



**Annual Member Meeting
Meeting Agenda
Salt Lake City, Utah**

Meeting [link](#), Password: WECC | Dial-in Number: 1-415-655-0003, Attendee Access Code: 2630 610 0501

September 18, 2024, 8:15 to 10:30 a.m. Mountain Time

- 1. Welcome, Call to Order—Ric Campbell**
- 2. Review WECC Antitrust Policy—Jeff Droubay**
[WECC Antitrust Policy](#).
Please contact WECC legal counsel if you have any questions.
- 3. Approve Agenda—Michele Beck**
- 4. Review and Approve Previous Meeting Minutes**
Approval Item: Meeting Minutes from September 13, 2023
- 5. Member Class Reports**
- 6. Announce Member Advisory Committee and Board Director Election Results—Jeff Droubay**
- 7. Public Comment**

Break

8. Interactive Session

WECC's Long-term Strategy (LTS) is anchored to our vision and mission and was developed and approved by the Board of Directors in September 2020. To ensure that WECC continues to fulfill its crucial reliability mission and address industry changes, a refreshed LTS is being drafted. During the interactive session, Jeff Droubay, Vice President and General Counsel, and Kris Raper, Vice President of Strategic Engagement and External Affairs, will present an update and seek input on WECC's proposed revisions. We look forward to a dynamic discussion.

9. Adjourn





Annual Meeting of the Members
DRAFT Meeting Minutes
September 13, 2023
Vancouver, B.C.

1. Welcome, Call to Order

Ian McKay, Board of Directors (Board) Chair, called the meeting to order at 1:00 p.m. PT on September 13, 2023. A quorum was present to conduct business. A list of attendees is attached as Exhibit A.

2. Review WECC Antitrust Policy

Jeff Droubay, Vice President and General Counsel, read aloud the WECC Antitrust Policy statement. The meeting agenda included a link to the posted policy.

Mr. McKay turned the meeting over to Michele Beck, Member Advisory Committee (MAC Vice Chair.

3. Approve Agenda

Ms. Beck introduced the proposed meeting agenda.

On a motion by Brian Theaker, the MAC approved the agenda.

4. Review and Approve Previous Meeting Minutes

Ms. Beck introduced the minutes from the meeting on September 13, 2022.

On a motion by Brian Evans-Mongeon, the MAC approved the minutes from September 13, 2023.

5. Final Call for Director and MAC Representative Voting

Mr. Droubay reminded the membership that voting for Board Directors and MAC representatives will conclude during this meeting. He invited electors who had not yet cast ballots to do so.

6. MAC Leadership Comments

Ms. Beck commented on behalf of Linda Jacobson-Quinn, MAC Chair, stating the importance of the role of WECC, the Board, management, and staff, and stressed the value of members and stakeholders. She remarked that reliability and security cannot be achieved by a single organization—that effort is collaborative.



Draft Annual Meeting Minutes—September 13, 2023

Ms. Beck voiced excitement for today's interactive session and that there is value in talking about how we further engage. She closed by encouraging stakeholders to take advantage of MAC and reminded them that it is the MAC's duty to represent interests of the members and classes.

7. Member Class Reports

Class reports were provided by:

- a. Class 1 Report, Jonathan Aust, Class 1, summarized main discussions items from the Class 1 meeting held earlier in the day, including FERC 881, WECC Resource Adequacy Reports, and critical grid reliability and security challenges.
- b. Class 2 Report, Dick Ferreira, Class 2, reported that today's meeting addressed four topics, including risk priorities, stakeholder engagement and communications, budget overview, and CMEP challenges and opportunities.
- c. Class 3 Report, Brian Theaker, Class 3, stated that the Class 3 meeting included discussion of WECC's highlights, including the State of the Interconnection and Western Assessment of Resource Adequacy reports. Class 3 heard from Branden Sudduth, Vice President Reliability Planning and Performance Analysis, on the RPPA and study programs, and the Interregional Transfer Capability Study; and Steven Noess, Vice President Reliability and Security Oversight, on priorities for the CMEP program.
- d. Classes 4 and 5 Report, Fred Heutte, Class 4, had two topics for discussion, including WECC's role in transmission planning, and member engagement. Classes 4 and 5 also heard from WECC senior staff. Grace Anderson, Class 5, added that she was eager to hear the election results, excited about the transmission studies taking place, and looking forward to the interactive session.

