



MIDWEST RELIABILITY ORGANIZATION

Draft Minutes of the MRO Security Advisory Council Meeting

MRO Offices

August 1, 2017

1. Call to Order and Introductions

MRO Security Advisory Council (SAC) Chair Mike Kraft called the meeting to order at 9:00 a.m. and introductions were made. He extended a warm welcome to meeting attendees.

- a. *Determination of Quorum.* The meeting secretary Dana Klem, MRO Standards, Certification and Registration Administrator, determined that a quorum was present. A complete list of attendees is included as [Exhibit A](#).
- b. *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 to attendees by Kraft.
- c. *Review of Robert's Rules of Order.* Kraft noticed a discrepancy in the Voting verbiage from this form to our Policy and Procedure 3, Establishment, Responsibilities, and Procedures of Organizational Groups. Kraft also noted the provision for "Unanimous Approval" and suggested removing the adjective "unanimously" from future minutes unless it meets the criteria set forth.

Action Item: MRO staff will review and revise the Robert's Rules of Order form.

- d. *Additions to the Agenda.* Kraft asked attendees if there were any additional topics to add to the agenda.

Upon a motion duly made and seconded, the MRO SAC approved the agenda.

2. Consent Agenda

Review and Approve Minutes from May 9, 2017, MRO Security Advisory Council Meeting.

Upon a motion duly made and seconded, the MRO SAC approved the minutes from the May 9, 2017, MRO Security Advisory Council Meeting, as written.

3. MRO Staff Report

- a. *Communications from other ERO-related activities.* Steen Fjalstad, MRO Security and Mitigation Principal, mentioned the open seat on the council and encouraged the SAC to keep balance in mind when filling the seat.

Fjalstad also mentioned there are opportunities for committees to overlap and intersect, advising people to check the MRO calendar for any meetings to attend, and if anyone is interested in other entities' comments on standards, i.e., supply chain, to attend the NSRF weekly standards call.



- b. FERC-NERC Regional Entity Joint Review of Restoration and Recovery Plans—Planning Restoration Absent SCADA or EMS (PRASE). Fjalstad provided an overview of this joint FERC and NERC report. The report assessed

“applicable entities’ system restoration plan steps that may be difficult in the absence of SCADA, ICCP data, and/or EMS, and identify viable resources, methods or practices that would expedite system restoration.”
- c. DHS NCCIC NCATS. Fjalstad provided an overview of the DHS National Cybersecurity and Communications Integration Center (NCCIC) National Cybersecurity Assessments and Technical Services Team (NCATS). The NCATS mission includes an offering to assess the cyber-hygiene for the stakeholder. The program is free to entities, and provides cybersecurity scanning and testing leading to remediation and mitigation recommendations.
- d. U.S. Naval War College—Navy—Private Sector Critical Infrastructure War Game. Fjalstad provided an overview of the U.S. Naval War College program he attended. Upon request to Fjalstad, documentation regarding the program will be sent to anyone in our sector. This information can be obtained from the E-ISAC portal as well.

4. Chair’s Report

- a. Webinar Request Form. Kraft brought attention to the Webinar Request Form and walked through each field. The MRO SAC members were reminded to use this form when scheduling future MRO SAC Webinars.
- b. Charter Review. Kraft discussed the annual charter review which was requested for review at the GPC meeting on July 26, 2017. The request came via the MRO on June 14, 2017. The MRO SAC met via conference call on July 14, 2017, with an electronic vote to follow. Following the vote, the updated MRO SAC Charter was sent to the MRO staff to be forwarded to the GPC.
- c. Open Seat Replacement. Kraft reminded the council of the open MRO SAC seat and asked the SAC for ideas on how best to fill that seat. Kraft suggested that nominations could wait until the next annual MRO nomination period since the timing is so close. Fjalstad agreed with Kraft to wait on the nomination process to commence. Discussion ensued on policy suggestions for future events in which a vacated seat occurs in a significant amount of time prior to the nomination period.
- d. MRO SAC Members’ Terms. Kraft reported on three council members with terms ending in December 2017, including Gabel, Brown and Anderson.

Kraft went on to clarify; the initial nine SAC members were recommended by the GPC with input from MRO staff. Going forward the SAC will have input and will submit nominations and recommendations to the Board. The importance of a good balance on the SAC was reiterated. It was mentioned that the nomination period begins at the end of August.



Action Item: MRO staff will report back to the SAC on the process and timing of an open seat replacement nomination process and the status of the GPC meeting.

5. Work Plan Review and Update

- a. Reflection on First Two Webinars. Kraft commented on the caliber of the webinars and presented the webinar feedback data for “Exploring the Unknown ICS Landscape” presented by Robert M. Lee and “Securing SCADA” presented by Andrew Ginter, Jodi Jensen and Tyler Stinson. Fjalstad also commended the SAC for providing these high-quality webinars.

