliability of the MRO region and interregional bulk electric system for long-term planning horizons based on reports from regional Planning Coordinators as may be directed by NERC or the MRO Board of Directors from time to time.
- Support the development of the annual MRO Regional Risk Assessment by identifying risks, trends, and mitigating activities.
- Review significant BES events (generally, Category 2 or higher) which occurred in the MRO Region and the resulting reports and approve larger scale event reports (Category 3 and higher) to assure the appropriate analysis is performed and that any lessons learned are identified and shared with the industry.
- Provide input and guidance on system protection and control matters, including Reliability Standards development, misoperation reviews, and reviews of remedial action schemes.
- Conduct outreach and awareness to increase reliability and decrease risk to the reliable and secure operations of the bulk power system:
 - Facilitate and lead the design of the Annual MRO Reliability Conference(s). Present at conference(s) as appropriate.
 - Support Midwest Reliability Matters by writing articles.
 - Share best practices via webinars.
 - Collaborate with the Transmission and Generator Forums, the Eastern Interconnection Planning Collaborative and others to share information
- Develop a Highly Effective Reliability Organization® (HERO) outreach effort to help registered entities assess and improve their own reliability practices.
- Recommend individuals to represent MRO as representatives on NERC organizational groups to the OGOC.
- Provide guidance and communicate expectations to MRO NERC representatives, receive reports from MRO NERC representatives, and disseminate the information as directed by the board's OGOC.
- Support the applicable NERC program areas.
- Annually review the charter and propose changes as needed to the OGOC.

IV. Meetings

The MRO RAC will meet quarterly or as necessary, in person or via conference call and/or web meeting. The MRO RAC will meet annually, preferably in person, the day before a regularly scheduled board meeting with the OGOC.

All MRO council chairs and vice chairs will meet with the OGOC the day before the fourth quarter regularly scheduled board meeting to review the council's accomplishments during the past year and to develop work plans for the following year.

Approved by the MRO OGOC: 2021



Meetings of the MRO RAC are open to public attendance; however, the meeting may be called into closed session by the chair or vice chair. Additional meeting requirements related to agendas and minutes, voting and proxy, and rules of conduct are outlined in MRO Policy and Procedure 3.

V. Costs

Meeting costs incurred by MRO RAC members are reimbursable by MRO according to MRO Policy and Procedure 2–Expense Reimbursement.

VI. Reporting Requirements

The chair or vice chair of the MRO RAC will provide an oral report to the OGOC regarding the council's work as well as any emerging issues during the annual in person meeting. During the other quarterly meetings, the chair or vice chair of the MRO RAC will provide a written report to the OGOC. The chair or vice chair of the MRO RAC will provide a report to the OGOC during their fourth quarter meeting reviewing past accomplishments and highlighting work for the coming year.

Approved by the MRO OGOC: 2021

Security Advisory Council Report
Richard Burt, Senior Vice President and Chief Operations Officer

Action

1. Review and approve the proposed changes to the Security Advisory Council (SAC) charter.
2. Review and approve the Security Advisory Council Threat Forum (SACTF) charter.

Report

The Security Advisory Council (SAC) will hold its second quarter meeting on June 22, 2022. The full meeting agenda can be found on MRO's public website [here](#).

Topics on the agenda will include:

- Outreach and Areas of Focus for Outreach
- Enhanced Collaboration with Intelligence and Government Agendas
- Regional Security Risk Assessment

A verbal report on behalf of the SAC will be provided to the full board on Thursday, June 23, 2022. The report will address recent activities of the SAC and items discussed at the June 22, 2022 joint OGOC and SAC meeting.