8. Announce Director and MAC Election Results

Mr. Droubay reported the results of the Director and MAC elections:

- Class 1 elected Matt Weber of Salt River Project;
- Class 2 elected Linda Jacobson-Quinn of Farmington Electric Utility System;
- Class 3 elected Brian Theaker of Middle River Power and Carrie Simpson of Southwest Power Pool;
- There was no Class 4 election;
- Class 5 elected Patrick O'Connell and Chris Parker of Utah Division of Public Utilities.

Incumbent Board Directors reelected:



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- Felicia Marcus;
- Ian McKay; and
- Richard Woodward.

9. Public Comment

No comments were made.

10. Adjourn

Ms. Beck adjourned the meeting without objection at 1:48 p.m.



Draft Annual Meeting Minutes—September 13, 2023**Exhibit A: Attendance List****Members in Attendance**

Brenda Ambrosi (virtual)International
Jonathan Aust..... Class 1
Grace Anderson (virtual) Class 5
Gillian Barnett (virtual).....International
Michele Beck..... Vice Chair
Dana Cabbell (virtual)..... Class 1
Brian Evans-Mongeon..... Class 3
Richard Ferreira Class 2
Sophie Hayes (virtual) Class 4
Fred Heutte..... Class 4
Linda Jacobson-Quinn (virtual)..... Chair
Russ Noble..... Class 2
Gary Nolan Class 1
Brian Theaker Class 3

Members not in Attendance

Duncan Brown Class 3
Ernesto OlivasInternational





Annual Member Meeting Member Class Reports

Verbal Updates

Class 1 and 2

Class 3

Class 4 and 5

September 18, 2024



Annual Member Meeting Election Results

Verbal Update

Jeff Droubay, Vice President and General Counsel

September 18, 2024



Annual Members Meeting
Interactive Session
September 17, 2024

Introduction

The Western Interconnection continues to undergo rapid and unprecedented change. Increasingly recurrent extreme natural events, large-scale generator retirements, massive amounts of new generators that present new technological and dispatchability challenges, evolving and increasing cyber- and physical threats, the risks and opportunities posed by artificial intelligence, rapidly changing demand brought about by electrification, and the proliferation of data centers and other technologies, with their accompanying large loads, are all transforming the way that electricity is generated, transmitted, and used across the Interconnection.

In recognition of this, WECC's Board of Directors, in March, instructed WECC's Executive Team to review WECC's Long-term Strategy (LTS) to ensure that WECC continues to fulfil our Mission to effectively and efficiently mitigate risks to the reliability and security of the Western Interconnection's Bulk Power System.

Draft Long-term Strategy

WECC has spent the past six months developing a revised draft LTS. The draft LTS builds upon the LTS approved by the Board in September, 2020, and demonstrates WECC's commitment to taking the actions necessary to ensure that WECC remains the voice of reliability in the Western Interconnection.

The draft LTS also aligns with the ERO Enterprise Long-term Strategy. It is more important than ever that the ERO Enterprise is aligned as it addresses the evolving risks to the reliability and security of the North American electrical grid.

Feedback from WECC's Board of Directors, the MAC, WIRAB, and other stakeholders is critical to ensuring that WECC's LTS meets the current and future challenges and opportunities in the Western Interconnection. The Interactive Session held in conjunction with WECC's Board and Annual meetings in September 2024 will be dedicated to gathering this feedback. In preparation for the Interactive Session, please read the draft LTS and consider, among other things, the following questions:

- Is there a more effective way to connect "Our 'Why'" with our Vision and Mission?
- Where are we missing opportunities to align with the ERO Long Term Strategy (included in the materials for this session)?
- We believe that a holistic approach to risk mitigation is necessary for WECC to fulfill its Mission. Where is the draft LTS successful in envisioning such an approach? Where does it fall short?

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Interactive Session

- WECC's approach to compliance monitoring and enforcement is evolving as we seek to partner with Registered Entities on reliability risks while still providing rigorous oversight and enforcement as necessary. Do you see this approach in action, and why or why not? Does the draft LTS reflect this approach?
- The Western Interconnection is comprised of states that sit on a broad spectrum when it comes to energy policy and politics. WECC believes that stakeholders across the Interconnection need WECC to be a neutral partner, dedicated solely to the reliability and security of the Interconnection. Where does the draft LTS successfully capture this need? Where does it fall short?

Thank you for your participation in this session and for helping make WECC The Voice of Reliability in the Western Interconnection.



Introduction

Our “Why”

Electricity is an essential part of the fabric of modern life. WECC strengthens that fabric to preserve and improve society’s future. Our “why” is at the heart of all we do, because we know what happens when the power goes out—gas systems fail, water pumps cease to operate, communication networks shut down, emergency services are impaired, economies are affected, people panic, and lives are lost.

