

## **NATIONAL INFRASTRUCTURE ADVISORY COUNCIL**

**August 28, 2023, NIAC Meeting**

2:30 PM – 3:10 PM ET

### **CALL TO ORDER AND OPENING REMARKS**

Ms. Celinda Moening, the President's National Infrastructure Advisory Council (NIAC) Alternate Designated Federal Officer (ADFO) called the meeting to order and shared the Federal Advisory Committee Act (FACA) information, including that the meeting is open to the public. There were no requests for public comment, however written comments would be accepted following the procedures outlined in the meeting's Federal Register Notice. After Ms. Moening read the list of NIAC members in attendance, she turned the meeting over to the NIAC Chair, Mr. Adebayo Ogunlesi, Global Infrastructure Partners.

Mr. Ogunlesi thanked everyone for joining the meeting and thanked Ms. Moening and the NIAC team for their hard work. He expressed his excitement to obtain NIAC approval of the Water Security Subcommittee's report titled *Preparing United States Critical Infrastructure for Today's Evolving Water Crises*. He also gave an update on the work of the Electrification Subcommittee, which is currently in final stages of drafting its report. Lastly, he noted that NIAC Vice Chair, Ms. Maria Lehman, is traveling and is not able to join.

Ms. Caitlin Durkovich, Deputy Assistant to the President and Deputy Homeland Security Advisor for Resilience and Response, thanked the Water Security Subcommittee and its Chair, Dr. Norma Jean Mattei, University of New Orleans, for agreeing to do additional interviews and work after it was presented in June 2023. She added that the work of the Water Security Subcommittee is extremely timely – the NIAC's work to ensure stability and encourage modernization of our nation's critical infrastructure is extremely important.

Mr. Nitin Natarajan, Deputy Director of the Cybersecurity and Infrastructure Security Agency (CISA) thanked the NIAC Chair and Vice Chair as well as the subcommittee chairs and members for their contributions. He said that the importance of the water infrastructure cannot be overstated, especially considering the impacts of several recent weather incidents. He hopes to continue the efforts for risk assessment with the Environmental Protection Agency (EPA), and he expressed his excitement for the changes in the report.

### **PRESENTATION OF REPORT UPDATES**

Mr. Ogunlesi turned the floor over to the Water Security Subcommittee Chair, Dr. Mattei. Dr. Mattei restated the National Security Council's (NSC) charge to the NIAC for the Water Security study topic and reiterated that the subcommittee was asked in June to continue further work on the study topic. She thanked all the subcommittee members for their continued work and thanked Ms. Leilani Coates and Ms. Celinda Moening, ADFOs at CISA, for their support. She acknowledged there are many people already working in the water sector to ensure the nation has clean drinking water, which can be increasingly difficult due to current severe weather events and climate change. She noted current weather events, like the upcoming hurricane in Florida and the recent wildfires in Louisiana. Dr. Mattei thanked the NIAC members for adding

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additional feedback into the report, and she hoped that she incorporated all the comments effectively in the current draft.

### **COUNCIL DELIBERATION AND VOTE: PREPARING UNITED STATES CRITICAL INFRASTRUCTURE FOR TODAY'S EVOLVING WATER CRISES**

Mr. Ogunlesi asked the NIAC members if anyone had comments on the updated draft, to which none commented. He then asked the NIAC to vote on the report – all were in favor, and none opposed. Mr. Ogunlesi officially stated that the *Preparing United States Critical Infrastructure for the Evolving Water Crises* report received full approval from the NIAC.

### **FUTURE STUDY TOPIC DISCUSSION**

Mr. Ogunlesi introduced the next topic of conversation and listed the future study topics that the NSC suggested the NIAC pursue. The topics included the following:

1. Information sharing by intelligence operators (a revisit of NIAC's past report from 2012)
2. Workforce development (there are areas that still need to be addressed (i.e., lack of succession planning))
3. Critical infrastructure for pandemic responses (revisit of the NIAC 2007 report *The Prioritization of Critical Infrastructure for a Pandemic Outbreak in the United States*)
4. Approach to catastrophic disasters (including workforce shortages in rebuilding)
5. Supply chain and logistics for infrastructure (including common cause failure analysis)

He then asked the NIAC to comment on the given suggestions or introduce any other topics not included in the list.