SAC Activities

Areas of Focus

1. Planning and preparing for the 2022 MRO Security Conference and Technical Training tentatively scheduled for October 4-5, 2022.
2. Adjust the Regional Security Risk Assessment to allow for an earlier deliverable date, to better support MRO's Regional Risk Assessment by identifying regional security risks earlier in the year.
3. Hosting webinars and soliciting webinar ideas from members and entities throughout 2022.
4. Conducting roundtables on high priority security topics throughout 2022.
5. Establishing connections with various agencies and inviting them to provide briefings at SAC meetings.
6. The MRO Security Advisory Council Threat Forum (SACTF) will continue supporting the weekly Threat Call and establish approaches to enhance the exchange, discussion, and collaboration on threat information.
7. The MRO SAC and SACTF will provide a webinar on the Mental Health and the Hybrid Work Environment. The date is to be determined in the month of July. This webinar will include a panel of speakers from an Entity, guest speaker, and MRO SACTF Member. This webinar will cover experiences with returning to work in a hybrid environment and how it has effected your mental health.

Accomplishments

1. Continuing to provide updates with the TLP: GREEN SACTF Open Source Information sharing document. This document provides a summary of open source information identified on the call. This document is provided to individuals that have been approved to participate in the SACTF Threat Call.
2. The SACTF held 17 Threat Calls between January 26, 2022 and May 25, 2022. The Threat Call currently has about 254 approved registered individuals from about 60 different entities. The Threat Call lasts on average 20 minutes, and there is an average of 62 participants.
3. The SACTF hosted a webinar covering The ICS/OT Year in Review on April 15, 2022, led by Brett Lawler, MRO SACTF Chair and Robert Lee, CEO, Dragos. The webinar discussed the annual Dragos ICS/OT Year in Review reports on how the community is performing and surfaces areas of improvement needed to provide safe and reliable operations.
4. The SAC hosted the first Regional Security Risk Assessment Security Briefing and discussion to discuss threats and risks to the MRO Region and Sector. This meeting included government agency briefers from the U.S. (FBI) and Canada (Canadian Centre for Cyber Security), along with the E-ISAC.

Challenges

1. Prioritizing the MRO SAC identified risks within the MRO SAC Work Plan for 2022.
2. Maturing the work the SACTF is doing to include more than a weekly threat call.

Review, Discuss, Approve

SAC Charter

The SAC recommends changes to its charter, and seeks OGOC approval of the changes. A [redline](#) version of the revised charter is attached. The rationale for the proposed changes is outlined below.

In section II: Membership, the MRO SAC would like to add the following:

Adding “industrial” in front of control system security in the below paragraph:

Individuals with expertise and experience in the areas of cybersecurity, physical security, and industrial control system security serve on the MRO SAC.

The intent of this language is to clarify what type of control system security they are referring to.

All other proposed changes in the charter are grammatical or associated housekeeping changes.

SACTF Charter

The [SACTF charter](#) has been reviewed. No changes are recommended at this time.



Security Advisory Council Charter

January 2022

I. Purpose

The MRO Security Advisory Council (SAC) is an MRO Organizational Group that provides advice and counsel to MRO's Board of Directors (board), the board's Organizational Group Oversight Committee (OGOC), staff, members and registered entities on cybersecurity, physical security, and control system security. The MRO SAC increases outreach and awareness in these key areas.

II. Membership

Pursuant to [Policy and Procedure 3 - Establishment, Responsibilities, and Procedures of Organizational Groups and MRO Sponsored Representative on NERC Organizational Groups](#), membership on councils is based on experience and expertise. No more than two members of the MRO SAC may be an employee of a single entity or affiliated entities. At least three sectors will be represented on the MRO SAC. To the extent practicable, membership will reflect geographic diversity and balanced sector representation. MRO staff will solicit volunteers from MRO members.

Individuals with expertise and experience in the areas of cybersecurity, physical security, and **industrial** control system security serve on the MRO SAC.

Commented [EJK1]: An addition by Matthew Szyda

The MRO SAC is comprised of 15 members. Nominations for open positions on the MRO SAC will be submitted to the MRO SAC for review. The MRO SAC, with input from MRO staff, will recommend the candidate(s) best suited for open position(s) based on experience, expertise, geographic, and sector representation diversity to the board's OGOC, which will appoint the members of the MRO SAC.

The MRO SAC will annually elect its chair and vice chair pursuant to the process and terms outlined in Policy and Procedure 3.