SAC Council Member John Hochevar commented that the first webinar presenter, Rob Lee, was added to the webinar agenda to attract more interest in the 2017 MRO Security Conference, where Mr. Lee will also be presenting.

Kraft responded to a comment within the feedback data regarding “it presumed some knowledge”; mentioning the diversity of the audience for these webinars and the difficulty in addressing the needs of all personnel. Kraft noted that Ransomware and CrashOverride were suggested topics from the feedback data.

- b. Securing ICCP Connections (Webinars/Training/Whitepaper). Discussion from the July MRO Board of Directors (BOD) resulted in a request that the SAC perform a review of how entities are securing ICCP connections in the MRO region and consider outreach on ICCP vulnerabilities and best practices for securing those connections.

Kraft asked the following questions to initiate a conversation on this topic: 1) How does the SAC secure the information; and 2) Do we have a need for a webinar or whitepaper?

MRO SAC Member Steve Brown rejoined at 9:53.

MRO SAC Member Steve Brown was of the opinion that the topic would be good material for a webinar and asked if there is an SME who could assist. Fjalstad added that a product should be produced to respond to the Board’s request. The idea of a working group discussion was well received although there was hesitancy among the members to provide internal information publicly. There was mention of an INL whitepaper regarding ICCP that would be beneficial to obtain.

Action Item: MRO SAC Member Steve Brown will spearhead the task of responding to the Board’s question on securing ICCP. The ICCP work may continue as part of the September 29, 2017, industry-only meeting.

- c. MRO SAC Assistance with GridSecCon–Panel and Tours. Fjalstad related a conversation with Bill Lawrence of the E-ISAC regarding the selection of SAC Members to join a panel for GridSecCon on the afternoon of October 18. Xcel Energy is one of the host utilities, and MRO SAC Member Steve Brown and Kraft confirmed they will be on the panel, with Fjalstad acting as moderator. The tour portion of GridSecCon was mentioned and it was confirmed that the tours of certain facilities are scheduled.



Action Item: MRO staff will extend the invitation to MRO SAC members Warren LaPlante and Jodi Jensen to join the GridSecCon panel.

There was a review of the SAC Work Plan and discussion ensued.

6. MRO Representatives on the NERC Critical Infrastructure Protection Committee (CIPC)

- a. *NERC CIPC Report.* MRO Representative on the NERC CIPC, Damon Ounsworth, reported on the previous NERC CIPC meeting and presented highlights from the June 22, 2017, presentation to the board.

Kraft mentioned that the Board has approved the CIPC Representative, Armin Boschmann of Manitoba Hydro, and that the NERC CIPC Organizational chart will be updated. Kraft asked for any volunteers to assist the CIPC in providing additional standard guidance to the CIPC on the CIP-013 Supply Chain Risk Management standard. Ounsworth drew attention to two CIPC requests in the presentation on behalf of MRO CIPC Committee Member Marc Child. In response to CIP-013 (Supply Chain Standard) question “Is there opportunity for additional guidance or unique regional challenges that can be addressed by MRO?” Kraft asked for volunteers to assist the CIPC in providing additional standard guidance to the CIPC. MRO SAC member Brian Kollmansberger agreed to serve as the MRO SAC Liaison on any CIPC-produced CIP-013 guidance.

In response to CIPC-IEEE Collaboration Opportunity question “Can MRO SAC and MRO OC participate in these discussions?” Kraft asked for volunteers to assist in the CIPC-IEEE Collaboration Opportunity. Kraft and MRO SAC Member Tyler Stinson will participate in the CIPC-IEEE discussions

- b. *Term Limits for Members of NERC Committees.* Kraft discussed the report on term limits and recommended nominations should not be called for the newly appointed Operations Security Alternate Voting position in 2017, since the timing is so close and continuity is necessary.

CIPC Nominating Committee Member, Paul Crist, mentioned if Child is brought up for NERC CIPC Chairperson nomination again, the nominating committee will move Child’s name forward. It was declared affirmative that MRO CIPC Committee Member Child would indeed be a leading candidate and any comments from the SAC on the matter should be sent as soon as possible.

Kraft asked if any changes were required to the document presented, which there were none.

A motion was made and seconded to accept the document regarding term limits for members of NERC Committees and forward to BOD from SAC in concurrence with MRO CIPC representatives.

Action Item: Accept the document regarding term limits and forward to the Board.

Action Item: Kraft will notify Child that Kollmansberger will participate in providing additional standard guidance on CIP-013.



Action Item: Kraft will notify Child that Kraft and SAC Member Tyler Stinson will participate in the CIPC - IEEE discussions.

