

Meeting Minutes

Attendees:

Commissioners: Tom Donilon, Sam Palmisano, Keith Alexander, Herb Lin, Heather Murren, Maggie Wilderotter, Alex Niejelow

Executive Director: Kiersten Todt

NIST and Others: Adam Sedgewick, Donna Dodson, Kevin Stine, Jon Boyens, Clete Johnson (DOC), Robin Drake (Exeter)

Agenda:

- I. After Actions from California Meeting
 - II. Key Themes from California Meeting
 - III. Houston Meeting
 - IV. Work Plans
 - V. Wrap-up/Next Steps
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- I. After Actions from California Meeting
 - a) **Mr. Lin:** Do we address military matters?
 - i) **Mr. Donilon:** The scope does not include military domains.
 - b) **Mr. Alexander:** How is commercial sector protected by the government? What are roles and responsibilities for both?
 - i) **Mr. Donilon:** We will need to look at the roles and responsibilities of the various government agencies.
 - c) Centralization – Should there be more?
 - i) Each agency is responsible to protect itself. It will be uneven. How to get that fixed is an important part. We should get an understanding of what's happening today, and how to get best practice in place across the govt. We should discuss whether to centralize some systems.
 - d) **Ms. Wilderotter:** It was one of the major themes of Berkeley.
 - e) **Ms. Todt:** We are getting a Defense detailee to work on governance and perform analysis of federal cybersecurity efforts to be covered. Agency briefings will be scheduled also.
 - f) **Mr. Donilon:** This an area I've asked for help on and talked to Secretary Pritzker about. It is a key area. There is a lot to focus on, procurement, etc.
 - g) **Ms. Wilderotter:** We need to know where we're starting from to be able to determine where to go.
 - h) **Mr. Donilon:** There is a lot of impact that can be had through procurement policies. It doesn't mean we should rule out having the discussion that the civilian side could not benefit from expertise on the military side. The problem is, the capability is on military side.

The acquisition is on the civilian side. We should talk to Defense Advanced Research Projects Agency (DARPA) on this.

- i) **Mr. Alexander:** What is the role of the government and the company when a company is attacked by a nation-state? There must be a real-time way to get information in time to save the company. We do need to highlight some of that. Insurance and other things belong in that discussion.
- j) **Mr. Donilon:** We want to look at how to enhance sharing between public and private entities. Ultimately, there should be real machine-to-machine sharing. On roles and responsibilities, a conversation with scenarios would be useful to determine who is responsible for what. Keith's question is valid about when it becomes the responsibility of the government.
- k) **Ms. Todt:** We have identified the DC meeting in September to look at governance. We can think about how to ensure we're getting the right input from the government, both before and after the meeting.

II. Key Themes from California Meeting:

- a) Amex witness: We should not be the victim of the same attack twice.
- b) Impact of the procurement process, and government role.
- c) Slack witness: Creating incentives to make secure products. How to educate consumers came up in a variety of ways. It calls in the question of regulation and enforcement of consumer rights.
- d) Role of philanthropic organizations from Eli Sugarman.
- e) **Mr. Donilon:** We have the ability to have procurement standards affect general standards. There has been discussion of standards entities, and about products that come into the US. There has been discussion of an Underwriters Laboratories Inc. (UL)-type lab for technology products.
- f) **Ms. Wilderotter:** The size of a business matters from the technology perspective. Having the right requirements geared to the size of business is important.
- g) Two subject matter experts had a meeting about a month ago with Peiter Zatkó, who is working on the concept of establishing a UL-type lab for cyber. He has been invited to come to Minneapolis, following the release of his work to the public.
- h) Small and medium business has been a consistent theme that has come up in the meetings. It should be included in the report.
 - i) **Mr. Lin:** We need to investigate why things have not worked well in the past.
 - (1) Good solutions have failed in the past, and understanding why will be part of our recommendations
 - ii) Other points from CA:
 - (1) **Mr. Lin:** The philanthropic area belongs in the R&D agenda. There are other areas it could fit also - policy, the environment that we want to live in. Whatever we say in the report must capture that point.