The Western Interconnection is changing at a magnitude and pace that is unparalleled. Those who plan, operate, and care about the reliability of the interconnection must confront challenges more frequently—increasingly recurrent extreme natural events, large-scale generator retirements to meet aggressive clean energy goals, massive amounts of new generators that present new technological and dispatchability challenges, evolving and increasing cyber- and physical threats, the risks and opportunities posed by artificial intelligence, rapidly changing demand brought about by electrification, and the proliferation of data centers and other technologies, with their accompanying large loads. In short, change is affecting everything, everywhere, all at once.

To fulfill our mission to effectively and efficiently mitigate risks to the reliability and security of the Western Interconnection’s Bulk Power System, we must continue to elevate our organizational health and organizational performance. We must be *The Voice of Reliability* in the West.

We are part of a Brilliant Model



We are unified in our reliability Mission with the other entities of the ERO Enterprise. NERC and the Regional Entities play different, but important and complementary, roles in delivering ERO Enterprise programs. NERC provides industry-wide perspective and oversight, and the Regional Entities have unique features and activities that serve the needs of their regional constituents. The partnership

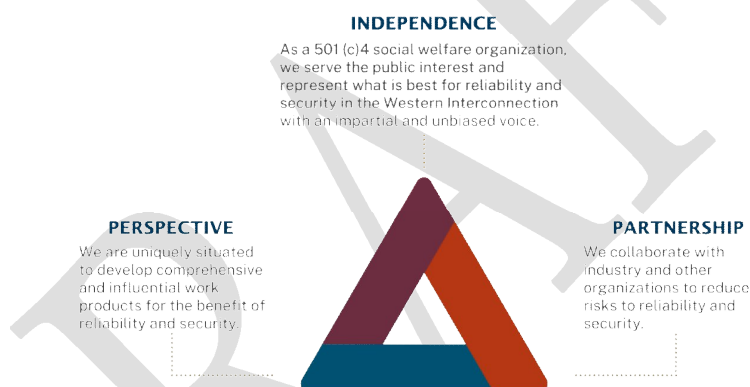
DRAFT Long-term Strategy

between NERC and the Regional Entities is critical to the success of the ERO Enterprise. As an enterprise, we are committed to:

- Working together as one team and honoring each of its roles;
- Actively supporting ERO Enterprise activities while eliminating unnecessary duplication of work;
- Collaborating in developing clear and consistent guidance across the ERO Enterprise;
- Sharing information, knowledge, and resources across the ERO Enterprise;
- Developing and sharing harmonized messages across ERO Enterprise communications; and
- Supporting innovation, initiative, and the sharing of best practices across the ERO Enterprise.

At WECC, our Long-term Strategy with its five Impact Areas very deliberately aligns with the ERO Enterprise Long-term Strategy and its four Focus Areas.

We are uniquely positioned to be *The Voice of Reliability in the West*



Our ability to inform, educate and collaborate makes us unique in the Western Interconnection.

- **Independence:** All stakeholders look to and rely upon us as the impartial and unbiased voice on matters that impact reliability in the Western Interconnection. We deliver relevant insight and sometimes difficult messages necessary to address and mitigate risks to the grid. Our analytical, oversight, and study work support and reinforce our independent approach/mission.
- **Perspective:** We develop comprehensive and influential work products that ensure reliability and security. WECC is distinguished as a regional entity with an interconnection-wide view. Our unique perspective and role allow us to analyze a wide variety of data which assists in identifying and addressing/mitigating broad risks to reliability and security.
- **Partnership:** We collaborate and coordinate across stakeholders to identify, evaluate, and reduce risks to the reliability and security of the Western Interconnection. Our credibility with industry, policymakers, government entities, regional bodies, interested stakeholders and the ERO Enterprise is the key to successfully achieving our mission.



Impact Areas

We have identified five Impact Areas that will ensure a future in which we continue to realize our vision of a reliable and secure bulk power system in the Western Interconnection.

1. We are an organization aligned around risk reduction. Our holistic risk-based approach uses all the tools and skills available to deliver comprehensive risk mitigation strategies.
2. We are sought after as a partner to address the risks that pose the greatest threat to reliability. We identify concerns and facilitate solutions with input from diverse and often conflicting stakeholder perspectives, focusing our resources on risks that pose the greatest threat to reliability and security.
3. Our insights, analyses, and outreach promote industry action. We are renowned for providing clear and actionable communications supported by data and rigorous analysis.
4. Our resource- and technology-neutral, interconnection-wide perspective is respected and trusted to assure decision-makers that they have an independent partner to rely on.
5. Our highly skilled and engaged employees are champions for reliability.

