

NATIONAL INFRASTRUCTURE ADVISORY COUNCIL

Quarterly Business Meeting

September 26, 2022

CALL TO ORDER, SWEARING IN, AND OPENING REMARKS

Ms. Erin McJeon, Department of Homeland Security (DHS) and NIAC Designated Federal Officer (DFO), called the meeting to order. She informed attendees that the NIAC is a federal advisory committee, governed by the *Federal Advisory Committee Act* (FACA). As such, the meeting was open to the public. She noted that written comments would be accepted following the procedures outlined in the meeting's Federal Register Notice. Following roll call of members present in the room and of those calling in, Ms. McJeon turned the meeting over to Dr. Liz Sherwood-Randall, Assistant to the President for Homeland Security.

Dr. Sherwood-Randall welcomed all attendees to the White House and shared President Joe Biden's views and priorities on critical infrastructure and his expectations for the NIAC body, which were shaped in part by experiences and challenges the United States has faced over the past 20 months. Dr. Sherwood-Randall emphasized the need for NIAC members' advice and expertise when considering ways to address the tension between "build back fast" and Build Back Better, and to help navigate the evolving threat landscape. Her full remarks can be found here: [Remarks by Homeland Security Advisor Liz Sherwood-Randall at the First Meeting of the President's National Infrastructure Advisory Council | The White House](#). She then turned the meeting over to Mr. Alejandro Mayorkas, Secretary of Homeland Security. Mr. Mayorkas started by swearing in the new members and then shared his remarks.

Mr. Mayorkas asserted that this is a crucial time for the NIAC to reconvene due to the increasingly dynamic and evolving threat landscape of our country's critical infrastructure. Further, as the country's critical infrastructure rests in the hands of the private sector, he said the public-private partnership that the NIAC members represent is essential as we confront the threat landscape. Mr. Mayorkas added that with the investment in infrastructure from the Bipartisan Infrastructure Law, this is also a time of tremendous opportunity. Lastly, Mr. Mayorkas noted the Cybersecurity Infrastructure Security Agency (CISA) recently issued a new strategic plan, and the NIAC will have an important voice in the implementation and evolution of the plan going forward. He then asked the NIAC Chair and NIAC Vice Chair to give their opening thoughts.

Mr. Adebayo Ogunlesi, Global Infrastructure Partners, NIAC Chair, thanked the government leaders who helped select the NIAC members and expressed confidence that NIAC will have the expertise to face the numerous challenges. He reiterated the necessity for cooperation between the Federal government, state governments, and public and private sectors to work through the country's tremendous challenges. Mr. Ogunlesi asked each member for their engagement, time, and expertise to give recommendations so that the Administration can swiftly implement those recommendations. He also thanked the previous NIAC Chair and Vice Chair for the examples they have set.

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Ms. Maria Lehman, GHD, NIAC Vice Chair, added that the American Society of Civil Engineers (ASCE) has been working for two and a half decades to get more funding for infrastructure. Now that the administration has approved the funding, she said, the NIAC needs to deliver recommendations for infrastructure to build a better place for future generations. In addition, she expressed excitement for the Administration's proposed national building codes, which will eliminate the patchwork of infrastructure that exists across the country. Lastly, Ms. Lehman conveyed hope for the subcommittees to drive future change. Ms. Caitlin Durkovich, Special Assistant to the President and Senior Director for Resilience and Response, asked the NIAC members if they had any questions.

Mr. Alan Armstrong, Williams Inc., asked whether the NIAC will be expected to focus on strategic long-term solutions or tactical short-term solutions. Mr. Mayorkas and Dr. Sherwood-Randall answered that NIAC will primarily provide strategic long-term solutions. However, in certain times of crisis, the government may call on NIAC members to provide input or advice in a short-term capacity.

Ms. Connie Lau, C3E, asserted that, largely, recommendations alone will not benefit the American people until they are implemented. Additionally, she called for funding allocation to provide better education on cybersecurity.

