

National Infrastructure Advisory Council

March 23, 2015

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

Dear Mr. President:

On behalf of the National Infrastructure Advisory Council (NIAC), we are pleased to submit the Council's Final Report and Recommendations on *Executive Collaboration for the Nation's Strategic Infrastructure*, as requested.

In April 2014, the Council received a tasking to provide a report to the President which would provide the Council's perspective on a Chief Executive Officer (CEO) or equivalent senior executive's decision-making role to contribute to a public-private partnership, the benefits and challenges of such engagement, criteria for effective sustainability, and a model for effectively communicating with senior executives on the critical infrastructure mission. With the growing scope and complexity of threats to the Nation, the Council sees that engaging all resources to more efficiently address these threats is needed. Further, the NIAC recognizes that CEO's have the ability to most effectively respond to this environment and to accelerate the pace and scope of activities which will most rapidly improve resilience. Their engagement is critical.

For the purpose of this report, the Council defined "engagement" as an outcomes oriented activity which convenes parties to address and solve an identified issue. The Council made two sets of recommendations in the report, related to engagement of CEOs and senior executives for both the private sector and government:

- Establish a structure and process framework for CEO and Senior Executive Decision-Maker engagement, composed of five recommendations:
 - The President should direct the Secretary of Homeland Security to work with the Sector Specific Agency heads for the Electricity Sub-Sector, Water, Transportation, Communications and Financial Services to establish a Strategic Infrastructure Executive Council under CIPAC, composed of CEO or Senior Executive Decision-Makers from these sectors and their counterpart agencies, to identify national priorities and develop joint or coordinated action plans and agreements to implement them.
 - The Secretary of Homeland Security should work with the Secretary of Energy to facilitate the Electricity Sub-Sector sponsorship of the Strategic Infrastructure Executive Council and its CEO or Senior Executive Decision-Makers as a cross sector group under CIPAC.
 - For any proposed engagement within this framework, the Secretary of Homeland Security should work with the relevant Sector Specific Agency heads and the Assistant to the President for Homeland Security and Counterterrorism in the National Security Council to

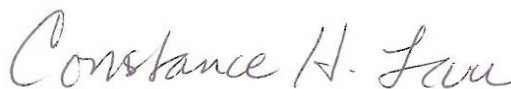
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identify, clarify, and articulate the relevant national priorities, and the compelling and mutual value proposition in consultation with their sector counterparts, in preparation for engagement.

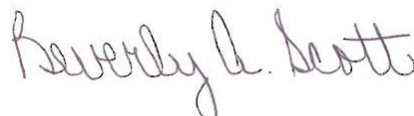
- The Secretaries of Homeland Security and Energy should work with other relevant Sector Specific Agency heads and their critical infrastructure counterparts to identify the appropriate CEOs or Senior Executive Decision-Makers to participate in this engagement framework.
- The President should establish a permanent budget line item through the Office of Management and Budget and the Department of Homeland Security, as the recognized national coordinator for the critical infrastructure security and resilience mission, to provide permanent staff, analytic resources and administrative support, to assure the effectiveness and efficiency of participation by Senior Executive Decision-Makers in the framework to advance the national actions needed. Sustainable progress for a forum of both public and private senior executives to produce meaningful results for critical infrastructure-related national security issues requires dedicated support.
- Identify a model of tailored communication targeting CEOs and equivalent Senior Executive Decision-makers, composed of three recommendations:
 - Tailor the messaging or content of any communication to be relevant to the CEO's fiduciary risk management responsibilities.
 - Tailor and target format of the communication to the CEO to be as efficient as possible, acknowledging limited attention span and availability of time.
 - Utilize established, CEO-credible or "trusted" channels or venues for transmittal of communication.

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

Sincerely,



Constance Lau
President and CEO
Hawaiian Electric Industries, Inc.
NIAC Chair



Dr. Beverly Scott
Former CEO/General Manager, Massachusetts
Bay Transportation Authority, Administrator,
MassDOT Rail & Transit Division
NIAC Vice Chair