

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 Strengthening Regional Resilience. This report reviews the challenges and successes associated with the regional resilience objective, and recommends steps the Federal Government can take to help regions become more resilient.

The report makes the following recommendations to improve regional resilience:

- Direct Sector-Specific Agencies (SSAs) to form partnerships with senior lifeline sector executives using the success of the electrical industry as a model
- Empower State and local leadership to develop regional, public-private, cross-sector partnerships to coordinate lifeline sector efforts within a region to build relationships before a disaster
- Designate Energy, Water, Communications, and Transportation as lifeline sectors since they are critical to most all other sectors and direct SSAs to revise and amend priorities accordingly
- Integrate social media into public alert and warning systems and take leadership in sharing social media best practices
- Develop solutions to minimize the challenges of site access, and wavier and permit procurement during disaster response
- Create the value proposition to justify investing in resilient cyber and physical infrastructure

The Council examined several key aspects of regional resilience, including multijurisdictional and cross-sector interdependencies involving lifeline sector services, the concept of geographically and economically unique regions, the role of public-private partnerships, the impediments to rapid response to catastrophic events, the growing role of social media in

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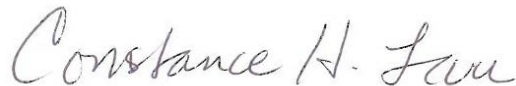
emergency communication efforts, and the obstacles that prevent investment in the construction or deployment of more resilient infrastructure.

This study built on the foundational work done in the Council's 2009 report, *Critical Infrastructure Resilience*, and the 2010 report, *Framework for Establishing Critical Infrastructure Goals*. More than 350 documents were reviewed for the report, and a total of 37 interviews were conducted with individuals with decisionmaking roles in Federal, State, and local government, as well as with industry experts, owners and operators, and non-profit organizations. As part of the report, an in-depth case study was conducted to examine the effects of Superstorm Sandy on the resilience lifeline sector assets in the mid-Atlantic region.

The Council would like to thank the other NIAC members for their participation in this effort and for their leadership in this study: Jack Baylis, President and CEO, The Baylis Group, LLC; Glenn Gerstell, Managing Partner - Washington, Milbank, Tweed, Hadley, & McCloy, LLC, and former Chairman of the Board, District of Columbia Water and Sewer Authority; David Grain, Founder and Managing Partner, Grain Management; Margaret Grayson, Chief Financial Officer, MTN Satellite Communications, and President, Grayson Associates; James Reid, President, Eastern Division, CBRE, Inc.; and Michael Wallace, Senior Advisor and Director, Nuclear Energy Program, Center for Strategic and International Studies, and former Vice Chairman and COO, Constellation Energy.

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