

# National Infrastructure Advisory Council

December 31, 2013

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 The Implementation of Executive Order 13636 (EO 13636) and Presidential Policy Directive 21 (PPD-21).

The Council examined several key aspects of EO 13636 and PPD-21: incentives for encouraging adoption of the voluntary cybersecurity framework; the status of the public-private information sharing environment, as well as its successes and challenges; the private sector value proposition for adoption of the cybersecurity framework; and the revisions to the National Infrastructure Protection Plan (NIPP).

This report reviews the approaches and efforts produced by the Integrated Task Force (ITF) in its work to direct the implementation of initiatives associated with those two documents. The report was also shaped in response to framing questions posed by the Administration, DHS, and the ITF. The Council deliberated and approved this report and its recommendations during our November 21, 2013 quarterly business meeting.

The Council would like to thank the other NIAC members for their participation in this effort and for their leadership in this study: Working Group Co-Chair David Kepler, Chief Sustainability Officer, Chief Information Officer, The Dow Chemical Company; Working Group Co-Chair Philip Heasley, President & CEO, ACI Worldwide; Glenn Gerstell, Managing Partner - Washington, Milbank, Tweed, Hadley, & McCloy, LLC, and former Chairman of the Board, District of Columbia Water and Sewer Authority; and Michael Wallace, Senior Advisor and Director, Nuclear Energy Program, Center for Strategic and International Studies, and former Vice Chairman and COO, Constellation Energy.

The report makes the following recommendations regarding the implementation of EO 13636 and PPD-21:

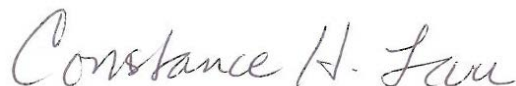
- Create a "Safe Harbor" with limited antitrust protection as part of the cybersecurity framework

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- Develop cybersecurity framework metrics based on “Metrics for Measuring of Efficacy of Critical Infrastructure Centric Cybersecurity Information Sharing Efforts,” by Fleming/Goldstein
- Use procurement as a means to encourage cybersecurity framework-compliant hardware and software
- Ensure the availability of qualified, vetted security professionals
- House the cybersecurity framework at a university, with funding from private sector owners and operators
- Assist small- and medium-sized owners and operators in meeting the goals of EO 13636
- Incorporate additional security and resilience concepts into the revised NIPP

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  
*CEO/General Manager, Massachusetts Bay*  
*Transportation Authority, Administrator,*  
*MassDOT Rail & Transit Division*  
*NIAC Vice Chair*