Ms. Audrey Zibelman, X, said that she had attended the 2022 Global Clean Energy Action Forum, which occurred the previous week in Pittsburgh, PA, where one of the major current issues identified was a lack of staffing. She also asserted the need for identifying areas where FACA committees can intersect and communicate. Mr. Mayorkas and Dr. Sherwood-Randall agreed, and Ms. Durkovich added that the NIAC previously studied staffing in the 2021 NIAC report, *Workforce and Talent Management Study*, which will be briefed to the new NIAC members at a future meeting.

Ms. Lehman advised that there is a lack of people and diversity in engineering. Many women have left the engineering field after burnout, and she said we should track which fields minorities enter and stay in. She then referenced the NIAC's *Workforce and Talent Management Study* and stated that NIAC should revisit it and refresh the findings.

Ms. Beverly Scott, Beverly Scott & Associates, noted that the staffing shortage is also a major issue in the transportation sector, 80 percent of which is unionized, she said.

Mr. Luis Vance Taylor, California Governor's Office of Emergency Services, praised the diverse makeup of the group, which Mr. Mayorkas identified as a priority of the Administration.

Ms. Clara Lee Pratte, Strongbow Strategies, asked the government leaders how they plan to approach the vulnerabilities in tribal communities. Mr. Mayorkas answered DHS has partnerships with tribal leaders, and DHS wants to focus on strengthening those relationships. Too often, he said, tribal communities are disenfranchised and face unique challenges. Dr. Sherwood-Randall added that the members should see themselves as ambassadors back to their individual sectors.

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**ROUNDTABLE DISCUSSION ON THE INFRASTRUCTURE INVESTMENT AND JOBS
ACT/BIPARTISAN INFRASTRUCTURE LAW**

Mr. Mitch Landrieu, Senior Advisor to the President and Infrastructure Implementation Coordinator, thanked the NIAC Chair, Vice Chair, and Ms. Durkovich for their work on the committee and said it was an honor to work with NIAC on behalf of the President.

Mr. Landrieu referenced his former role as Mayor of New Orleans, which included rebuilding the city following the devastation wrought by Hurricane Katrina in 2005. In the wake of Katrina, he said, the people of New Orleans exemplified how a community can put away their ideological differences in times of crisis to rebuild a city. Mr. Landrieu emphasized the importance of building better and stronger infrastructure than what existed before – building it back the *right* way – and protecting Americans in the process. As such, he noted that we need to understand the nature and scale of emerging threats.

Mr. Landrieu underscored that funding under the President's Bipartisan Infrastructure law will build bridges, ports, airports, charging stations, and high speed internet with products made in America. Mr. Landrieu highlighted the pillars of the infrastructure law's implementation, which include: a commitment to equity, using products made in America, strong labor standards, and an all-hazards approach to resilience, including knowledge of emerging threats.

Mr. Landrieu reiterated the importance of understanding the threats facing the country and then rebuilding better infrastructure to mitigate those threats. In addition, he stated that cybersecurity was a top priority, and NIAC members must help the government understand and address the vulnerabilities of our infrastructure to cybersecurity threats. He closed by repeating the goal of building back fast and building back better. The meeting then turned back to the NIAC members for questions.

Ms. Camille Batiste, Archer Daniels Midland, asked how Mr. Landrieu plans to build back fast *and* right, so that the results are different. Mr. Landrieu responded that we need to ensure small and mid-sized cities have the knowledge and resources as some of them have never experienced cybersecurity issues. Thus, education is essential. In addition, he agreed that there is lack of trained staff due to current workforce challenges.

Ms. Madhu Beriwal, Innovative Emergency Management Inc., pointed out that the country lacks water and electric sector resilience following disasters like the ones in Puerto Rico, Florida, and Louisiana, and asked for further explanation on providing future resiliency. Mr. Landrieu replied that the government should have emergency money available immediately when disaster strikes. In addition, he said consistency in building codes is necessary to improve resilience, citing examples of outdated infrastructure across the country that proved to be ineffective during disasters.

