Overview

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- Study Approach
- A Definition for Resilience
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- Recommendations
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Objective

- Examine opportunities to integrate and encourage resilient practices and strategies within critical infrastructures. In particular, NIAC will examine:
  - How resilience is defined and practiced within the various critical infrastructure sectors
  - The role of government in developing policies and programs to promote/encourage resilience
  - Options for improving current infrastructure resilience to achieve national homeland security policy goals

Scope

- Examine critical infrastructure resilience, as opposed to community resilience
- Examine current government policies and programs affecting the 18 critical infrastructures and key resources (CIKR) sectors
- Emphasize the resilience of national infrastructures and cross-sector issues rather than the resilience of individual enterprises.
- Examine both near-term and long-term resilience opportunities
Key Information Sources

- Survey of Government Policies and Programs and Resilience Studies and Literature
- Panel Discussions with CIKR Sectors:
  - Banking and Finance
  - Communications
  - Energy – Oil and Natural Gas
  - Transportation
  - Chemical
- Executive Interviews:
  - Banking and Finance
  - Chemical
  - Defense Industrial Base
  - Healthcare
  - Nuclear
  - Postal and Shipping
  - Transportation - Rail
  - Water
- Other Interviews:
  - ASIS International
  - ASME International
  - Conference Board of Canada
  - Council on Competitiveness
  - FEMA PS Prep
  - DHS Partnerships and Outreach Division (POD)
  - UK Government Authorities and CIKR Operators
  - Various Study Authors

Working Group Definition of Resilience

- **Infrastructure resilience** is the ability to reduce the magnitude and/or duration of disruptive events. It is the ability to *anticipate, absorb, adapt to, and/or rapidly recover* from a potentially disruptive event. It has three key features:
  - **Robustness**: the ability to maintain critical operations and functions in the face of crisis
  - **Resourcefulness**: the ability to prepare for, respond to, and manage a crisis or disruption as it unfolds
  - **Rapid recovery**: the ability to return to and/or reconstitute normal operations as quickly and efficiently as possible after a disruption
- **Protection** and **resilience** represent complementary elements of a comprehensive risk management strategy
Major Findings

- A common definition will help guide policy development.
- The current policy framework for infrastructure security is fundamentally sound but could be improved to better reflect principles of resilience.
- The Public-Private Sector Partnership Framework provides an excellent collaborative mechanism for improving infrastructure resilience.
- The business case for infrastructure resilience is well suited for a federal government role as an enabler and facilitator for owners and operators.
- Current market mechanisms may be inadequate to achieve the level of resilience needed to ensure public health, safety, and security.

Two Recommendation Areas

Policy Framework and Governance

Mechanisms to Achieve CIKR Resilience
Fortify Government Policy Framework to Strengthen Critical Infrastructure Resilience

- Adopt the NIAC definition for resilience
- Develop resilience goals through collaborative dialog with CIKR sectors
- White House leadership is vital to development of national resilience policy
- Issue HSPD-level authority to develop national policy on resilience
- Expand resource allocation criteria to include resilience-focused risk management

Improve Government Coordination to Enhance Critical Infrastructure Resilience

- White House leadership is critical to coordinate and adjudicate conflict among regulatory agencies
Clarify Roles and Responsibilities of Critical Infrastructure Partners

- Review incident management documents
- Establish a common understanding on resilience goals
- State and local governments should develop regional goals
- DHS to monitor and report sector resilience
- Address role of repair and maintenance on CIKR resilience

Strengthen and Leverage Public-Private Partnership

- Collaborate with CIKR owners and operators throughout resilience policy development process
- Use the Sector Partnership Model to develop resilience policy
- Foster government facilitator role to enable companies to share information
- Implement the NIAC’s recommendations from the recent Frameworks Report
- Build institutional and personal relationships with CIKR executives
- Apply better understanding on the role of design and construction in infrastructure resilience
Encourage Resilience Using Appropriate Market Forces

- Leverage sector understanding of market forces, incentives, and disincentives to apply appropriate action to strengthen infrastructure resilience

Implement Government Enabling Activities & Programs in Concert with CIKR Owners & Operators

- Use cross-sector exercises to identify interdependencies, improve preparedness, and establish relationships
Questions?