Ms. Beverly Scott, Beverly Scott & Associates, voted to revisit the workforce development topic, since the previous workforce report that the NIAC published is now two years old. She said it would be beneficial to measure the status of the nation's workforce and note what has been done and what still needs to be done in that area. She also mentioned the necessity of cross-sector collaboration in succession planning and found value in discussing how to build a K-12 program formula.

Dr. Mattei agreed that the workforce development topic should be revisited and stated two points. First, she questioned the impact remote work has had on productivity and opportunity for growth for newer workers. She also brought up the issue of onboarding a younger, smaller generation that have barriers to remote work, such as those in low-income communities or who speak English as a second language. Second, she emphasized the topic regarding the nation's approach to catastrophic disasters. She said that Congress has been sending out supplemental funding as aid, but it is not the best use of Federal funds when it is sent out after the disaster. She said a better use of funds would be to send it to areas that could build better infrastructure before an event destroys it.

Mr. Mike Hayford, NCR Corporation, added to Dr. Mattei's comment on workforce development, stating that he agrees that the workforce is not back to the pre-pandemic productivity levels. He agreed that onboarding, training, and development are still difficult to

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conduct. He also wanted to emphasize the topics of pandemic and catastrophic responses, noting that the two topics can be combined. In his experience, there were challenges during the pandemic because of differing jurisdictions between the Federal government, state governments, and local governments, which also happens during catastrophic events like hurricanes. Because of the differing jurisdictions, emergency managers cannot easily enter the area and give assistance as quickly as needed. He suggested more governance in those policy areas.

Dr. Conrad Vial, Sutter Health, emphasized three points. First, he voiced his support for the pandemic preparedness topic. From an effects analysis point of view, he said that the current common response is to focus on preparedness, but he thinks efforts should be focused on recovery, since he said that recovery speaks to lived experience. He said there must be tremendous workforce recovery and intersectionality in the supply chain and workforce following a pandemic. Second, he highlighted areas where we are underinvested systemically in health care, which includes a national shortage of physicians. According to him, the goal is to produce 140,000 licensed physicians by 2030 and shared that California might come 37,000 physicians short by that time. To the point of workforce development, he noted the importance of engagement and retention, which for health care, includes pre-licensure. Third, he wanted to add the topic of guiding augmented intelligence technology, which he said is an intersectional topic that impacts all sectors. He said that this technology is a serious problem to contend with, judging by the rate of developing ethical constructs for this technology. This technology could be pervasive and disruptive.

Ms. Deneen DeFiore, United Airlines, opted for study topic number one, four, and five. She claimed that there have been a lot of changes in the intelligence community as a part of public-private partnership over the past five years. She observed a decreased collaboration between cross sectors due to the regulatory requirements imposing mandatory reporting on physical and cybersecurity incidents. She suggested looking at the current risk factors and the regulatory policy changes inhibiting collaboration.

Ms. Madhu Beriwal, Innovative Emergency Management Inc., was interested in emergency preparedness and suggested broadening the scope of the topic and not restricting it only to the pandemic as we witnessed issues of measles and leprosy due to the drive against vaccinations which might have a potential for biothreats. She thought that the topic would be good to cover from the healthcare standpoint. She also liked study topic number four "Approach to Catastrophic and Disaster Issues" and suggested creating new frameworks of how to look at those disasters. She cited the current national response framework created after Hurricane Katrina which has some structural issues associated with responding to catastrophic events and emergency management. She thought it would be worth revisiting those in the context of past accomplishments. Finally, she advised all to look at the nexus of electrification and water issues and consider whether there is a need for different structures to sustain and handle catastrophic events in the country. She said that the NIAC should evaluate emergency support functions considering the past few NIAC studies on water and electrification.

