



FUTURE FOCUS STUDY

NATIONAL INFRASTRUCTURE ADVISORY COUNCIL (NIAC)

QUARTERLY BUSINESS MEETING, SEPTEMBER 16, 2016

Mike Wallace, Former Vice Chairman and COO, Constellation Energy; Member, Cybersecurity Subcommittee, Homeland Security Advisory Council, DHS; Member, Steering Committee, Electric Subsector Coordinating Council (ESCC), Co-Chair

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

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

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

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

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

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

Ben Fowke, Chairman and CEO of Xcel Energy

NIAC Future Focus Study

- Consider new areas for future studies based on trends, known gaps, and vulnerabilities. Provide a report to the President that delivers an analytically-informed list of recommended study topics to inform the next administration.
- Review past studies and report recommendations to produce recommendations to improve the development of future studies and make them EVEN more impactful.
- Develop the scope for a cyber study to be conducted in 2017. The scope should build on the NIAC's 2007 *Convergence of Physical and Cyber Technologies and Related Security Management Challenges* report, acknowledge the ongoing work of other stakeholder agencies and councils, and coordinate with these stakeholders to avoid duplicative efforts.

NIAC Future Focus Study Outcomes

- Identify ways to make future study recommendations more impactful.
- Generate a list of recommended study topics based on analysis of previously covered topics, and insights from Federal Government leaders, private sector partners, and NIAC members.
- Review and analyze previous studies to identify the needs being addressed, and the resulting findings and recommendations. Part of this review will identify what happens once a recommendation is made (e.g., the path the recommendation takes through the Federal Government and the decision process for implementing it), keeping in mind the sensitivities surrounding implementation.
- Develop the scope for a cyber study to be conducted in 2017. The scope should build on the NIAC's 2007 Convergence of Physical and Cyber Technologies and Related Security Management Challenges report, acknowledge the ongoing work of other stakeholder agencies and councils, and coordinate with these stakeholders to avoid duplicative efforts.

NIAC Future Focus Study Framing Questions

1. How can we improve the structure of the study process to result in better adoption and implementation of recommendations?
2. What topics should the NIAC evaluate in 2017 that are relevant, have impact, and add value?
3. What does the NIAC need to know to make sure a recommendation is most useful and actionable given budget and authorities available to partner agencies?
4. Which cybersecurity challenges of critical infrastructure should NIAC address that will complement but not duplicate the work of other agencies?

NIAC Future Focus Study: Draft Project Plan and Schedule

**NIAC Evaluation
Work Stream**
(Lead: Joan)

**Combined
Activities**

**Cyber Study Scope
Work Stream**
(Lead: Mike)

Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Topic-Specific Research and Literature Review		Topic-Specific Interviews, if needed		Analysis and Development of Findings and Recs						
Interviews and Briefings w/ Federal Officials, Private Sector CEOs, & NIAC Members			Facilitated work session to identify initial themes (Dec. 5)		Integration of Work Streams and WG Review		Final Report			
Topic-Specific Research and Literature Review		Topic-Specific Interviews, if needed		Analysis and Development of Findings and Recs						