

NATIONAL INFRASTRUCTURE ADVISORY COUNCIL (NIAC)

EVALUATION AND PATH FORWARD FOR NIAC STUDIES

NIAC FUTURE FOCUS STUDY

FEBRUARY 16, 2017

Mike Wallace, Former Vice Chairman and COO, Constellation Energy, **Co-Chair**

➤ **Joan McDonald**, Principal, JMM Strategic Solutions, **Co-Chair**

➤ **Beverly Scott, Ph.D.**, CEO, Beverly Scott Associates, LLC

➤ **Jan Allman**, President, CEO and General Manager, Marinette Marine Corporation

Robert Carr, Founder and Former Chief Executive Officer, Heartland Payment Systems

Ben Fowke, Chairman and CEO of Xcel Energy

Constance Lau, President and Chief Executive Officer, Hawaiian Electric Industries, Inc.

Keith Parker, General Manager and CEO, Metropolitan Atlanta Rapid Transit Authority

➤ *Working Group members responsible for Evaluation and Path Forward for NIAC Studies (WS#1)*

BACKGROUND

- NIAC is made up of **senior executive advisors** who comprehensively examine **national cross-sector critical infrastructure issues**.
 - 27 studies between 2004-2016
 - 270 recommendations
 - 73% of recommendations accepted for full implementation (2004-2015)

VALUE OF NIAC STUDIES

- Senior leaders from government and industry familiar with NIAC studies view them as a useful source for:
 - An independent voice on cross-cutting critical infrastructure issues
 - Objective insights
 - Comprehensive research on a given topic
 - Impactful recommendations

FRAMING QUESTION

- How can the NIAC improve its recommendations to drive action on key critical infrastructure issues?

STUDY OVERVIEW

■ The Working Group:

- Conducted **18 interviews** with senior leaders from government and private sector, and current and former NIAC members
- Reviewed and built upon **analysis of all prior NIAC studies** and recommendations
- Performed an **in-depth examination of 2 NIAC studies**, including 6 additional interviews, to identify characteristics of successful recommendations

■ The result is:

- 5 areas for NIAC study improvements identified
- 11 response actions identified

Recommended actions are within NIAC's current authority and can be implemented immediately with the Council's approval

AREAS FOR IMPROVEMENT

- I. **There is a lack of understanding about NIAC's role and capabilities.**
 - Response: Recommend changes to NIAC's executive order and charter to leverage the unique value of the Council's cross-sector senior executives
 - Response: Provide briefings to Federal agencies about NIAC and the studies that affect their agencies
 - Response: Conduct proactive, ongoing dialogue with the White House, Federal agencies, private sector organizations (i.e., industry associations and SCCs), and other key stakeholders before, during, and after studies

AREAS FOR IMPROVEMENT

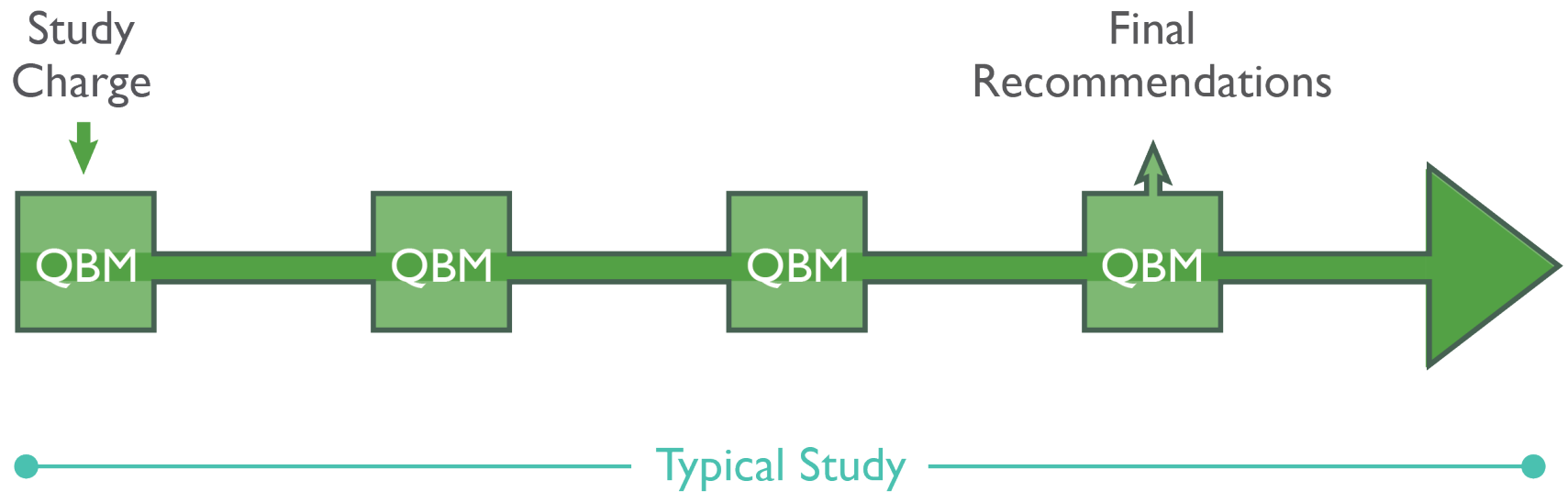
- 2. There is no formal process to drive the implementation of recommendations.**
 - Response: Conduct outreach with key stakeholders following report release
 - Response: Request follow-up reporting by agencies on status of implementation