Detail on each of these Impact Areas follows.

Impact Area 1: We are an organization aligned around risk reduction. Our holistic risk-based approach uses all the tools and skills available to deliver comprehensive risk mitigation strategies.

We develop cohesive, well-coordinated strategies to identify and mitigate risks to reliability and security. These strategies are effective and leverage all of the tools at our disposal. To ensure that our risk-based approach meets the reliability and security challenges facing the Western Interconnection:

- We collectively work from, orient around, and live by a single, company-wide register of risks that drives a holistic, coordinated, comprehensive, one-WECC mindset and approach to identifying, prioritizing, and mitigating reliability and security risks.
- We use effective and coordinated implementation of resources (e.g., oversight, event analysis, reliability assessments, outreach, strategic engagement, internal and external relationships, training, etc.) and skills across the organization in support of identifying and reducing risks to reliability.
- We create an environment where industry participants in the Western Interconnection focus on how to identify and mitigate risks to reliability and security as opposed to focusing solely on compliance risk.

Impact Area 2: We are sought after as a partner to address the risks that pose the greatest threat to reliability. We identify concerns and facilitate solutions with input from diverse and often conflicting stakeholder perspectives, focusing our resources on risks that pose the greatest threat to reliability and security.



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Our stakeholders share their known and emerging reliability risks with us and seek to partner with us to address their related needs and concerns. They are actively engaged in our oversight and risk identification programs. They gather and share impact data and relevant considerations related to the identified risks. Our stakeholders implement collectively-identified risk mitigation strategies. To ensure we are the sought after partner for reliability issues in the Western Interconnection:

- Our stakeholders collaborate with us in a way that strengthens our independence, enabling us to perform world-class monitoring and oversight and to produce timely, relevant work that informs reliability and security in the Western Interconnection.
- Our stakeholders rely upon and value the unique perspective that we have as both a regulator and a partner.
- Our teams' commitment to interdisciplinary collaboration fosters the partnership and coordination with stakeholders necessary to maximize our impact on the most important reliability topics, while ensuring we do not expend resources on low-impact activities.

Impact Area 3: Our insights, analyses, and outreach drive industry action. We are renowned for providing clear and actionable communications supported by data and rigorous analysis.

Our broad range of stakeholders in the Western Interconnection rely on our products as authoritative sources to inform conclusions and resulting actions. Our communications and publications are celebrated by their targeted audiences for being timely, clear, and compelling because:

- We enhance existing and create new modes of training, outreach, and communication.
- We use the latest technologies and tools available to acquire the data we need, to understand and analyze that data, and to manage the data in an exemplary manner.
- We ensure that they are technically rigorous while being tailored to their intended recipients and are timely delivered to the stakeholders who need them.

Impact Area 4: Our resource- and technology-neutral, interconnection-wide perspective is respected and trusted to assure decision-makers that they have an independent partner to rely on.

We are a critical partner in discussions that impact reliability and security across the interconnection. Decision makers use our information to support decisions being made within their jurisdictions to the benefit of reliability. We are the trusted and critical partner decision-makers in the Western Interconnection need because:

- Our products and insights empower decision makers in the Western Interconnection to make decisions that have reliability as a priority.
- Our products speak across multiple audiences. Everything we develop and produce exhibits outside-in thinking.



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- Our neutrality and singular focus on reliability creates a space where decision-makers can share their diverse perspectives to address the most significant reliability issues.

Impact Area 5: Our highly skilled and engaged employees are champions for reliability.

Our employees have sought out and remain with us because they are passionate about our Vision and Mission, our culture, and opportunities to develop and do work that matters. Our employees are valued and trusted partners who produce high quality, credible, and influential work. Our employees are engaged, highly skilled and want to be part of an organization that is taking on the most significant reliability issues because:

- We intentionally connect all our employees to our Vision, Mission, and culture, through our workforce engagement model.
- We trust each other and are empowered and accountable to challenge the status quo, embrace change, and elevate our contributions.
- We focus on professional development and knowledge transfer to build cross-functional teams, to provide development opportunities to employees, and ensure that we have the bench strength to fulfill our mission.

