



Final Minutes of the MRO Security Advisory Council (SAC) OPEN Meeting

MRO Offices, St. Paul, MN

February 27, 2020 from 8:00 a.m. to 11:30 p.m. Central

1. Call to Order and Introductions

Council Chair Jason Nations called the meeting to order 8:04 a.m. Chair Nations extended a warm welcome to all attendees, roll call was taken and introductions were made.

2. Determination of Quorum, Standards of Conduct, and Anti-Trust Guidelines

Pursuant to Policy and Procedure 4, MRO's Standards of Conduct, Conflict of Interest and Anti-Trust Guidelines were presented. The meeting secretary Estee Kolles, determined that a quorum was present. A complete list of attendees is included as [Exhibit A](#).

3. Advisory Council Logistics

The council was provided an excel document to confirm mailing addresses and contact information. Chair Nations commented that after lunch during the closed portion, guests that are non-electric sector will be asked to leave the meeting. Steen Fjalstad, MRO SAC Staff Liaison mentioned that guests are welcome to stay for lunch.

Kolles provided a brief overview of communications that are currently being delivered on behalf of the SAC, such as meeting calendar invites sent with short and long agendas, webinar invites, and the monthly SAC update email. The SAC Member SharePoint site was touched on with Kolles inviting any members to contact her if there are any issues accessing the site. Kolles presented the SharePoint SAC calendar to illustrate the information it contains for the entire year. SAC Member Warren LaPlante thanked Kolles for all the work she does behind the scenes.

Chair Nations brought up reimbursement for SAC members and mentioned that SAC members should take advantage of this and instructed the members to contact Kolles for the reimbursement information as necessary. Nations mentioned the SharePoint site is a great source of information and to please refer to it. Discussion ensued.

4. MRO Council Governance

MRO SAC Staff Liaison Steen Fjalstad mentioned that there are many ways to 'do' security and thanked everyone for the value of what they do for the industry by providing such diverse security efforts.

Fjalstad highlighted three different areas of governance with the councils: Organizational Group Oversight Committee (OGOC), SAC, and Security Advisory Council Threat Forum (SACTF). Fjalstad offered clarification that there are no MRO Staff that hold any seats in the governance structure and MRO board is made up of industry and Independent Members, the Board governs over the OGOC and the SAC. The OGOC is the Committee that the SAC reports into, they approve the SAC work plan, chairs, vice chairs, and other SAC work.



Fjalstad noted that the SAC has a clear path to address core areas within the ERO and instructed the SAC members to take advantage of the SAC and SACTF by feeling free to bring any concerns or initiatives forward within the industry. Fjalstad believes the SACTF is a prime example of that, because it allows more localized information to be shared and this started with an initiative from the SAC. Discussion ensued.

Fjalstad provided an overview of the logistics of the reporting to and attendance of the OGOC at council meetings. He further mentioned that all Chairs/Vice Chairs meet in person with the OGOC in quarter 4 to discuss lessons learned for the year and future work plan items.

Vice Chair John Breckenridge mentioned that there has been discussion to change the language of the SAC Charter with help from the SACTF Charter for guidance on closed sessions of the SAC meetings going forward. Fjalstad provided an overview of the SAC Charter and under IV. Meetings is where the change would be. He also provided the SACTF Guidelines section 5 language that mentions closed meetings. Vice Chair Breckenridge and SAC Member Damon Ounsworth will review the language of the MRO SAC Charter and SACTF Guidelines and provide feedback to the SAC.

Upon motion duly made and seconded, the SAC approved a study group to evaluate the language and update the SAC charter to include language regarding closed meetings from the SACTF Guidelines

Fjalstad wanted to note that the SAC is still an organizational group as stated in the guiding principles. Fjalstad mentioned that these are in place for the SAC to know what their expectations are as a council member. He highlighted the importance of being aware that any job changes or adjustment in availability this should be brought to Chair Nations to ensure members are not over extended.

Chair Nations mentioned with great things come great responsibility and if there is support lacking to provide the items laid out in the guidelines criteria let him know. Reimbursement was mentioned again as a benefit to SAC members and should be taken advantage of. Discussion ensued.

5. Project Updates

a. 2019 SAC Accomplishments.

Chair Nations mentioned that the SAC obtained all objectives for 2019 before the due date. Solid points on the webinars provided by the SAC were pointed out, including the milestone number of attendees, the number of webinars presented, and the importance of these webinars which are getting industry wide attention. Legitimacy of the outreach was brought up as protection to the companies and industry. If there is content to share please let the SAC know. Kolles reiterated that the SAC webinars are posted on MRO's public site and provided a demonstration of how to reach them. In response to a question from a SAC Member, Kolles mentioned that once the webinars are recorded and posted an email is sent to the exploder list notifying everyone. Chair Nations asked if further metrics on webinars could be.