III. Key Objectives and Responsibilities

Key objectives and responsibilities of the MRO SAC include:

- Annually develop a work plan in coordination with MRO staff to support the MRO Strategic Plan and Metrics for approval by the OGOC and report performance progress.
- Serve as subject matter experts for MRO registered entities, members, other organizational groups, staff, as well as the board and its committees.
- Support the development of the annual MRO Regional Risk Assessment by identifying risks, trends, and mitigating activities.
- Recommend the establishment of subgroups to support the SAC work plan as appropriate. Oversee and provide direction to any subgroups.
- Maintain awareness of efforts by industry, NERC and other Regional Entity organizational groups to avoid or minimize duplicative efforts and to partner and coordinate where appropriate.
- Conduct outreach and awareness to increase security and decrease risk to the reliable and secure operations of the bulk power system:

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- Strengthen relationship between MRO registered entities; E-ISAC, DHS, FBI, ICS-CERT, Fusion Centers and other similar agencies; trade associations and forums such as CEA, EPRI, EPSA, NATF, NAGF, NRECA, EEI, APPA and IEEE; and other U.S. or Canadian federal partners such as DOE, FERC and DoD, Public Safety Canada, RCMP, Canadian Cyber Incident Response Centre.
- Facilitate and lead the design of the Annual MRO SAC Conference(s) by identifying topics and speakers. Present at the workshop as appropriate.
- Support Midwest Reliability Matters by writing articles.
- Share best practices and other pertinent information via webinars.
- Create, consolidate and distribute highly relevant security information to region security contacts, primary compliance contacts, and others in the region as appropriate.
- Develop a Highly Effective Reliability Organization (HERO) outreach effort to help registered entities assess and improve their own security practices.
- Recommend individuals to represent MRO as representatives on NERC organizational groups to the OGOC.
- Provide guidance and communicate expectations to MRO NERC representatives, receive reports from MRO NERC representatives, and disseminate the information as directed by the board's OGOC.
- Support the applicable NERC program areas.
- Annually review the charter and propose changes as needed to the OGOC
- The SAC will provide strategic support and guidance to the SACTF, review the SACTF Work Plan and Charter, and collaborate in an effort to ensure cohesion and mitigate duplicate efforts with SAC

IV. Meetings

The MRO SAC will meet quarterly or as necessary, in person or via conference call and/or web meeting. Once a year the MRO SAC will meet with the OGOC the day before a regularly scheduled board meeting.

All MRO council chairs and vice chairs will meet with the OGOC the day before the fourth quarter regularly scheduled board meeting to review the council's accomplishments during the past year and to develop work plans for the following year.

Meetings of the MRO SAC are open to public attendance; however, the meeting may be called into closed session by the chair or vice chair. Additional meeting requirements related to agendas and minutes, voting and proxy, and rules of conduct are outlined in MRO Policy and Procedure 3.

V. Costs

Meeting costs incurred by MRO SAC members are reimbursable by MRO according to MRO Policy and Procedure 2 – Expense Reimbursement.

VI. Reporting Requirements

The chair or vice chair of the MRO SAC will provide an oral report to the OGOC regarding the council's work as well as any emerging issues during the annual scheduled in person meeting. During the other

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quarterly meetings, the chair or vice chair of the MRO SAC will provide a written report to the OGOC. The chair or vice chair of the MRO SAC will provide a report to the OGOC during the fourth quarter meeting of the OGOC reviewing past accomplishments and highlighting work for the coming year.

Approved by the MRO OGOC 2021



MRO Security Advisory Council Threat Forum Charter

May 10, 2022

I. Purpose

The MRO Security Advisory Council Threat Forum (SACTF) is an MRO organizational group that addresses regional risks by facilitating the sharing of threat information pertaining to cyber, physical, and operational security, arising from government or industry sources.

II. Membership

Pursuant to MRO's Policy and Procedure 3: Establishment, Responsibilities, and Procedures of Organizational Groups and MRO Representation on NERC Committees (MRO Policy and Procedure 3), the SACTF shall recommend members to the Security Advisory Council (SAC) based upon experience, expertise, and geographic diversity to the board's Organizational Group Oversight Committee (OGOC) for approval. There will be up to five SACTF members.