Dr. Conrad Vial, Sutter Health, asked how we can use the same model to redesign our healthcare system to make it more accessible and affordable. Public healthcare should be considered as part of rebuilding infrastructure. Mr. Landrieu replied that design is essential, and we need to be open to new ideas instead of using old models. When considering whether to patch up a poorly

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designed system or redesign the system, he said fully redesigning can sometimes be a better use of resources. Dr. Sherwood-Randall added that the challenge facing NIAC members is to think “big and new,” therefore, the members are asked to be creative but also practical with long-term investments.

ROUNDTABLE DISCUSSION ON POTENTIAL STUDY TOPICS

Ms. Durkovich introduced the discussion on potential study topics, for which she called on the members to give views on four key questions. The questions were:

1. What emerging threats pose the greatest risk to our critical infrastructure? Where does the Federal government have blind spots?
2. How can the Federal government better partner with state, local, tribal, and territorial (SLTT) governments to bolster critical infrastructure security and resilience?
3. How do we better incentivize critical infrastructure owners and operators to invest in security and resilience?
4. Where should we direct research and development (R&D) and innovation funds to minimize risk to critical infrastructure?

Question 1: What emerging threats pose the greatest risk to our critical infrastructure? Where does the Federal government have blind spots?

Ms. Durkovich called on Mr. Manu Asthana, PJM Interconnection, to give his perspective on the energy sector. He stated that the three pillars in the energy sector from his experience at PJM – which serves one in five Americans – are decarbonization, affordability, and reliability. He believes attention is currently being given to decarbonization of energy in the industry, but attention to affordability and reliability is lacking. In addition, he said the grid is increasingly susceptible to cyber attacks, so cybersecurity is essential.

Mr. Gil Quiniones, ComEd, added that we need to build for the climate of the future in addition to that of today. Mr. Quiniones said his company has partnered with a national lab that models the climate of the future; they have models for years 2030, 2040, and 2050 and are already adjusting engineering for future models.

Mr. Christopher Wiernicki, American Bureau of Shipping, agreed that the transition to clean energy is going to shape the industry going forward, and a major focus is on optimizing performance. However, the biggest blind spot is in operational technology (OT) cybersecurity. He also stated that the nation's ports are a starting point for new infrastructure.

Ms. Deneen DeFiore, United Airlines, also recognized that cyber is a huge threat across the infrastructure sector. In addition to cyber, she believes that digital risk management needs to be addressed. Digital infrastructure in systems needs to be current and updated before achieving cybersecurity. There are some systems, she said, that are over 50 years old and are the most vulnerable to cyber-attacks. Ms. DeFiore added that there should be more coordinated responses across the ecosystem and cited the attack on the Colonial Pipeline as an example where better coordination was needed.

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Many other members agreed with the call for coordination across infrastructure sectors, including Ms. Zibelman, Ms. Lau, and Ms. Scott. Ms. Scott also stated that equity needs a bigger lens in conversations about cross-sector coordination.

Question 2: How can the Federal government better partner with state, local, tribal, and territorial (SLTT) governments to bolster critical infrastructure security and resilience?

Ms. Durkovich called on Mr. Pasquale Romano, ChargePoint, to give his thoughts on cooperation with SLTT governments. He stated that because utilities are regulated at a state level, consistency is a challenge. The government cannot expect quick implementation – the states will implement at different times and rates.

Ms. Pratte added that workforce development is essential, and that some communities across the country do not have the infrastructure in place to rebuild – they are starting from scratch. She also wanted to remind the group that many tribal communities are distrustful of the Federal government, so there is political vulnerability as well.

Ms. Patricia Sims, Drake State Community & Technical College, saw opportunity for community colleges to target and provide training to the local workforce. More technicians are needed to support engineers.

Question 3: How do we better incentivize critical infrastructure owners and operators to invest in security and resilience?

Ms. Durkovich called on Mr. Joshua Descant, REV/REV Business, to give his thoughts. Mr. Descant said there is an accelerating risk in wireless and Internet of Things (IOT) deployment. Regarding incentives, he suggested providing tax incentives or programs to critical infrastructure owners and operators, but reiterated that, like in New Orleans, we may not know something is vulnerable until it is too late. As such, he said communities need to be resilient pre-disaster.