Nations mentioned the SAC Regional Security Risk Assessment will be used to shape the work plan going forward and extended gratitude to SAC Member Joe Petaski for his work on the Regional Security Risk Assessment. Areas to focus on for the SAC members to build upon what the SAC is already doing were discussed. Newsletter articles in addition to webinars, was

mentioned as a great opportunity. Important to note: if you may not want to present a webinar a newsletter is a good choice.

Vice Chair Breckenridge mentioned the tours are exceptionally valuable and encouraged members to attend and further mentioned tours should be highlighted perhaps with future newsletters. Fjalstad mentioned he can help with any future tours. Discussion ensued.

b. 2019 SAC Survey Results.

The SAC survey results were presented to the room and Chair Nations provided an overview of the results. He pointed the room's attention to the comments in particular. Chair Nations drew attention to comment #3, which brought the question "what are thoughts on what our role as the SAC needs to be?" There was mention of spending more quality time on each individual subject, by thinking the subject through and getting deeper into the weeds on it, instead of running from subject to subject. Marc Child, NERC CIPC Chair stated that the NERC CIPC is going away and there is worry about the lack of engagement at the continental level, so the value of the MRO SAC will increase over time as the CIPC is disbanded. Child mentioned that the content being discussed at CIPC has developed a good reputation as a quarterly conference to get face to face time with partners in our industry and great value in being there. The feeling is that once the CIPC is disbanded this will be lost and people will need to find this same level of engagement to discuss security. The SAC has a chance to pick up others that may feel left out by adding policy content, but still providing the technical content. LaPlante highlighted that the role is two-fold, one is helping the MRO Board understand security and how to move forward in the region, the second is how to provide good sound security through the region not compliance oriented. One challenge within the region is the large investor owned entities with mature programs are so different from the small municipals who do not have the same resources, so security resources to help the smaller entities and fill in the gaps from small to large entities would be a valuable undertaking for the SAC. Discussion ensued. Vice Chair Breckenridge thanked the commenters for their thoughts and noted the importance of using the survey to address the security gaps.

Chair Nations discussed a security awareness plan that is a CIP requirement and having a quarterly awareness message, perhaps the SAC can send out information to the more resource constrained entities.

Chair Nations provided an overview of the question on SAC activities. The SAC meeting is one of the lowest ranked on the list, so this could be an area to look into. LaPlante shared that this could be because of the more technical work done at the SAC meetings. Chair Nations commented that there is an opportunity to have more of the logistics and governance earlier in the meeting and then invite others in for briefing or roundtable activities.

Areas of interest was discussed. Is it the role of the SAC to encourage regional entities to get clearance for the fusion centers? Fjalstad mentioned that the SAC has helped in the past with the fusion center and FBI clearance and asked if that should be SAC or SACTF task. Having people knowledgeable on the process can be a goal and will be added to the 2020 work plan as clearance needs to be provide in advance. A comment was provided that Department of Homeland Security Protective Security Advisor (PSA) is the place to start within your state to obtain clearance,



perhaps a webinar reiterating this was mentioned. Nations mentioned we can provide knowledge to the region regarding clearance. Discussion ensued.

The SAC went on break at 9:30 a.m. and reconvened at 9:45

6. 2020 SAC Work Plan

Chair Nations presented an overview of risks identified from the Regional Security Risk Assessment to incorporate into the 2020 work plan. An effort needs to be made to include the majority of the items identified in the work plan. Operational technology should also be included along with Cyber and Physical.

Fjalstad mentioned the March 18, webinar which is a three part opportunity to discuss supply chain, led by SAC Member Tony Eddleman. Eddleman mentioned the work being done in the supply chain working group and not just what it takes to be compliant working with the transmission forum and some of the work was vetted by NERC. Criteria is focused on good business practice and not just compliance. The first webinar will cover the requirements first and then let individuals know what is on the NERC website. The communication plan is still being worked on and starting March 9, 2020, there will be weekly webinars will be held to discuss each white paper. The MRO Webinar will provide the basics and resources available.

Eddleman mentioned that he is a part of the North American Transmission Forum (NATF) and stated that they have been working on a questionnaire heavily and want to get it out industry. The second webinar will help provide information on how to put a risk management plan together and how to use the work from the Transmission Forum.

Regarding third webinar, Fjalstad discussed having a hybrid security talk. This would provide insight on insider threat management, backdoors, and other key issues with the supply chain. The first webinar is in collaboration with the Compliance Monitoring Enforcement Program Advisory Council (CMEPAC) and the second and third webinar are tentatively scheduled for April. Discussion ensued.