7. MRO Security Conference Update

Fjalstad mentioned the Security Conference reached full capacity, and overflow in a separate room is now available. The overflow would be via screen in a separate room from the actual main conference room.

MRO SAC Member John Hochevar, while commenting on how to accommodate more people, asked if WebEx or having the next Security Conference off site would remedy that situation going forward. Options will be considered for next year's conference.

The committee recessed at 10:39 a.m. and reconvened at 10:45 a.m.

8. DOE Roadmap for Cybersecurity–Emerging Cybersecurity Threats and Common Cybersecurity Themes

Michael Ingram, Group Manager at the National Renewable Energy Laboratory, spoke about emerging threats and common cybersecurity themes identified through the update to the DOE Roadmap for Cybersecurity. Ingram mentioned one key to look for are barriers to cybersecurity throughout the industry. Ingram outlined the number of states he worked with, mentioned the opportunities for collaboration and information sharing, and also highlighted useful sources of threat information. Other themes included workforce management and the role of regulations and standards. The results of the roadmap will be shared when available.

9. Threat Landscape Matrix

Jillian Vignoe, Sr. Analyst, National Security Policy, Edison Electric Institute and Michele Guido, Security Policy Manager at Southern Company, presented on the Threat Landscape Matrix, a project created as a result of the need to identify top threats scenarios to the industry and government. A template was developed from the top threat lists obtained from a survey which ranked threats. Further goals of the project were addressed and it was also noted that the project information can be provided if requested. This point in time draft is still under development. Industry is providing feedback to the effort through the ESCC and various trade groups.

It was noted that confidential information available only to the SAC members was provided for review through the MRO SAC Portal.

The committee recessed for lunch at 11:56 a.m. and reconvened at 12:30 p.m.

10. Cybersecurity Update

- a. Recent Malware Discussion–WannaCry, Petya, NotPetya, CrashOverride, Nuclear 17–Reactions, Lessons Learned, Strategy Changes, etc. Discussion ensued regarding the creation of a standard-controlled message in response to incidents from the top level, with more detailed information than what is provided in a news article, for example.

It was also discussed whether NERC alerts should be sent to MRO SAC plus list.



Action Item: MRO staff will add a question to the stakeholder survey regarding the value of sending NERC alerts to the MRO SAC plus email list.

- a. *NERC Alerts and HERO Response.* Kraft reiterated the principles of a Highly Effective Reliability Organization (HERO) and asked how to better act on those criteria. Specifically, he mentioned the five principles listed in the MRO SAC Guiding Principles document:

10. Support the five principles of a Highly Effective Reliability Organization (HERO):

- (1) Preoccupation with failures rather than successes,
- (2) Reluctance to simplify interpretation,
- (3) Sensitivity to operations,
- (4) Commitment to resilience, and
- (5) Deference to expertise, as exhibited by encouragement of a fluid decision-making system

Discussion ensued regarding NERC alerts and what action should be taken in distributing them.

It was determined that if value added analysis is warranted, the SAC would take on the responsibility for the distribution and format of related communications.

Upon hearing the comment that some recent NERC Alerts are not timely nor as helpful as they could be, MRO SAC Guest Carlo Castaneda (E-ISAC–NERC) said he would like to know why, and how to make it more helpful and pointed out that the alerts are designed to reach the broadest impact area.

Answering the question of whether it is out of line for a region to report topics that could eventually be included in a NERC alert to their constituents itself or should the information be sent to NERC to disperse? Castaneda responded that it is in the best interest of MRO to report as they determine is the most efficient manner. They are flexible and do not want to be prescriptive on security; however, communication with the E-ISAC is always a good thing and he suggested working together to share information.

Action Item: Kraft will coordinate getting feedback to Carlo Castaneda regarding NERC alerts.

Action Item: Add a topic to the September 29, 2017, meeting agenda on NERC alerts and how they apply to HERO criteria.

11. Physical Security Update

Kraft reported that Darrell Klmitchek of South Texas Electric Cooperative is heading up the NERC CIPC Physical Security Guidelines Task Force Group (PSGTF) which is a part of the NERC CIPC Physical Security Subcommittee. The PSGTF will develop a guideline as suggested in *Risk Profile #8: Physical Security Vulnerabilities* of the *ERO Reliability Risk Priorities*. Specifically, it will address section 7(a): *Identify and promote specific resiliency and vulnerability assessment best practices with planning for extreme events, including good physical security assessment practices*. An initial draft of the guideline is expected this calendar year with general release planned for 2018.



12. EMS/SCADA/Control Center Security Update

MRO SAC Members were asked to share or present on this topic; hearing none, the SAC moved to the next topic.

The committee recessed for break at 1:25 p.m. and reconvened at 1:33 p.m.