Ms. Audrey Zibelman, Senior Advisor and Board Member, emphasized the topic of emergency preparedness as essential, especially from her experience in New York City. She said that much of the devastation from the recent wildfire in Hawaii could have been avoided if there was better knowledge transfer from the states of Oregon and California about wildfire preparedness. She

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said that our siloed emergency management organizations are not structured for success in a world that is going through issues related to climate change and reiterated that preventative measures are no longer preventative due to the lack of experience. She also emphasized the need to focus on what sectors are going to be the most necessary in the next decade and prioritize those in workforce development possibly in the context of supporting middle school kids' education and wondered how we can use AI machines and create patterns for preparedness in the future, especially in cross-sectors.

Ms. Connie Lau, formerly of Hawaiian Electric Industries, noted that every study topic that the NIAC had completed so far discussed the need to improve coordination between state, local, tribal, and territorial governments. Instead of an emergency management issue, like Ms. Zibelman stated, Ms. Lau thought the issue may be more involved in risk management, which, she noted, is in CISA's wheelhouse. She also responded to comments about the recent wildfire in Hawaii. She thought that the issue was not with intelligence sharing in Hawaii's case, rather, the issue came from risk and emergency management policies. Ms. Lau explained that there is always a balance of competing issues and risks that the companies in the community must prepare for, so the people make judgement calls. Ms. Lau questioned how the Federal government can assist across the country. While larger states have more of a history and therefore more knowledge and resources for emergency management, small communities do not have the same resources or an emergency management team at all. In 2014, Ms. Lau said that laws were changed in Hawaii for emergency management to be addressed at the local level, which was not as effective as it would have been at a higher level. She urged policy change at the first level of emergency management.

Mr. Christopher Wiernicki, American Bureau of Shipping, commented that the common thread between decision making for first responders and emergency responders is the potential for AI. He said that the NIAC should consider how it can be used in the workforce and in communications. Stating people will use it regardless, so he emphasized the need to learn how to use it effectively moving forward since the threat of AI exists in all the topics that were presented. He wondered how AI large language models are going to be used in the light of decision-making for first responders in case of emergency preparedness planning and the supply chain.

Mr. Vance Taylor, California Governor's Office of Emergency Services, emphasized that in a world impacted by climate change, there are not enough emergency managers. Even in California, which has many emergency managers, the workforce shortage of qualified emergency managers heavily impacts the sustainability of the emergency response. He suggested revisiting the topic of "Workforce development" and suggested the NIAC address how to grow the workforce while leveraging AI and machine learning as a force multiplier. He also found value in researching AI and learning how to leverage it at the response and recovery stages to prevent communities, especially the disadvantaged ones from suffering. He called for better intervention detection within the nations.

Mr. Ogunlesi thanked everyone for their comments and summarized the top three topics, which included intelligence sharing, workforce, and a combination of pandemic and catastrophic responses while considering AI. He said that the NSC and CISA will make the final decision after the September quarterly business meeting (QBM).

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### **CONCLUDING REMARKS AND ADJOURNMENT**

Ms. Durkovich thanked everyone for their contributions to the conversation as well as NIAC leadership and the Water Security Subcommittee for their hard work on the report. She said that it is fascinating to live when crises happen every day, and mentioned that just last week, many catastrophic weather events happened that are driven by climate change. She said that while all incidents begin local, when they exceed their own capacity, Federal response is there to help. In response to the conversations today, she wants to pursue the questions of how to ensure communities are well resourced and how to harness the good of AI while addressing its potential for becoming weaponized. She said that there will be more time to continue the study topic conversation at the September QBM and reiterated that the work the NIAC is doing is at the frontlines of thought leadership.

Mr. Ogunlesi adjourned the meeting at 3:16 p.m. and stated he is looking forward to seeing everyone in person on September 19.

