INNOVATION AND PARTNERSHIP

JEFFERY C. IMSDAHL
Deputy Chief Security Officer

November 4, 2020
BUILDING THE INTERNAL PROGRAM TO SUPPORT THE EXTERNAL ENVIRONMENT

- Enterprise Security Organization- 1 Jan 2020
- Internal Change at the Top
- The Plan that Shaped our Internal Innovation & Partnership
- Enabling the Partnership with Physical Security
- Physical Security Innovation 2020-2021
TBD
Vice President & Chief Security Officer

Jim Somborovich
Deputy Chief Security Officer
Sr. Director, Cyber Security

Cherrie Archuleta
Manager, Strategy and Performance

Jeff Imsdahl
Deputy Chief Security Officer
Director, Enterprise Security & Resilience
Organization

Boxes and lines

CSO

Cyber Security

Physical Security

Strategy & Performance

Strategic Governance

Emergency Management
2020: Tear The Band-Aid Off

20 Feb: CV-19 discussions: International issue; only a few cases here in US

2-6 Mar: Work From Home: Now what?

April: “We are restructuring. Now.”

GOAL: Innovation through Oversight and Performance

GOAL: Partnership through Governance and Support
THE PLAN:

GOVERNANCE-OVERSIGHT-SUPPORT-PERFORM

Operational clarity, alignment, and standardization
Governance: Establishing vision; rules, principles, policies, and practices; and setting the standard of performance for the organization.

Oversight: Monitoring and performance results to assure the functional outcomes are met.

Support: Assisting perform to complete or conduct their execution responsibilities.

Perform: Perform activities to execute and maintain controls and requirements to manage risk.

Drivers → Strategy → Policy → Standards → Perform

Governance Framework
Central Governance with Local Performance
Governance Framework

Governance Structure

CCIO
HR
Group Utilities
Operations
Finance
Legal
Nuclear

1. Xcel Board of Directors and ONES Committee
2. Executive Committee (EC)
3. EC Security and Emergency Mgmt Sub-Committee
4. Security and Emergency Mgmt Steering Committee
5. Enterprise Security and Emergency Management (SEM Program Administration)
6. EC Security and Emergency Mgmt Action Team (Business Unit Security Liaisons (BSL’s))
7. Business Units (BU’s)

R: Responsible
A: Accountable
C: Consulted
I: Informed
S: Support
V: Verify
P: Perform
GOVERNANCE FRAMEWORK – SUB-COMMITTEES
Performance Dashboard

1. Policies and Standards
   - Chair: Jim Somborovich

2. Security Risk Mgmt
   - Monitors enterprise security program progress and effectiveness.
   - Evaluates annual focus and identifies annual and strategic changes to improve effectiveness.
   - Chair: Vacant

3. Information Protection and Privacy Program
   - Manages the development and implementation of the Information Protection and Privacy Program.
   - Chair: Kaitlyn Williams

4. Enterprise Asset Mgmt
   - Determines/recommends enterprise asset management standards and strategy.
   - Monitors implementation and adoption and recommends changes to Enterprise Asset Management standards and strategy.
   - Chair: TBD

5. Enterprise Emergency Mgmt
   - Monitors enterprise emergency management progress and overall program effectiveness to include public emergency management program effectiveness, reviews assessment/build/bridget and identifies annual focus and champions program changes to improve effectiveness.
   - Also monitors regulatory changes and reviews and recommends changes to Enterprise Security programs accordingly.
   - Chair: Vacant

6. Corrective Action Planning/Events
   - Develops corrective action/significant events.
   - Chair: Jeff Chargers

7. OT Security Program
   - Manages the development and implementation of the OT Security Program.
   - Chair: Chris Henney

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9
Organization
Organization purpose and reorganization objectives

Purpose: “To enable XE’s vision, mission, and goals by proactively leading efforts to identify, protect, detect, and respond to all-hazard threats and events.”