AREAS FOR IMPROVEMENT

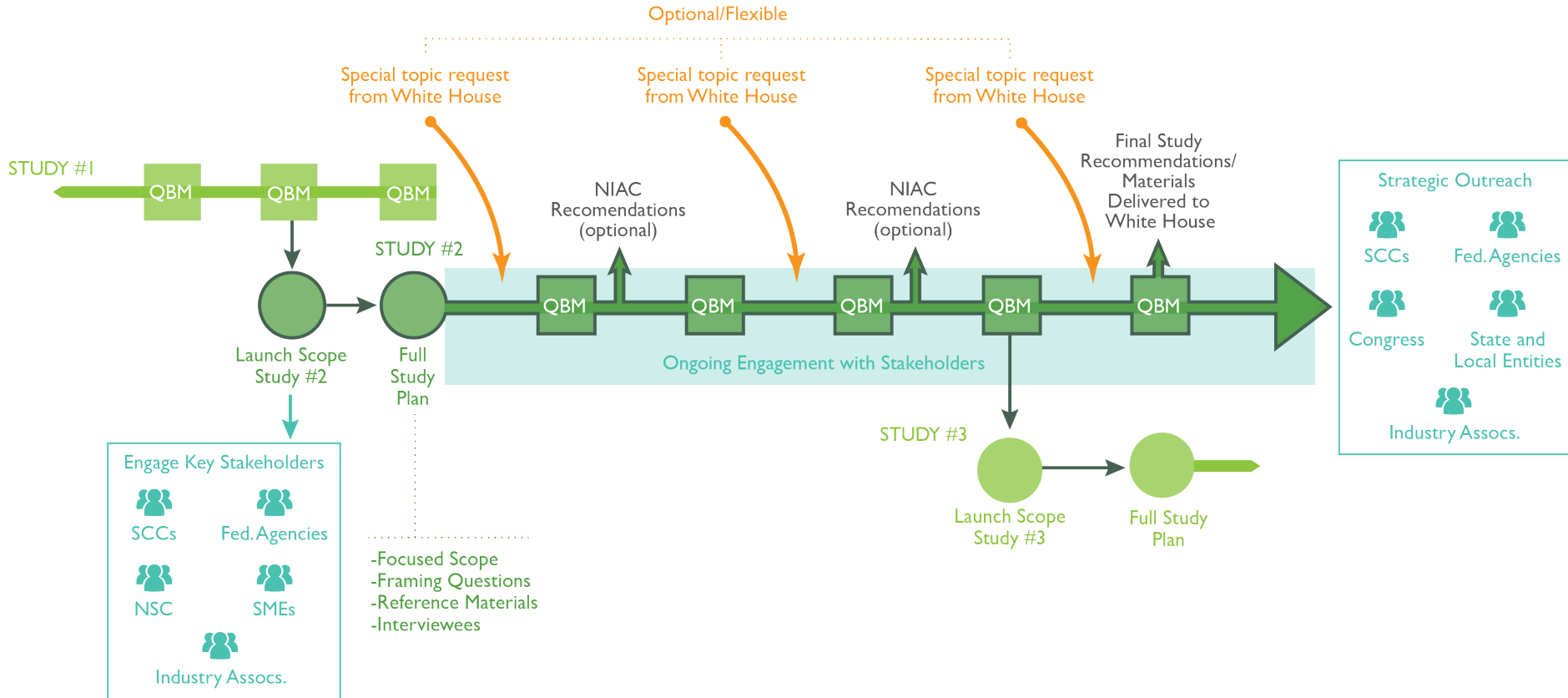
3. Comprehensive studies provide valuable insights and recommendations, but there is an opportunity to provide valuable recommendations as the study progresses.