III. Houston Meeting

- a) The agenda has been sent to the commissioners. Themes are critical infrastructure and state and local. Ms. Todt reviewed panelists for each of the three panels. She is working to bring

in someone auto related. We have someone from the National Guard, as well as the CISO for the State of Texas, and the CISO of the City of Houston.

- b) Looking at critical infrastructure from the state and local perspective will showcase how critical infrastructure works on more local levels.
- c) **Ms. Wilderotter:** The agenda looks good. The gentleman from Nevada, who talked about how the state has partnered with local businesses- It would be interesting to see what the panelists think of what has been done there. Also, Mark McLaughlin talked about the power grid and what needs to be done to protect it.
- d) Briefing books for Houston will go out shortly.
- e) The no-host dinner is confirmed for the evening before the Houston meeting. Information will be sent out.
- f) **Mr. Palmisano:** Are speakers confirmed?
 - i) **Ms. Todt:** Yes, we are still working on getting an auto representative to come. There is someone from Toyota who has been invited. Any other names from the auto industry will be welcome. The names on the agenda have confirmed.
- g) The Minneapolis meeting is confirmed for 8/23, and 9/19 is confirmed for Washington, DC.

IV. Work Plans

- a) **Ms. Todt:** They have been drafted, and are being reviewed. They lay out areas of challenge, and candidate recommendations for each area. We looked at how to categorize work groups into themes or areas the report will address. We identified a notional approach for scoping areas in the outline. These will be a series of recommendations for the commission to review.
- b) **Mr. Donilon:** On work groups, we should work towards getting commissioners initial drafts of sections as soon as possible, and not wait for the whole thing to be complete. Instead have a rolling production of sections as they are ready for the commissioners to react to. We will roll those out for reactions from the group.
 - i) **Ms. Todt:** The commission has the document sent out before Berkeley, which lays out who the working groups are.
- c) **Mr. Palmisano:** What's the process for getting consent on prioritization?
- d) **Ms. Todt:** The outline will be next item. We will set up a conversation to talk through the structure, then arrive at consensus. We will start with the consensus approach early, and get agreement for the way forward.
- e) **Mr. Donilon:** Working groups will have possible recommendations for each area. Reactions to those should come first. We can review the proposed recommendations by working group. After that, the result would be a list of all, which then would be culled to provide the most important. The ones that don't make the short list would not be considered further.
- f) **Ms. Todt:** There is a sequence of getting the ideas, shortening the list, and deriving the outcomes we want in the report. Conversations in Berkeley show how everyone is oriented toward those actionable recommendations. Some proposed recommendations may require implementation plans. The report should contain all the steps to make things happen.
- g) **Ms. Wilderotter:** We should try to keep in mind what the major proposed recommendations are in the context of an overwhelming amount of data. There perhaps

should be an executive summary by topic, backed up by the implementation plans, etc. It will be extremely important to keep the report simple and completely actionable.

- h) **Ms. Todt:** The body of the report should not regurgitate existing information. It should be new and accessible to all entities.
- i) The commissioners received the notional outline Monday night. The timeline for reviewing form, substance, etc. of the report will be done in a separate meeting with the commission.
- j) The outline is an annotated outline. Findings will be identified in addition to recommendations. The findings are important data points relating to where we are. Some will also be recommendations, some will stand alone.
- k) **Ms. Todt:** It is not a one for one, but to categorize the information we are hearing. It may include implementation steps. The notional approach for categorizing recommendations is for discussion only. It is an inventory of what we've been hearing. We wanted to make sure all information is listed and identified. Working sessions will initially be held over the phone.
- l) Papers and other items will be integrated over the course of the discussion.

V. Wrap-up/Next Steps

- a) No additional questions or items to discuss prior to Houston next week.