LaPlante mentioned having a centralized knowledge center where the SAC can share their resources to the region. It can be a place where we provide links to previous work done on the subject with new communication or resources that are out there providing more knowledge to the region. Fjalstad mentioned showing the risk categories identified in the Regional Security Risk Assessment and including previous works to that list to circulate out to the region. Chair Nations would like a group to discuss this further. MRO SAC Member Clayton Whitacre will help put together a resource library. Discussion ensued.

MRO SAC Member Jared Moses, asked for the SAC's appetite on unmanned aerial systems and drone program. Chair Nations stated that this should be a conference topic. Vice Chair Breckenridge agreed it was a great topic. Potentially do a webinar or newsletter to lead up to the security conference to help bring attendance into the conference. Build on the previous presentation on drones done in a past security conference. Discussion ensued.

MRO SAC Member Justin Haar, volunteered three additions to the work plan. The first would be a newsletter on cyber governance and will provide information on how to create a cybersecurity program. In quarter 3 he would like to provide a webinar on Cyber Asset Management. This would cover where to start and some of the basics that go along with building a program, this is a follow-up webinar to the webinar held in February. Lastly, Haar would like to have a webinar to start the year in 2021 on Lessons Learned from his company on Security Event Management. Chair Nations would like to volunteer OGE to help with a webinar prior to the one by Haar in 2021 on the same topic. This will provide a perspective from a large company and a small company.

Vice Chair Breckenridge proposed the pandemic topic for a newsletter in quarter 1 with assistance of MRO Staff. This topic will cover basic elements of a pandemic plan. MRO SAC Guest mentioned Eco Horizon Exercise in 2020 and the Federal Government will be participating in this as well. This exercise will be robust, it will focus on response to a pandemic and operations on how to segregate personnel during a pandemic. Discussion ensued.

MRO SAC Member Jodi Jensen, would like to host a follow-up roundtable on SCADA. MRO SAC Member Tim Anderson would like to help with the roundtable again. This roundtable will be scheduled for quarter 3.

Chair Nations asked if MRO SAC Member Joe Petaski would help facilitate the Regional Security Risk Assessment again, Petaski agreed. Lawler agreed to help with the MRO Regional Security Risk Assessment as well. Chair Nations offered an idea of bringing in consequence driven security engineering and cyber thought process. Regional Risk Assessments are driven by high and low risks. Should try to provide consequences for business leaders to make a decision, if this happens then this is the impact of the bottom line. Chair Nations will help bring this concept to the Regional Security Risk Assessment. Discussion ensued.

MRO SAC Member Chris Carlson, will provide a webinar or newsletter on physical security, with a focus on saboteurs. This would be in addition to LaPlante and Vice Chair Breckenridge topic of counter surveillance, firing positions, prepositioned IED, etc. This will be a newsletter, Vice Chair Breckenridge will provide counter surveillance documentation to assist in the newsletter. Discussion ensued.

7. 2020 and 2021 Security Conference Planning

Chair Nations requested assistance to MRO Staff for the MRO Security Conference. He volunteered himself, MRO SAC Member Moses and Whitacre, also volunteered to help with security conference planning.

8. MRO Security Advisory Council Threat Forum (SACTF) Update

a. MRO SACTF Threat Call.

MRO SACTF Chair Brett Lawler provided an overview of the threat forum. Call stats were presented, call duration is increasing which is positive, and more people are comfortable sharing and talking. Discussion ensued.

b. MRO SACTF Charter.



SACTF Chair Lawler mentioned surveys to attendees asking if people are learning and is it actionable to their companies, which people responded yes. Small and large entities are gaining benefits from these calls. SACTF Chair Lawler provided an overview of the proposed changes to the charter. Discussion ensued.

Upon motion duly made and seconded, the SAC approved the updates to the SACTF charter as presented to recommend to the OGOC for approval.

c. MRO SACTF Guidelines.

SACTF Chair Lawler provided an overview of the proposed changes to the SACTF Guidelines. There is a minor change that the chair or vice chair will moderate the calls, if neither of them are able to moderate the call they will request assistance from other SACTF Members. There was a brief discussion on who needs to announce themselves on the call and why. The MRO SACTF will encourage entities to participate, but not required to participate. Discussion ensued.

Upon motion duly made and seconded, the SAC approved the updates to the SACTF guidelines as presented to recommend to the OGOC for approval.

