



## Approved Minutes of the Organizational Group Oversight Committee Meeting

### Webex

September 29, 2021, 8:30 a.m. to 11:18 a.m. Central

Notice for this meeting was electronically posted to the MRO website [here](#) on August 31, 2021. A final agenda, including advanced reading materials, was also posted on September 22, 2021.

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

Organizational Group Oversight Committee (OGOC) Vice Chair Paul Crist called the meeting to order at 8:30 a.m. Central. Julie Peterson, Assistant Corporate Secretary and Senior Counsel, advised the chair that a quorum of the OGOC was present. A list of attendees is included as [Exhibit A](#).

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

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

#### 3. Consent Agenda

The consent agenda included draft minutes from the OGOC meeting held on June 23, 2021.

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

#### 4. OGOC Charter Review

Peterson advised the OGOC that she and Richard Burt, Senior Vice President and Chief Operating Officer, had reviewed the OGOC charter and did not recommend any changes. Peterson advised that this review constituted the OGOC's annual required review of its charter, and asked the OGOC to approve the charter as is.

*Upon a motion duly made and seconded, the OGOC unanimously approved the OGOC charter with no changes.*

#### 5. Reliability Advisory Council Report

Bryan Clark, Director of Reliability Analysis, provided a report on behalf of the Reliability Advisory Council (RAC). Clark report that the RAC has been preparing for its first-ever Cold Weather Preparedness Workshop scheduled for October 21, 2021 has been discussing the 2020 derecho event, and working to identify 2022 regional reliability risks. Clark noted that two members of the RAC will participate in the MRO Regional Risk Assessment (RRA) risk ranking activity scheduled for October 2021, that the RAC has assigned resources to review the MRO Regional Winter Assessment, and that a Long-Term Reliability Assessment (LTRA) webinar has been scheduled for December 2021.

OGOC members suggested adding content to the Cold Weather Preparedness Workshop to allow entities in the northern portion of MRO's footprint to share best practices for preparing wind turbines for



the winter. The opportunity to learn from others' experience and implement shorter-term changes short of a standard would be valuable.

An OGOC member urged the RAC to obtain anonymous feedback from webinar participants asking whether they learned anything new, or whether what they learned might affect how they will proceed with winter preparedness. The aim of gathering this feedback is to evaluate the extent to which MRO's outreach is making an impact, and to report back to the board.

Clark next outlined the RAC's accomplishments, including hosting a well-attended Reliability Conference on August 24, publication of the first installment of a three-part series in *Reliability Matters* regarding manual load shedding, and a RAC member participating as a panelist at the Compliance Monitoring and Enforcement Program Advisory Council (CMEPAC) Conference.

An OGOC member inquired about the topics for the remaining installments of the series in *Reliability Matters*, and suggested an article discussing the need for coordination between the gas and electric utilities in cold weather situations, particularly as it relates to restoring power following a load shed.

Looking forward, Clark highlighted the Reliability Conference, currently planned for May 2022 as an in-person event in Kansas City, Missouri. He added that unknowns related to the pandemic will present challenges for the planning of this event. An OGOC member also underscored the importance of monitoring the attendance numbers for MRO outreach when returning to in-person events.

## **5. Security Advisory Council Report**

Steen Fjalstad, Director of Security, provided a report on behalf of the Security Advisory Council (SAC). Among the areas of focus for the SAC, Fjalstad noted the Security Conference scheduled for October 2021, which will take place over four days, has more than 300 registrants for the training events, over 400 registrants for the other events, and will welcome more than 25 external speakers. Fjalstad indicated the SAC would welcome feedback from the OGOC in the fourth quarter regarding the event, including whether the size of the event is sustainable as attendance at SAC outreach events continues to grow.

Fjalstad also highlighted ongoing weekly SAC Threat Forum (SACTF) calls, the open source call summary shared following the SACTF calls, as well as additional webinars and conference participation as continued areas of focus for the SAC.