The SACTF will annually elect its chair and vice chair pursuant to the process and terms outlined in Policy and Procedure 3. The SACTF Chair or Vice Chair will be a SAC member.

III. Key Objectives/Activities

- Establish and support regional forums for the exchange, discussion, and collaboration on threat information.
- Identify and develop key contacts and sources from MRO members and government to leverage their security knowledge within the regional forums.
- Host a weekly threat call in accordance with the MRO SAC Threat Call Guidelines.
- Work in conjunction with MRO and the SAC to develop training on security threats to the industry.
- Support the efforts of the SAC to conduct outreach and awareness to increase security and decrease risk to the reliable and secure operations of the bulk power system as requested.

IV. Meetings

The SACTF will meet as necessary, typically via conference call or web meeting. Meetings of the SACTF are only open to individuals approved pursuant to the MRO SAC Threat Forum Guidelines. Additional meeting requirements related to the rules of conduct can be located in MRO Policy and Procedure 3. The chair, vice chair, or meeting secretary of the SACTF will compile meeting minutes, which include when a meeting took place, the duration of the meeting, the number of attendees, and a general overview of the meeting but no confidential security information. SACTF meetings are not recorded.

V. Reporting Requirements

The SACTF chair or vice chair will provide a written and/or oral report quarterly describing the activities and actions of the SACTF to the SAC. Annually, the SACTF shall perform a review of this charter and recommend any changes to the SAC for approval by the OGOC. The SACTF shall also perform an annual review of the SAC Threat Forum Call Guidelines and recommend any changes to the SAC for approval. The SACTF shall provide an annual summary report to the SAC for the SAC's fourth quarter meeting.

Approved by the MRO OGOC 2022

Security Advisory Council Pre-meeting Discussion
Richard Burt, Senior Vice President and Chief Operating Officer

Action

Discussion

Report

I will introduce the topics to be discussed during the OGOC's joint meeting with the Security Advisory Council (SAC) scheduled for 1:00-2:00 p.m. on June 22, 2022. The topics include:

1. Outreach and Areas of Focus for Outreach:

- a. Using the RSRA/RRA as a starting point, the MRO SAC and SACTF provides webinars, roundtables, security briefings, training, and produce a one-day security conference.
 - i. On March 24, 2022, the MRO Security Advisory Council (SAC) hosted a webinar titled "Integrating OT Security with Physical and Cybersecurity SOCs." The webinar discussed integration both with and without a cybersecurity operations center (CSOC).
 - ii. On March 29, 2022, the MRO SAC hosted a roundtable entitled "MRO Ransomware Playbook Design." This roundtable discussed initiatives your organization can begin (or continue) doing in order to increase defenses and to better identify, respond, and recover from a ransomware attack. This roundtable helped the audience to begin building a playbook to defend against ransomware events.
 - iii. On April 12, 2022, the MRO SAC hosted a webinar on "Supply Chain Effectiveness Survey Results." The NERC Supply Chain Working Group (SCWG) surveyed industry in 2021 on the effectiveness of the Supply Chain Risk Management requirements. The SCWG reviewed the results of the survey and developed key takeaways and conclusions.
 - iv. On April 15, 2022, MRO hosted the MRO Security Advisory Council Threat Forum (SACTF) Webinar: The Industrial Control Systems (ICS) / Operational Technology (OT) Year in Review. The webinar highlighted the annual Dragos ICS/OT Year in Review reports on how the community is performing and surfaced areas of improvement needed to provide safe and reliable operations.
 - v. On April 26, 2022, the MRO Security Advisory Council (SAC) hosted a webinar: Information Sharing & Public/Private Partnerships. The webinar discussed sharing threat information between government and industry to raise awareness and provide clarity on information sharing opportunities. There were 95 attendees.
 - vi. The MRO Security Advisory Council Threat Forum (SACTF) continues its weekly threat calls, completing 26 so far this year with approximately 61 weekly attendees.
- b. Future webinars and training will focus on the following:
 - i. Insider Threats – 4 hours of training at MRO Security Conference
 - ii. Supply Chain Compromise

Q1A. Are all high risks being covered appropriately?