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## **August 28, 2023, NIAC Meeting Participants List**

### **NAME**

### **ORGANIZATION**

#### **NIAC MEMBERS**

Mr. Adebayo Ogunlesi	Global Infrastructure Partners
Mr. Alan Armstrong	Williams, Inc.
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
Mr. David Gadis	DC Water
Ms. Constance Lau	Hawaiian Electric Industries (former)
Ms. Norma Jean Mattei	University of New Orleans
Ms. Clara Lee Pratte	Strongbow Strategies
Mr. Gil Quiniones	ComEd
Mr. Jorge Ramirez	GCM Grosvenor
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	Board Member

#### **GOVERNMENT PARTICIPANTS**

Ms. Caitlin Durkovich	National Security Council
Mr. Nitin Natarajan	Cybersecurity and Infrastructure Security Agency
Ms. Helen Jackson	Cybersecurity and Infrastructure Security Agency
Ms. Elizabeth Gauthier	Cybersecurity and Infrastructure Security Agency
Mr. William Rybczynski	Cybersecurity and Infrastructure Security Agency
Ms. Celinda Moening	Cybersecurity and Infrastructure Security Agency
Ms. Leilani Coates	Cybersecurity and Infrastructure Security Agency
Ms. Shelita Duke	Cybersecurity and Infrastructure Security Agency
Ms. Marilyn Stackhouse	Cybersecurity and Infrastructure Security Agency
Dr. David Mussington	Cybersecurity and Infrastructure Security Agency
Mr. Steven Harris	Cybersecurity and Infrastructure Security Agency
Ms. Lauren Wisniewski	Cybersecurity and Infrastructure Security Agency

#### **NIAC POINTS OF CONTACT**

Mr. Dan Antilley	NCR Corporation
Mr. Simon Boyce	Strongbow Strategies
Ms. Janet Britton	REV/REV Business

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### **NAME**

Ms. Mary Burke  
Ms. Melissa Burns  
Ms. Crystal Butler  
Mr. Colton Ching  
Ms. Alyssa Fischer  
Mr. Craig Glazer  
Ms. Beth Keolanui  
Mr. Bryan Koon  
Ms. Lili Hasse  
Mr. Michael Julian  
Mr. Max Leichtman  
Ms. Toni Matheny  
Ms. Tom Murdock  
Dr. Laurel Paget-Seekins  
Ms. Krista Powers  
Mr. David Quam  
Mr. Omar Turk  
Mr. David Walker  
Mr. Lane Wilson

### **ORGANIZATION**

NCR Corporation  
GHD  
Sutter Health  
Hawaiian Electric Industries  
United Airlines  
PJM Interconnection  
Sutter Health  
IEM  
Global Infrastructure Partners  
ChargePoint  
ComEd  
APL  
APL  
Beverly Scott & Associates  
United Airlines  
56 Capitals  
Global Infrastructure Partners  
American Bureau of Shipping  
Williams, Inc.

### **CONTRACTOR SUPPORT**

Mr. Stephen Arthur	TekSynap Corporation
Mr. Garen Franklin	Edgesource Corporation
Ms. Jenna Harrity	Edgesource Corporation
Ms. Barbara Nowak	TekSynap Corporation
Ms. Nikita Sescoe	Edgesource Corporation

### **PUBLIC PARTICIPANTS AND MEDIA**

Matthew Eggers	Cyber, Space, and National Security Policy Division U.S. Chamber of Commerce
James Eklund	Sherman & Howard
Eric Geller	The Messenger
Damian Georgino	Womble Bond Dickinson
Meghan Housewright	UL Solutions
Jacob Livesay	Inside Cybersecurity
Charlie Mitchell	Inside Cybersecurity
Maggie O'Connell	Interstate Natural Gas Association of America
Amanda Olson	National Security and Emerging Risk
Alan Roberson	Association of State Drinking Water Administrators
Jeff Roderick	The Williams Company Inc
Chris Riotta	Next Gov/FCW
Dennis Truax	Mississippi State University
Christian Vasquez	Cyberscoop
Brett Walton	Circle of Blue

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**ORGANIZATION**

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