An OGOC member highlighted two key documents shared by Cybersecurity and Infrastructure Security Agency (CISA) – the Cloud Security Technical Reference Architecture (TRA) and the Zero Trust Maturity Model – noting the Biden administration is pivoting to action and prioritizing resources to this critical area. The SAC was encouraged to share and promote these resources with its membership.

Regarding the size of SAC outreach events, an OGOC member acknowledged the growing attendance numbers should be evaluated particularly as it relates to NERC's Reliability and Security Technical Committee (RSTC) and Security Integration and Technology Enablement Committee's (SITES) efforts. Fjalstad explained the SAC's efforts have sought to compliment, not compete with, the efforts of the NERC groups, and that they are aiming to fill a void in offerings. An OGOC member underscored the value and trust building that has been realized from the SAC outreach events. It was agreed that the



OGOC should continue to monitor these events, and discuss further as appropriate to ensure the SAC is fully supported and to explore a broader perspective as to how to fill the gap in available offerings.

Next, Fjalstad reviewed requests for approval of changes to the SAC and SACTF charters as proposed in the agenda materials.

*Upon a motion duly made and seconded, the OGOC unanimously approved changes to the SAC charter as proposed.*

*Upon a motion duly made and seconded, the OGOC unanimously approved changes to the SACTF charter as proposed.*

## **6. Compliance Monitoring and Enforcement Program Advisory Council Report**

Next, Burt delivered a report on behalf of the CMEPAC, which was meeting concurrently with the OGOC's meeting. He noted that CMEPAC has been discussing lessons learned from the 2021 Virtual CMEP Conference, holding its regular monthly calls, and that CMEPAC members have been assisting with the MRO RRA.

Among the group's accomplishments, Burt highlighted that the virtual CMEP Conference welcomed over 400 attendees – the most the conference has ever had since the conference began in 2007, and nearly double the 2020 attendance. The conference was well-rated and attended by representatives from both FERC and NERC, as well as compliance auditors from other regions. Finally, Burt noted the CMEPAC reports challenges with providing webinars and identifying webinar topics.

## **7. Update on Organizational Group Diversity Initiative**

Peterson provide a status report to the OGOC regarding its diversity initiative approved during the second quarter. Peterson reported that MRO staff prepared a presentation about the OGOC's diversity initiative, and that she has attended four organizational group meetings to share a presentation, and will attend the remaining organizational groups over the next month. She also highlighted language included in the recent nominations solicitation announcement for MRO and NERC organizational group membership geared to encouraging diverse nominations. She further advised that staff would continue progressing the diversity initiative into 2022 with additional outreach.

Following the 2021 nominations and elections cycle, OGOC members encouraged MRO staff to assess whether a diversity matrix could be prepared to illustrate which aspects of diversity appear to have been met and which areas remain lacking. Peterson noted that MRO staff does not survey its volunteers regarding their backgrounds or diversity, and would be challenged to prepare a matrix with a completely clear picture, but acknowledged that some aspects of diversity may be apparent. She confirmed staff would explore whether a meaningful matrix could be prepared without formally surveying the members of the organizational groups.

## **8. Update on the MRO Reliability Risk Matrix**

Burt next shared an update regarding the MRO Reliability Risk Matrix, and noted that Mark Lauby, NERC Senior Vice President and Chief Engineer, will be invited to speak to the MRO board in the fourth quarter to further discuss the initiative.



He recapped the history of the work effort beginning in 2019 to date, and outlined the need for the ERO to be aligned. He reviewed the ERO Risk Framework approved by the NERC Board of Trustees, and outlined how the risk matrix and heat map are used to connect dots to the framework and to prioritize. In piloting the Risk Reliability Matrix, a heat map for both reliability and security risks were generated for the MRO RRA. Notably, the 2020 Reliability Risk Matrix identified the top two risks as supply chain compromise, and planning reserve margins, both of which led to impactful events in early 2021. Burt authored a whitepaper suggesting the tool be used ERO-wide and will aim to begin promoting the tool, with support from the ERO, to the NERC Reliability Issues Steering Committee (RISC) and RSTC.

