



Future Focus Study

Strengthening the NIAC Study Process

May 8, 2017

NIAC The President's National
Infrastructure Advisory Council

Working Group Members

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

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Robert Carr, Founder and Former CEO, Heartland Payment Systems

Ben Fowke, Chairman, President, and CEO of Xcel Energy

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

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

**Working Group members responsible for Strengthening the NIAC Study Process work stream*

Agenda

- ▶ Study Overview
- ▶ Building a More Dynamic Study Process
- ▶ Study Topics to Reduce Key Risks
- ▶ Discussion

Study Charge

- ▶ Evaluate prior work and identify ways to strengthen the NIAC study process to develop more actionable recommendations.
- ▶ Develop a list of potential topics that could be examined in future studies.

Framing Questions

1. How can the NIAC improve its recommendations to drive action on key critical infrastructure issues?
2. What topics should the NIAC consider in 2017-2018 that are relevant, have impact, and add value?

Study Overview

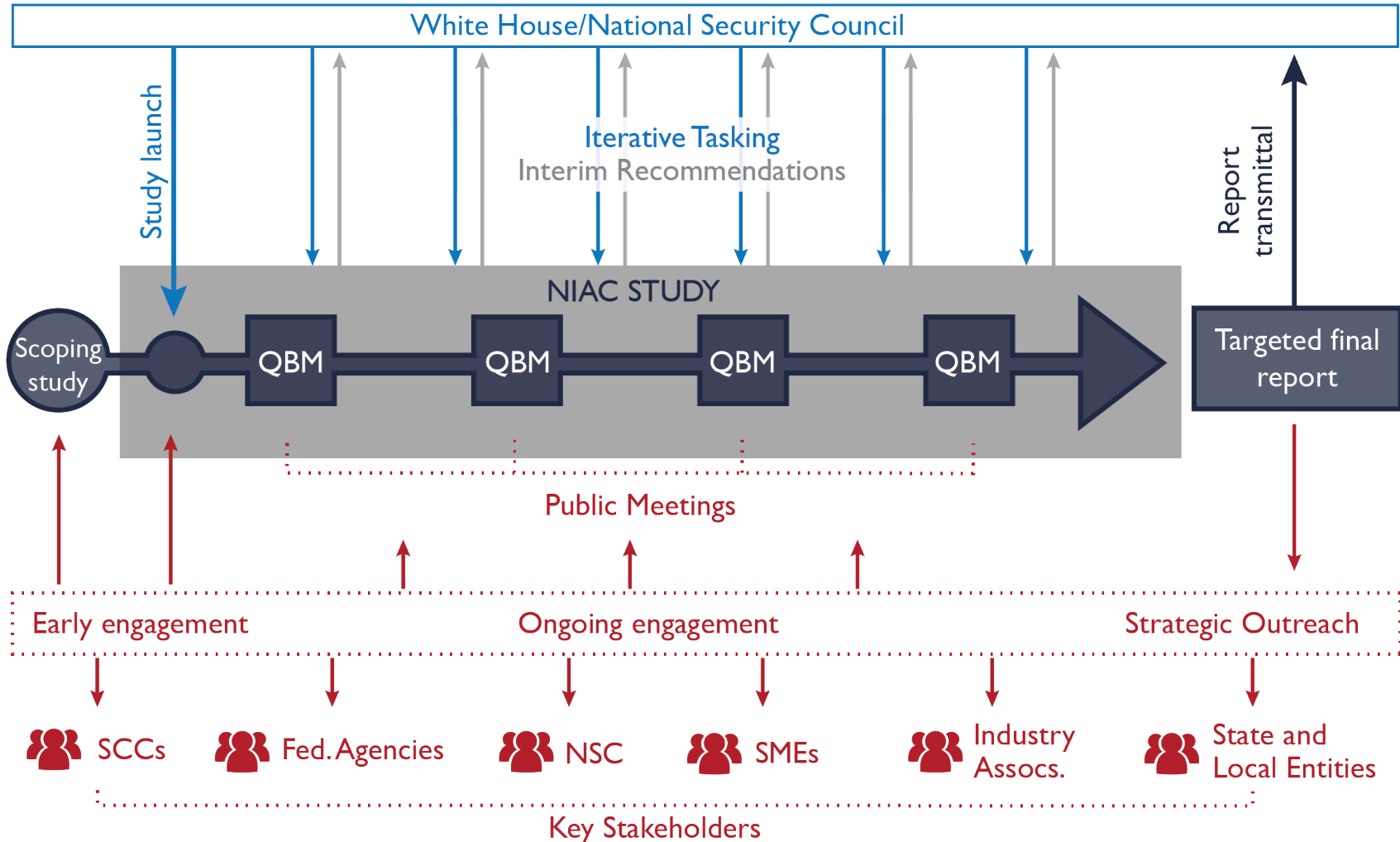
▶ The Working Group:

- Conducted **20 interviews** with senior leaders from the 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:

- Insights on the impact of NIAC studies
- Process improvements that were approved in February
- List of 7 potential topics for future studies

Building a More Dynamic Study Process



Study Topics to Reduce Key Risks

1. Incorporating resilience into Federal capital planning and recovery investments
2. Using insurance to recognize and reward investment in resilience
3. Public-private, cross-sector, and regional information sharing
4. Cross-sector interdependency risks during long-duration energy disruptions
5. Port infrastructure security and resilience
6. Workforce trends affecting critical infrastructure security and resilience
7. Security and resilience of oil and natural gas transit by pipeline and rail

Discussion

- ▶ How do these topics align with risks the Administration is seeing?
- ▶ What are the topics where the NIAC can have the greatest impact?
- ▶ Where can public-private partnerships reduce these risks?

Appendix

Working Group Interviews

1. **Scott Aaronson**, Executive Director, Security and Business Continuity, Edison Electric Institute (EEI)
2. **Alfred R. Berkeley III**, Chairman, Princeton Capital Management, and former NIAC Chair, Vice Chair, and member
3. **R. James Caverly**, Adjunct Research Staff Member, Institute for Defense Analyses; and former Director, Partnership and Outreach Division, Office of Infrastructure Protection (IP), U.S. Department of Homeland Security (DHS)
4. **Darrell Darnell**, Senior Associate Vice President, Safety and Security, The George Washington University; and former National Security Council (NSC) staff
5. **Caitlin Durkovich**, former Assistant Secretary, IP, DHS
6. **Albert J. Edmonds**, Lt. Gen. USAF (Ret.); Chairman and CEO of Edmonds Enterprise Services, Inc.; CEO of Logistics Applications, Inc.; and current NIAC member
7. **Tom Fanning**, Chairman, President, and CEO of Southern Company; Chair of the Federal Reserve Bank of Atlanta; Chairman of EEI; and Co-Chair of the Electricity Subsector Coordinating Council
8. **Financial Services Sector Coordinating Council representatives**
9. **Glenn Gerstell**, General Counsel, National Security Agency; and former NIAC member
10. **Eric Goldstein**, Branch Chief, Partnership and Engagement, Office of Cybersecurity and Communications, DHS; former Senior Counselor to the Undersecretary, National Protection and Programs Directorate (NPPD), DHS
11. **Margaret E. Grayson**, President, Commercial Sector of Consulting Services Group, and current NIAC member
12. **Patricia A. Hoffman**, Principal Deputy Assistant Secretary and Acting Assistant Secretary, Office of Electricity Delivery and Energy Reliability, U.S. Department of Energy
13. **Bob Kolasky**, Acting Deputy Under Secretary, NPPD, DHS; Acting Assistant Secretary, IP, DHS
14. **Richard Moore**, Associate Director for Security Policy and Plans, U.S. Department of Transportation
15. **National Security Council Staff: Stephanie Morrison**, Director, Critical Infrastructure Policy; **Monica Maher**, Director, Cybersecurity
16. **Brian Peretti**, Director, Office of Critical Infrastructure Protection and Compliance Policy, U.S. Department of Treasury
17. **Mary Peters**, Principal, Mary Peters Consulting; former U.S. Secretary of Transportation; and former Federal Highway Administrator
18. **Amy Pope**, Nonresident Senior Fellow, The Atlantic Council; former Deputy Assistant to the President, NSC; and current NIAC member
19. **Ahsha Tribble**, Ph.D., Deputy Regional Administrator, Federal Emergency Management Agency, Region 9; and former NSC Staff
20. **Water Sector Coordinating Council representatives**