Ms. Batiste and Mr. Armstrong both suggested incentivizing sectors based on priority. Ms. Batiste said nondigital sectors should be incentivized, perhaps starting with farming and shipping infrastructure. Mr. Armstrong said that he sees great progress in cybersecurity but that trying to protect everything from cyber attacks may be too broad to start with, and we should identify the critical areas first since some might be more crippling than others. Ms. Durkovich noted that NIAC should be briefed on National Critical Functions in a future meeting.

Question 4: Where should we direct research and development (R&D) and innovation funds to minimize risk to critical infrastructure?

Ms. Durkovich led this topic by asking each member around the room to give a short response. Many NIAC members emphasized the importance of technology, cybersecurity, and software development in infrastructure, including Mr. Wiernicki; Mr. Sadek Wahba, I Squared Capital; Mr. Anthony Thomas, Windstream; Mr. Quiniones; Ms. Pratte; and Ms. Beriwal. Other NIAC members agreed that education and research were top priorities, including Mr. Taylor; Ms. Scott; Ms. Lau; Ms. Sims; and Ms. DeFiore. Another priority identified was incentivizing private

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companies and networks to fund infrastructure, on which Ms. Norma Jean Mattei, University of New Orleans, and Mr. Descant concurred.

In addition, Dr. Vial promoted the intersection of health care and infrastructure. Ms. Zibelman called for greater visibility on security of power systems, and Mr. Romano wanted rapid detection for threats. Mr. Jorge Ramirez, GCM Grosvenor, wanted more manual fail-safes in systems. He also recommended that NIAC consider how to move water after a disaster to places experiencing drought. Ms. Batiste emphasized optionality and having alternatives to the products we use to resolve supply chain issues. Mr. Asthana prioritized building products in America, and Mr. Armstrong said individual sectors of infrastructure should learn how to self-identify vulnerabilities. Ms. Christine Fox, Johns Hopkins Applied Physics Lab, wanted to work with the Administration to set cybersecurity standard procedures in infrastructure. Lastly, Ms. Lehman recommended implementing strategic measures that can be sustained from one administration to another, and she prioritized designing infrastructure for climate change.

CONCLUDING REMARKS AND ADJOURNMENT

Mr. Ogunlesi closed the meeting by thanking all attendees and members for giving their perspectives and asking members to bring the same energy to all future meetings.

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SEPTEMBER 26, 2022 NIAC QBM PARTICIPANTS LIST

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Ms. Maria Lehman	GHD
Mr. Alan Armstrong	Williams, Inc.
Mr. Manu Asthana	PJM Interconnection
Ms. Camille Batiste	Archer Daniels Midland
Ms. Madhu Beriwal	Innovative Emergency Management
Ms. Deneen DeFiore	United Airlines
Mr. Joshua Descant	REV/REV Business
Ms. Christine Fox	Johns Hopkins University APL
Ms. Constance Lau	C3E
Ms. Norma Jean Mattei	University of New Orleans
Ms. Clara Lee Pratte	Strongbow Strategies
Mr. Gil Quiniones	ComEd
Mr. Jorge Ramirez	GCM Grosvenor
Mr. Pasquale Romano	ChargePoint
Ms. Beverly Scott	Beverly Scott & Associates
Ms. Patricia Sims	Drake State Community & Technical College
Mr. Luis Vance Taylor	California Governor's Office of Emergency Services
Mr. Anthony Thomas	Windstream Communications
Dr. Conrad Vial	Sutter Health
Mr. Sadek Wahba	I Squared Capital
Mr. Christopher Wiernicki	American Bureau of Shipping
Ms. Audrey Zibelman	X (formerly Google X)

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Mr. Mitch Landrieu	Executive Office of the President
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Mr. Christopher Cannizzaro	National Security Council
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Ms. Elizabeth Gauthier

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Portland Bureau of Emergency Management

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U.S. House of Representatives Committee on

Homeland Security

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CERTIFICATION

I hereby certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.

A handwritten signature in black ink, appearing to read 'A. Ogunlesi', with a stylized, cursive script.

Mr. Adebayo Ogunlesi
NIAC Chair