Objectives:

- Be one with the business: align with and enable business units
- Run like a business: improve operational efficiencies
- Improve return on investments: increase value of current and future investments
- Enable empowerment: identify clear lines of accountability and expectations
- Improve growth and development: focus on individual development and opportunities
To enable business units to manage their cybersecurity, physical security, and resiliency risk through relevant and actionable security products. This is achieved by working directly with them to integrate/link security and resiliency risk to business risk, to categorize assets, identify and monitor threats, develop and implement risk treatment strategies, and assist in maintaining business unit specific security and resiliency key performance and risk indicator dashboards.

To proactively defend, monitor, and increase the resilience of the critical systems that underpin Xcel’s operations through centralized systemic and resilience analytics, emergency preparedness, and providing a “single pane of glass” for all-hazards situational awareness. This is achieved by facilitating operational collaboration between business units, conducting advanced analysis of systems and threats, and jointly monitoring and warning against threats to the environment.

To set an acceptable level of performance and behavior required to adequately safeguard the environment while enabling the business to effectively and efficiently achieve its core mission through strategic driven policies. This is achieved by co-developing, with the business, Xcel’s risk management strategy, informed by both internal and external drivers; developing and implementing policies that drive us toward our strategy; and monitoring the adoption and performance of the policy.

To enable and assist ESEM to achieve it mission and goals through operational excellence. This is achieved by being the clearing house for all ESEM sponsored projects and initiatives; developing, maintaining, and monitoring business processes and workflow; managing continuous improvement and corrective action program; coordinating budget and contracts; coordinating and managing regulatory and industry association activities; and providing reporting and dashboards.

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ESEM Senior Leadership Team (SLT)
Here to serve you

Jamey Sample
Vice President & Chief Security Officer

Jim Somborovich
Deputy Chief Security Officer
Security Strategy, Policy and Compliance

Cherrie Archuleta
Portfolio Management and Performance

Jeff Imsdahl
Deputy Chief Security Officer
Systemic Monitoring, Analysis and Resilience Services

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ENABLING PHYSICAL SECURITY
BY:

- Identifying Project Team SME’s and ownership of process/projects- Does PS have to go out to RFP for software/integration services?

- Providing points of contact to coordinate/consolidate security awareness training, LMS training, special event security

- Coordinating customer scams, spoofing and incident/data collection to bypass security and report (NY DA office, etc.)

- Coordinating drills/exercises/VRA's/Site Security Plan reviews as an operational unit (i.e. all Hydro facilities instead of singular visits)

- Providing SME coordination to educate awareness (corp physical security policies vs Nuclear)
ENABLING PHYSICAL SECURITY
BY:

- Gathering Threat intelligence from Federal Agencies and contacts to feed the Pod- (reduce # of HSIN accounts, etc.)
- Providing data to identify Insider Threat issues based on trends, discipline, investigations
- Identifying Customer Threats and enabling software for field personnel to understand their environment
- Identifying key projects across the enterprise (not siloed) that require additional security
- Reducing shadow operations (i.e. where can we utilize corporate security in a nuclear setting outside the Protective Area

Business Systems (IT)
Corporate Services
Customer Care
Operations
Nuclear
SECURITY TEAM INNOVATION & PARTNERSHIP

Common Issue: Office/cube petty theft

Bills marked with UV pen and recorded weight at 9 lbs, 12.8 oz.

GPS, hidden in base, monitors vibration, tilt, etc

Covert camera used as redundancy

Contract Cleaner terminated
• Theft Diversion Operations (Van, copper spools, generators, etc.)- Expanded out to Local Law Enforcement

• Videofied cellular camera systems and Spartan cellular game cameras

• Dewalt GPS for theft diversion operations and motion detection

• Spartan cellular game cameras

• Ultraviolet infrared marking for easy ownership determination

• Scrap recycler outreach and partnerships for understanding of our Company and the material we use

• Chiefs of Police association meetings to share what our team does and how we can partner

• Bringing it Together in 2021: Unmarked F-150 Vehicles for each investigator tooled with all of our covert equipment, laptops, night ops equipment for set up and ability to tow mobile trailer systems