- 2021 Physical and Cyber Security Risks (high risks):
 - Insider Threat
 - Supply Chain Compromise
 - Malware/Ransomware

Q1B. What are other ideas or methods for addressing risks?

2. Enhanced Collaboration with Intelligence and Government Agencies

- a. As stated in the April OGOC meeting, there is an opportunity to explore how MRO connects with other groups and to provide them a platform to connect with the MRO region. Providing a platform for these groups to regularly share their work would offer more value to the MRO region. For example:
 - i. There are U.S. National Labs that focus on critical infrastructure security projects with direct ties into the Electric Sector (e.g., Sandia, Argonne, Oak Ridge, Pacific Northwest National Laboratory, and Idaho National Laboratory).
 - ii. There are U.S. and Canadian intelligence and governmental agencies that focus on Critical Infrastructure Security (e.g., Canadian Centre for Cyber Security (Cyber Centre), Department of Homeland Security: Cybersecurity and Infrastructure Security Agency, Federal Bureau of Investigation, United States Computer Emergency Readiness Team, etc.).
 - iii. There is an opportunity to explore how the MRO region gains access to classified briefings and whether MRO can facilitate a region and sector specific classified briefing.

Q2A. Are any groups missing – is annual enough? Perhaps bi-annual?

Q2B. What is the order to approach these groups?

3. Regional Security Risk Assessment

- a. The MRO Security Advisory Council (SAC) sponsors the annual MRO Regional Security Risk Assessment meeting. This event includes the NERC Electricity Information Sharing and Analysis Center (E-ISAC), members of the SAC, and security experts from throughout the region. The regional security risk assessment provides a holistic discussion of security risks that impact the industry, including those that affect utility business and IT systems, but may not necessarily have a direct impact on the operation of the bulk power system. A subset of the security risks are included in the RRA. Many security risks originate from innovative humans with harmful intent, making those risks more unpredictable than those caused by natural phenomena. An overarching theme during risk discussions in 2021 was how an adversary may leverage multiple attack vectors, such as supply chain, insider threat, malware/ransomware, and network monitoring simultaneously to compromise the bulk power system. The 2022 RRA evaluates these risks individually. The MRO SAC produces a Regional Security Risk Assessment annually. This year the work has been started 3 months earlier and spread out throughout the year in order to reduce the level of effort that occurs at year-end. The survey has been released, and on June 16, 2022 there was a security briefing provided by three organizations (FBI, E-ISAC, and Canadian Centre for Cyber Security).
- b. 2021 Physical and Cyber Security Risks (all risks):
 - i. Inability to Access and/or Apply Threat Intelligence
 - ii. Inadequate Resources
 - iii. Focus on CIP Compliance
 - iv. Insider Threat
 - v. Malware/Ransomware
 - vi. Security Awareness & Training
 - vii. Supply Chain Compromise
 - viii. Vulnerability & Support Challenges of Legacy Devices

- ix. Asset Inventory & Management
- x. Network Visibility & Monitoring
- xi. Perimeter Security & Controls

Q3A. Any risks missing or not accounted for?

Q3B. Any other ways to capture and identify risk?

Quarterly Report on NERC Organizational Groups
Richard Burt, Senior Vice President and Chief Operating Officer

Action

Information

Report

Quarterly, MRO staff will update the OGOC regarding newly formed NERC organizational groups, and provide recommendations regarding whether to assign a sponsored representative or not, along with justification for the recommendation.

Since the OGOC's last meeting, there have been no changes to NERC organizational groups.

The current list of NERC organizational groups and MRO sponsorship is as follows. Each of the sponsored representatives submits a written report to an MRO Advisory Council on the current activities of the NERC group. Those reports can be found in the agenda packets for the advisory councils on [MRO's website](#).