Conclusion

Electricity is an integral part of the fabric of modern life. Our reliability and security vision and mission are crucial to preserving the strength of that fabric. In the increasingly complex and rapidly changing landscape of the Western Interconnection, we embrace our role as *The Voice of Reliability* by adopting this Long-term Strategy.



DRAFT ERO Enterprise Long-Term Strategy

August 2024

Introduction

Electricity is a vital component of the fabric of modern society and the Electric Reliability Organization (ERO) Enterprise serves to strengthen that fabric for the benefit of nearly 400 million North Americans. The ERO Enterprise, which consists of the North American Electric Reliability Corporation (NERC) and the six Regional Entities,¹ works with users, owners, and operators of the bulk power system (BPS), government partners, and other stakeholders and industry participants, to pursue its **mission of assuring the effective and efficient reduction of risks to the reliability and security of the BPS.**

NERC and the Regional Entities play different, but important and complementary, roles in delivering ERO Enterprise programs. NERC provides industry-wide perspective and oversight, and the Regional Entities have unique features and activities that serve the needs of their regional constituents, while ensuring that registered entities follow NERC and Regional Reliability Standards. The ERO Enterprise is explicitly committed to its collective success in achieving its **vision of a highly reliable and secure North American BPS.**

The electric industry is experiencing a rapid change in how systems are designed, planned, operated, and secured. The future reliability, resilience, and security ecosystem includes new risks, new complexities, new terminology, new technologies, new requirements, new players, and the blurring of risk across traditional jurisdictional boundaries. With these changes coming faster and more frequently than ever before, it is becoming increasingly challenging for policymakers to effectively balance reliability, resilience, and security, environmental sustainability, and access and affordability. As the industry landscape changes, the ERO Enterprise is in a unique position to support stakeholders and inform policymakers through this extraordinary time of transformation.

With its collective mission and vision, the regional model is critical to the ERO Enterprise's success. The ERO Enterprise works to leverage its expertise and ensure it functions as a single synchronous machine maximizing the value of separate, but complementary, roles. The ERO Enterprise works to achieve this by engaging in a collaborative process through diverse activities, including ERO Enterprise-wide town halls, joint leadership training sessions, and work among chartered ERO Enterprise collaboration groups. The leadership of the ERO Enterprise has embraced the four foundational value drivers in the graphic to the right and the commitment to succeed by:



- Working together as one team and honoring each of its roles.
- Actively supporting ERO Enterprise activities, while eliminating unnecessary duplication of work.

¹ The Regional Entities include the Midwest Reliability Organization (MRO), Northeast Power Coordinating Council (NPPCC), ReliabilityFirst (RF), SERC Reliability Corporation (SERC), Texas Reliability Entity (Texas RE), and Western Electricity Coordinating Council (WECC).

- Collaborating in developing clear and consistent guidance across the ERO Enterprise.
- Sharing information, knowledge, and resources across the ERO Enterprise.
- Developing and sharing harmonized messages across ERO Enterprise communications.
- Supporting innovation, initiatives, and the sharing of best-practices across the ERO Enterprise.

ERO Enterprise Focus Areas

The ERO Enterprise has identified four focus areas for achieving success in its vision and mission:

- **Energy:** Effectively leverage a broad range of data, tools, and approaches to assist stakeholders and policymakers in addressing existing BPS risks and proactively identifying and preparing for emerging and unknown risks to the grid.
- **Security:** Maintain cyber and physical security programs (E-ISAC, Standards, Compliance Monitoring and Enforcement Program (CMEP), NERC standing committee ² work, outreach and engagement) that are risk-based, efficient, coordinated, and effectively advance the security posture of industry.
- **Engagement:** Ensure that the increasingly diverse spectrum of stakeholders and policymakers find value in engagements with the ERO Enterprise, seek ERO Enterprise expertise to inform their decision-making, and have confidence in the integrity and independence of ERO Enterprise programs.
- **Agility and Sustainability:** Perform as an effective and efficient team acting in coordination, ensuring its programs and efforts deliver value for stakeholders and policymakers as they manage changing reliability and security risk within the evolving industry landscape, and capturing cost efficiencies when practical.

More detail on how the ERO Enterprise will support each of the focus areas is provided below:

Energy: Effectively leverage a broad range of data, tools, and approaches to assist stakeholders and policymakers in addressing existing BPS risks and proactively identifying and preparing for emerging and unknown risks to the grid. The ERO Enterprise will support this focus area as follows:

- Actively engage and communicate with stakeholders and policymakers as they manage rapid change and evolving threats to create a sense of urgency to proactively implement risk mitigations.
- Develop the necessary process(es) and advanced analytical capabilities to improve the ERO Enterprise's ability to understand new and emerging technologies and identify new and emerging risks, including supporting and leveraging the broader ecosystem's ability to identify new and emerging risks.
- Maintain sufficient resource levels with requisite skillsets, and acquire and implement new organizational structures, processes, and systems needed to sustain regulatory obligations and address the challenges of the transforming grid.