13. Partner Updates

- a. E-ISAC. MRO SAC Guest Carlo Castenada discussed an overview of the threats affecting the industry and urged people to look at the JAR 17 20114 report from the FBI and DHS which provides an update on cyber targets and indicators.

Castenada noted that a new E-ISAC portal is in testing phase and scheduled to go live before GridSecCon.

- b. Mid-Continent Compliance Forum (MCCF)–CIP Working Group. MRO SAC Guest Jenifer Holmes (NERC) reported on the MCCF's and CIP Working Group's functions. Interactive meetings are held 3–4 times per year. The next meeting is November 29, 2017, in St. Paul. Holmes suggested a review of the website mccf.biz to learn more about the group and keep up to date.

- c. Government Partners:

- i. Federal Bureau of Investigation. John Bonhage, Private Sector Coordinator, discussed the joint analysis report of July 20, 2017, entitled *Advanced Persistent Threat Targeting JAR 17 20114*.

Bonhage encouraged everyone to read the Infragard *Cyber Shield Daily Report* and to also join the mailing list.

- ii. James Gulak, Senior Regional Program Officer for Public Safety Canada, reported on recent meeting highlights. Stealing copper is a huge concern. Authorities are unable to keep up with the theft, and the issue is a hot topic in the area. Gulak mentioned the ICS symposium to be held in Montreal 10/10/17–10/13/17. When asked if there was a response guide offered in their region, Gulak responded “no,” but said that a task force has been established to produce a report addressing this mounting issue.

Action Item: Crosscheck list from Michael Ingram for more state-related partners to add to SAC partner list.

14. MRO Region Security Risk Assessment Process

Kraft asked for comments regarding a semi-private session for the in-person September 29, 2017 meeting, and whether to apply a TLP:GREEN designation to specific partners. MRO SAC Vice Chair Tim Anderson agreed to the proposal of a closed session from 8:00–11:00, with an open WebEx session from 11:00–12:00.

Action Item: Coordinate the next meeting for a closed session from 8:00–11:00 and an open WebEx from 11:00–12:00 at the September 29, 2017, meeting.



15. Other Business

Kraft asked the council if there were any other items that need to be discussed. No comments were provided by the council.

16. Adjourn

Having no further business to discuss, the meeting was adjourned at 3:03 p.m.

Prepared by: Dana Klem, Council Secretary.

Reviewed and Submitted by: Richard Burt, Vice President of Risk Assessment, Mitigation and Standards



Exhibit A–Meeting Attendees

Council Members Present on Web Meeting	
Name	Organization
Mike Kraft, Chair	Basin Electric Power Cooperative
Tim Anderson, Vice Chair	Dairyland Power Cooperative
Stephen Brown	Xcel Energy
John Hochevar	American Transmission Company
Tyler Stinson	Xcel Energy
Brian Kollmansberger	Alliant Energy
MRO Staff Present	
Name	Title
Steen Fjalstad	Security and Mitigation Principal
Dana Klem	Standards, Certification, and Registration Administrator
Desiree Sawyer	Compliance Administrator
Alex Pratt	IT Infrastructure Lead
Guests	
Name	Organization
Adam Klindworth	Minnkota Power Cooperative
Alexander D’Ambrosio	Central Power Electric Cooperative
Andrea Gibson	ITC
Armin Boschmann	Manitoba Hydro
Bill Peterson	SERC
Brandi Feldman	NPPD
Brandon Trontvet	Minnkota
Carlo Castaneda	E-ISAC
Christopher Lahr	Great River Energy
Damon Ounsworth	SaskPower
Daniel Graham	Basin Electric Power Cooperative
Dave Andrist	WMU
Doug Johnson	ATC
Elizabeth Mairs	Xcel Energy
Erik Weinmeister	NPPD
Grant Adams	Avant
James Gulak	Public Safety Canada
Jason Chlopek	NPPD
Jenifer Holmes	Alliant
Jerry	MWEC
Jillian Vignoe	EEI
Joe Petaski	Manitoba Hydro
John Bonhage	Federal Bureau of Investigation
John Carns	McKenzie Electric Coop
John Chang	Manitoba Hydro
Kurt Hoffmann	MidAmerican
Michael Ingram	NREL



Nic Lehman	OPPD
Paul Crist	LES
Randy Wagner	Basin Electric Power Cooperative
Ron Bender	Nebraska Public Power District
Scott Davis	DHS
Scott Stoner	Nebraska Public Power District
Seth Shoemaker	Muscatine Power and Water
Stacy Eldridge	LES
Steve Bogle	MidAmerican
Council Members Not Present	
Name	Organization
Warren LaPlante	Minnesota Power (ALLETE, Inc.)
Jodi Jensen	Western Area Power Administration