

September 18, 2009

The Honorable Barack H. Obama
President of the United States
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC

Dear Mr. President:

We are pleased to submit the National Infrastructure Advisory Council's (NIAC) Final Report and Recommendations on *Critical Infrastructure Resilience*.

The NIAC would like to thank Wes Bush, President and Chief Operating Officer of Northrop Grumman, and Margaret Grayson, Principal of Essential2Management, for their leadership in this study as co-chairs of the Working Group. The NIAC also would like to thank the other NIAC Members who participated in this effort, as well as critical infrastructure executives and subject matter experts, for their support of the study that led to the findings and conclusions from which our recommendations were developed.

At the January 6, 2009 NIAC Business meeting, the NIAC chose to pursue the October 2008 recommendation contained in its own *Critical Infrastructure Partnership Strategic Assessment Report*. That report recommended the following:

"The NIAC should conduct a study to examine what steps government and industry should take to best integrate resilience and protection into a comprehensive risk-management strategy."

The enclosed *Critical Infrastructure Resilience* final report includes detailed discussion of the findings of the study and also recommendations to address each of the challenges identified.

The Council respectfully submits the following as a summary of the report's recommendations to strengthen Critical Infrastructure Resilience:

- Adopt a commonly applicable definition for critical infrastructure resilience for use across government. Because definitions of resilience vary, a common definition will help guide policy development.
- Work with Critical Infrastructure and Key Resource (CIKR) owners and operators to establish outcomes-oriented sector resilience goals.
- Update the framework of authorities laid out under Homeland Security Presidential Directive 7 (HSPD-7) and the National Infrastructure Protection Plan to allow government to maintain the CIKR Public-Private Sector Partnership and infrastructure security gains, while incorporating resilience strategies and approaches.
- Leverage the Public-Private Sector Partnership that was established for implementation of protection strategy, and utilize it as a tool to strengthen and develop infrastructure resilience.

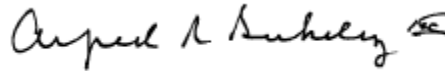
- Help CIKR owners and operators in the public and private sectors strengthen infrastructure resilience by applying incentives, removing barriers, improving risk transparency, and facilitating learning. Government should act an enabler and facilitator to critical infrastructure owner and operator resilience efforts.
- Identify areas where market demand for critical infrastructure resilience will not assure necessary levels of resilience to support appropriate public needs. For these areas, apply available public policy tools and incentives to help CIKR owners and operators achieve needed resilience.

Mr. President, on behalf of my fellow NIAC members, we thank you for the opportunity to serve our country through participation in this Council.

Sincerely,



Erle A. Nye
Chairman Emeritus
TXU Corporation
Chairman, NIAC



Alfred R. Berkeley, III
Chairman and CEO
Pipeline Trading Systems, LLC.
Vice Chairman, NIAC

cc: Vice President Joseph R. Biden