Burt advised that the next steps are to obtain support from the ERO. He further noted that for the 2021 RRA, MRO is obtaining industry input on the risk rankings this year. The aim is for the tool to become the ERO Risk Prioritization Matrix, and enable industry, NERC, and the regions to communicate risks in a common format.

Burt outlined a high-level view of further evolution of new processes that will be needed to fully implement the ERO Framework, including the selection of mitigation and associated ERO tools to support that mitigation. He also noted that in some cases there may be a need to experiment and then pause to evaluate the extent to which efforts have made an impact. An OGOC member urged not overlooking low probability high impact events as attention in those areas could propagate through the regions and have a broad-scale impact.

OGOC members commended MRO staff for their leadership with respect to this initiative noting its laudable progress toward facilitating clear communication and assessment of complex risk to enable policy and decision-makers to take informed actions.

## **9. Agenda for Q4 Annual Risk Meeting With Organizational Group Leadership**

Burt next reviewed a proposed agenda for the fourth quarter Annual Risk Meeting which is nearly identical to the 2020 agenda. Burt noted feedback from the 2020 Annual Risk Meeting was positive other than a request to shuffle breakout groups which will be incorporated. The OGOC had no comments or questions regarding the draft agenda.

## **10. Quarterly Report on NERC Organizational Groups (Written Report)**

Vice Chair Crist referred the OGOC members to the written quarterly report on NERC organizational groups. There were no questions.

## **11. Joint Compliance Monitoring an Enforcement Program Advisory Council Pre-Meeting Discussion**

Burt introduced the topics to be discussed during the OGOC's joint meeting with the CMEPAC: (1) a recap of the 2021 CMEP Conference, (2) the Readiness Assessment Pilot, and (3) Internal Controls.

## **12. Other Business**

Following a call for other business, an OGOC member urged MRO to consider how to share the output of the Biden administration related to cybersecurity and engage with forums being established, pointing out that all federal suppliers must comply with the executive order and meet various performance



goals. Furthermore, with respect to critical infrastructure and the electric grid, she urged MRO to evaluate MRO's role, the board's role, and to consider how to improve visibility of the work be undertaken by the administration. Burt agreed staff would take this as an action item.

### **13. HERO Award Nominations**

Vice Chair Crist then indicated the OGOC would enter executive session to discuss the HERO Award nominations.

*Upon a motion duly made and seconded, the OGOC unanimously agreed to adjourn the OGOC's open meeting, and enter executive session.*

### **14. Adjourn**

Having no further business to discuss, the meeting was adjourned at 11:18 a.m. Central.

**Prepared by:** Julie Peterson, Assistant Corporate Secretary and Senior Counsel

**Reviewed and Submitted by:** Richard Burt, Senior Vice President and Chief Operating Officer



## Exhibit A – Meeting Attendees

Committee Members Present	
Name	Company, Role
Paul Crist	Lincoln Electric System, OGOC Vice Chair
Dehn Stevens	MidAmerican Company, OGOC Member
Dr. Paul Barber	Independent Director, OGOC Member
Gordon Pietsch	Great River Energy, OGOC Member
Iqbal Dhani	Saskatchewan Power Corporation, OGOC Member
Jeanne Tisinger	Independent Director, OGOC Member
Jennifer Flandermeyer	Evergy, OGOC Member
Lloyd Linke	Western Area Power Administration, OGOC Member
Tony Clark	Manitoba Hydro, OGOC Member
Other Attendees	
Name	Title
Brian Capistrant	Xcel Energy
Bryan Clark	MRO Director of Reliability Analysis
Julie Peterson	MRO Assistant Corporate Secretary and Senior Counsel
Lam Chung	MRO Vice President and Engineer for Strategy, Innovation, and Finance
Lisa Stellmaker	MRO Executive Administrator and Office Manager
Lisa Zell	MRO Vice President General Counsel and Corporate Secretary
Richard Burt	MRO Senior Vice President and Chief Operating Officer
Sara Patrick	MRO President and Chief Executive Officer
Steen Fjalstad	MRO Director of Security
Vito Giarrusso	Algonquin Power Company

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