9. NERC Critical Infrastructure Protection Committee (CIPC) Representative

Vice Chair Breckenridge provided an update on the CIPC summary report. The CIPC meeting in December had a classified briefing the areas of focus were supply chain security risks, standards, and other associated work. There was also discussion on supply chain recommendations and 1600 data request. The CIPC Supply Chain Working Group provided 2 guidelines for approval, cloud security and associated compliance issues, thanks to CIPC Chair Marc Child for all his work on the committee. The work plan will now be given to chair and vice chair of the Reliability and Security Technical Committee (RSTC). The challenge going forward will be managing the transition to the new organizational alignment with the RSTC, the next meeting will be held next week in Atlanta. Vice Chair Breckenridge provided a draft agenda and asked for any topics or ideas the SAC would like to add to discussion for the final meeting of the CIPC. MRO is going to continue sponsorship of some of the other groups, but not yet decided which ones. The NERC website lists some of the working groups to be discussed at the next RSTC meeting. Vice Chair Breckenridge will supply notes to share on SAC's SharePoint site. Fjalstad mentioned briefly MRO's plan to continue following subgroups. CIPC Chair Child mentioned the CIPC website is a good source of information, but it is uncertain of how that will be going forward and management of working groups under the CIPC Supply Chain working group. Discussion ensued

10. Adjourn

Having no further business to discuss, the meeting was adjourned at 3:04 p.m.

Prepared by: Estee Kolles, MRO Security Advisory Council Staff Support

Reviewed and Submitted by: Steen Fjalstad, MRO SAC Staff Liaison

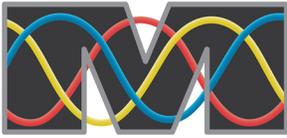


Exhibit A – Meeting Attendees

Council Members Present	
Name	Organization, Sector
Jason Nations, Chair	Oklahoma Gas and Electric
John Breckenridge, Vice Chair	Evergy
Chris Carlson	Grand River Dam Authority VIA WEBEX
Clayton Whitacre	Great River Energy
Damon Ounsworth	Saskatchewan Power Company
Jared Moses	American Electric Power
Jodi Jensen	Western Area Power Administration
Joe Petaski	Manitoba Hydro VIA WEBEX
Joe Polen	MISO
Justin Haar	Minnkota Power Cooperative
Tim Anderson	Dairyland Power Cooperative
Tony Eddleman	Nebraska Public Power District
Warren LaPlante	Allele
MRO Staff	
Name	Title
Dana Klem	Registration, Certification & Standards Administrator
Estee Kolles	MRO SAC Staff Support
Steen Fjalstad	MRO SAC Staff Liaison
Guests	
Name	Organization
Benjamin Gibson	E-ISAC VIA WEBEX - Speaker



Brett Lawler	Xcel Energy
Bryan Sherrow	Board of Public Utilities Kansas City KS
Chris Olson	Fusion Center
Chuck Seguin	Midwest Reliability Organization
Curtis Reule	Montana-Dakota Utilities Co.
Daniel Moore	Western Farmers Electric Cooperative
Danny Johnson	Southwestern Power Administration
David Trojan	ITC
Deepak Kukade	Fusion Center
Derek Arcuri	Genetec
Eric Hanson	Missouri River Energy Services
Eric Howell	SERC
Eric Peterson	Allete
James Parvin	Southwestern Power Administration
Jeff Parish	Dominion Energy
Joe Januszewski	E-ISAC VIA WEBEX - Speaker
Joel Kasselmann	Sunflower Electric Power Corporation
John Bishop	Canadian Center for Cyber Security VIA WEBEX – Speaker
John Carns	McKenzie Electric Cooperative, Inc.
Karissa Zamora	Department of Homeland Security
Keisha Lampzey	Genetec
Kent Feliks	American Electric Power
Larry Brusseau	Corn belt Power Cooperative
Larry Johnson	Midwest Reliability Organization
M Piercey	Amico Security
Marc Child	Great River Energy



Mark Lucas	Great River Energy
Matt Mitzel	Minnkota Power Cooperative
Matthew Szyda	Manitoba Hydro
Maya Anderson	Xcel Energy
Michael Taube	Midwest Reliability Organization
Nathan Helder	Allete
Patrick Wells	Oklahoma Gas and Electric
Paul Mehlhaff	Sunflower Electric Power Cooperative
Paulette Heuer	LS Power
Randy Wagner	Basin Electric Power Cooperative
Rich Kruthoff	Missouri River Energy
Ron Bender	Nebraska Public Power District
Scott Quenneville	American Transmission Company
Shawn Eck	Liberty Utilities
Stephanie Burns	ITC
Thomas Fekkether	Southwestern Power Administration
Thomasina Martin	Genetec
Tom Hofstetter	NERC
Troy Skelton	Basin Electric Power Cooperative