National Infrastructure Advisory Council

December 20, 2010

The Honorable Barack H. Obama
President of the United States
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC

Dear Mr. President:

We are pleased to submit the National Infrastructure Advisory Council's (NIAC) Final Report and Recommendations on *Optimization of Resources for Mitigating Infrastructure Disruptions,* a study that focuses on actions that would allow critical infrastructures to better support the resilience of communities.

The NIAC would like to thank Margaret Grayson, President of Grayson & Associates, and Tom Noonan, former General Manager of IBM Internet Security Systems, for their leadership in this study as co-chairs of the Working Group. The Council also would like to thank the other NIAC members who participated in this effort, as well as critical infrastructure executives and subject matter experts who contributed to the study. A special word of appreciation is also given to Ulie Seal and Cherrie Black, Chair and Co-Chair respectively of the State, Local, Tribal, and Territorial Government Coordinating Council, for their support and contributions to this study.

The study provides a framework for how and where the infrastructure protection and resilience mission of the Department of Homeland Security (DHS) can better support the broad national mission of community resilience. This study built on the foundational work done in the Council's 2009 *Critical Infrastructure Resilience* report.

The members of the Council were encouraged by the Administration's strategic approach to building the national foundation of resilience, as reflected in the *National Security Strategy* of May 2010. The NIAC believes that national resilience must build upon effective cooperation between the various levels of government, the owners and operators of critical infrastructure, local communities, and private citizens. The enclosed *Optimization of Resources for Mitigating Infrastructure Disruptions Report* includes detailed findings and recommendations to advance this goal.

The Council respectfully submits the following recommendations to improve the Nation's resilience through enhanced synergy between infrastructure resilience and community resilience. We believe these recommendations align with, and strongly support, both the *National Security Strategy* and the strategic framework presented in the DHS *Quadrennial Homeland Security Review Report.*

- The Federal Government, through DHS, should lead a national effort to improve the understanding of resilient activities and how they are implemented in support of combined infrastructure and community resilience.

- DHS should take a leadership role in an initiative to enhance regional and community-level information exchange through the increased availability of data, information, tools, and techniques that bear upon critical infrastructure protection and resilience. The NIAC especially recommends that this information exchange be expedited through the wider use of fusion centers, and that the NIAC should examine how to enhance infrastructure owner/operator participation in, and contributions to, fusion-center effectiveness in community/infrastructure resilience.

- DHS should expand the provision of scalable, low-cost tools and techniques for community-level identification and assessment of infrastructure interdependencies.

- DHS should lead a continuing effort to enhance the transfer of expertise and lessons learned from national-level infrastructure planning and analysis to regional and community-level systems.

- DHS should develop a national "playbook" to be used by DHS to clearly identify the impact on critical infrastructure services that result from changes in the Threat Condition under the Homeland Security Advisory System.

- The NIAC should prepare a follow-up report to the July 2009 *Framework for Dealing with Disasters and Related Interdependencies* report to determine the implementation status of recommendations to remove cross-jurisdictional and other impediments to the transportation and use of outside assets during an emergency. It is recommended that this follow-up report also explore the possibility of implementing standard approaches and agreements to alleviate these constraints.

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,

Erle Nye
Chairman Emeritus
TXU Corp.
Chairman, NIAC

Alfred R. Berkeley, III
Chairman
Pipeline Financial Group, LLC.
Vice Chairman, NIAC

cc The Honorable Joseph R. Biden, Vice President
The Honorable Janet Napolitano, Secretary of Homeland Security