- Response: Restructure NIAC's study process to be more dynamic by reducing the time it takes to start a study, incorporating ongoing White House topic requests into a study, and providing actionable recommendations throughout the study
- Response: Engage affected sectors before a study starts through industry organizations, SCCs, and other entities to ensure there is no duplication of effort, and the NIAC has a clear understanding of the issues facing the sector

CURRENT NIAC STUDY PROCESS



PROPOSED DYNAMIC NIAC STUDY PROCESS



AREAS FOR IMPROVEMENT

- 4. Comprehensive studies can result in detailed reports that are not easily accessible for all audiences or stakeholders.**
 - Response: Structure NIAC products to provide the right level of detail for the right audience to drive action

AREAS FOR IMPROVEMENT

- 5. Recommendations cannot be implemented if they are clearly outside an agency's existing mission, budget, and authority; and do not identify specific actions.**
- Response: Identify a specific Federal organization that has budget, mission, and authority
 - Response: Recommend changes to policy, budget, and authority if needed for agencies to implement recommendations outside of their current budget and authority
 - Response: Enhance implementation by linking recommendations to national policy goals and objectives

NIAC EXECUTIVE ORDER & CHARTER REVISIONS

The current executive order and charter language **focus on one aspect** of risk reduction, sector engagement, and government coordination:

- Risk Reduction: Information Sharing
 - Information sharing is essential, but collaborative approaches for risk reduction also require sharing **data, resources, and best practices** across sectors and partners.
- Sector Engagement: Sector Coordinating Councils (SCCs)
 - SCCs are crucial to the public-private partnership model, but there is a need to engage the **private sector more broadly** in addition to the SCCs.
- Government Coordination: Sector-Specific Agencies (SSAs)
 - SSAs provide essential support and coordination for their sectors, but national critical infrastructure security and resilience requires **working across all government entities**, including the SSAs, Congress, other Federal agencies, and State, local, tribal, and territorial governments.

NEXT STEPS

- Request Council approval on areas of improvement and response actions
- Request Council approval to review the executive order and charter language to recommend potential changes



APPENDIX



WORKING GROUP INTERVIEWS

1. **Caitlin Durkovich**, A/S Infrastructure Protection, DHS
2. **Pat Hoffman**, A/S Electricity Delivery and Energy Reliability, DOE
3. **Darrell Darnell**, Senior Associate VP, Safety and Security, GWU; former NSC staff
4. **Richard Moore**, Associate Director for Security Policy and Plans, DOT, former Branch Chief, DHS Office of Cyber and Infrastructure Analysis
5. **Ahsha Tribble**, Deputy Regional Administrator, FEMA Region 9; former NSC Staff
6. **National Security Council Staff**: Stephanie Morrison, Director, Critical Infrastructure Policy; Monica Maher, Director, Cybersecurity
7. **Glenn Gerstell**, General Counsel, NSA, and former NIAC member
8. **Scott Aaronson**, Executive Director, Security and Business Continuity, Edison Electric Institute
9. **Eric Goldstein**, Senior Counselor to A/S Cybersecurity and Communications, DHS
10. **Brian Peretti**, Financial Services Critical Infrastructure Program Manager, US Treasury
11. **Tom Fanning**, Chairman, President, and CEO of Southern Company, and Chair of the Electricity Subsector Coordinating Council
12. **Financial Services Sector Coordinating Council representatives**
13. **Jim Caverly**, Institute for Defense Analyses
14. **Water Sector Coordinating Council representatives**
15. **Mary Peters**, former U.S. Secretary of Transportation and former Federal Highway Administrator
16. **Al Edmonds**, Chairman and CEO of Edmonds Enterprise Services, Inc., and CEO of Logistics Applications, Inc., and a current NIAC member
17. **Peg Grayson**, President-Commercial Sector of Consulting Services Group, and current NIAC member
18. **Alfred Berkeley**, Chairman, Princeton Capital Management, and former NIAC member