² The NERC Standing Committees include the Compliance and Certification Committee (CCC), Personnel Certification and Governance Committee (PCGC), Reliability Issues Steering Committee (RISC), Reliability and Security Technical Committee (RSTC), and Standards Committee (SC).

- Create an environment where participants focus on reliability, resilience, and security performance as opposed to compliance risk.

Security: Maintain cyber and physical security programs (E-ISAC, Standards, CMEP, NERC standing committee work, outreach and engagement) that are risk-based, efficient, coordinated, and effectively advance the security posture of the industry. The ERO Enterprise will support this focus area as follows:

- Maintain a detailed understanding of the threat landscape and situational awareness and facilitate information sharing across the ERO Enterprise and with key stakeholders.
- Ensure registered entities and other key stakeholders clearly understand the security threat landscape, key risks, and mitigation techniques.
- Through the E-ISAC, monitor and distribute threat intelligence, conduct security briefings as required, and execute the requisite data analysis programs to guide and better inform the Regional Entities, registered entities, and other key external stakeholders.
- Develop a coordinated and integrated security program that reduces security risks and better aligns the related activities conducted by the E-ISAC, IT, Standards, CMEP, NERC standing committees, and Regional Entity outreach.
- Maintain position as a trusted advisor on security-related issues and improve ability to be sought out and inform future regulation.
- Build and maintain a mature security posture across all ERO Enterprise companies.

Engagement: Ensure that the increasingly diverse spectrum of stakeholders and policymakers find value in their engagements with the ERO Enterprise, seek ERO Enterprise expertise to inform decision-making, and have confidence in the integrity and independence of ERO Enterprise programs. The ERO Enterprise will support this focus area as follows:

- Develop high quality relationships with stakeholders and policymakers and seek constructive and collaborative engagement on key reliability, resilience and security challenges facing the grid.
- Inform ERO Enterprise strategy and priorities by a deep and expert understanding of the wants and needs of the evolving and diverse stakeholder and policymaker ecosystem.
- Deliver technically rigorous and intellectually honest insights and analyses and communicate them in a timely, clear, concise, and compelling manner that inform stakeholders and policymakers.

Agility and Sustainability: Perform as an effective and efficient team acting in coordination, ensuring its programs and efforts deliver value for stakeholders and policymakers as they manage changing reliability and security risk within the evolving industry landscape, and capturing cost efficiencies when practical. The ERO Enterprise will support this focus area as follows:

- Ensure standards development processes and prioritization create alignment on risk mitigation across the ERO Enterprise and balance opportunities for stakeholder participation while being responsive to the changing risk environment.
- Harmonize the CMEP and Reliability Assessment and Performance Analysis (RAPA) program areas and leverage a common framework that focuses on risk-based efficiency, effectiveness, and agility across the ERO Enterprise.
- Harmonize planning, budgeting, and Information Technology systems to the extent practical recognizing the realities of the ERO Enterprise structure, focusing on efficiency, effectiveness, and agility across the ERO Enterprise.
- Leverage evolving technology to improve effectiveness and efficiency of processes and minimize reliability and security risk.
- Leverage the ERO Enterprise in attracting, engaging, and retaining a workforce with the appropriate technical and leadership skills needed to execute strategy and address the focus areas. Seek top talent, provide opportunities for growth, share expertise across the ERO Enterprise, and position the ERO Enterprise organizations as “employers of choice.”

Conclusion

As the reliability, resilience, and security ecosystem changes, the ERO Enterprise is in a unique position to support industry in ensuring North American BPS reliability, resilience, and security. These four focus areas – Energy, Security, Engagement, and Agility and Sustainability – will serve as a common input to NERC and Regional Entity business planning processes and are intended to guide the ERO Enterprise throughout multiple business planning and budgeting cycles. ERO Enterprise leadership will revisit these areas periodically to ensure the long-term strategy’s relevancy and efficacy, particularly in response to any changes to the ERO Enterprise landscape, as well as emerging reliability and security risks captured through the ERO Enterprise’s ongoing monitoring of reliability and the Reliability Issues Steering Committee’s processes and biennial report.