- Groups with MRO-sponsored stakeholder representation:
 - Compliance and Certification Committee (CCC) – CMEPAC
 - Electric Gas Working Group (EGWG) – RAC
 - Energy Reliability Assessment Task Force (ERATF) - RAC
 - Facilities Ratings Task Force (FRTF) - CMEPAC
 - Inverter-Based Resource Performance Subcommittee (IRPS) - RAC
 - Project Management and Oversight Subcommittee (PMOS) - CMEPAC
 - Security Integration and Technology Enablement Subcommittee (SITES) - SAC
 - Security Working Group (SWG) - SAC
 - Standards Committee (SC) - CMEPAC
 - Supply Chain Working Group (SCWG) - SAC
 - System Planning Impacts from Distributed Energy Resources Working Group (SPIDERWG) - RAC
 - System Protection and Control Working Group (SPCWG) - RAC
- Groups without MRO-sponsored stakeholder representation:
 - 6GHz Task Force (6GHZTF)
 - Electromagnetic Pulse Working Group (EMPWG)
 - Energy Management Systems Working Group (EMSWG)
 - ERO Monitoring Subcommittee (EROMS)
 - Event Analysis Subcommittee (EAS)

- Failure Modes and Mechanisms Task Force (FMMTF)
- Load Modeling Working Group (LMWG)
- Organization Registration and Certification Subcommittee (ORCS)
- Performance Analysis Subcommittee (PAS)
- Probabilistic Assessment Working Group (PAWG)
- Real Time Operating Subcommittee (RTOS)
- Reliability Assessment Subcommittee (RAS)
- Resources Subcommittee (RS)
- Synchronized Measurement Working Group (SMWG)

Open Organizational Group Seats
Julie Peterson, Assistant Corporate Secretary and Senior Counsel

Action

Information (Written Report)

Report

Quarterly, MRO staff will share a list of open organizational group seats in order to maintain awareness to facilitate filling open seats outside of the normal nomination and elections cycle.

Open Seats		Term End
CMEPAC	1. NERC - Supply Chain Task Force*	12/31/24
	2. NERC - Project Management and Oversight Subcommittee	12/31/24
NSRF	3. NSRF - Canadian Utility Sector	12/31/22
	4. NSRF - Canadian Utility Sector	12/31/24
	5. NSRF - Federal Power Marketing Agency Sector	12/31/24
	6. NSRF - Generator and/or Power Marketer Sector	12/31/22
RAC	<i>No Open Seats – Full Rosters</i>	
PRS	<i>No Open Seats – Full Rosters</i>	
SAC	7. NERC - Security Working Group (SWG)	12/31/24
SACTF	8. SACTF	12/31/24
	9. SACTF	12/31/24

* Nomination received and undergoing review within organizational group.

Other Business and Adjourn

Action

Information

Report

Important Meeting Dates

Important meeting dates for 2022 and 2023 are provided below:

2022 Board Meeting Dates

- Sept 21-22, 2022 Q3 MRO OGOC & Board of Director Meetings
- Nov 18, 2022 Special Q4 OGOC Meeting – Closed (***Proposed**)
- Nov 30, 2022 Joint OGOC & Advisory Council Leadership Annual Risk Meeting
- Dec 1, 2022 Q4 MRO Board of Director Meetings

2023 Board Meeting Dates

- April 12-13, 2023 Q1 MRO OGOC & Board of Director Meetings
- TBD Joint Board & FAC Business Plan & Budget Review Meeting
- June 14-15, 2023 Q2 MRO OGOC & Board of Director Meetings
- Sept 13-14, 2023 Q3 MRO OGOC & Board of Director Meetings
- TBD Special Q4 OGOC Meeting – Closed
- Nov 15, 2023 Joint OGOC & Advisory Council Leadership Annual Risk Meeting
- Nov 16, 2023 Q4 MRO Board of Director Meetings

Separate Webex Link for Joint Meeting

Following adjournment of the OGOC open meeting, there will be a one hour lunch break until the joint meeting with the SAC scheduled for 1:00-2:00 p.m. Central time. For those remote participants, the OGOC's Webex will close at 12:00 p.m. A separate Webex link has been provided for the OGOC members to join the 1:00 p.m. joint meeting. For the in-person attendees, we will remain in the same room for the joint session.