National Infrastructure Advisory Council (NIAC)

Critical Infrastructure Partnership Strategic Assessment Study

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Overview

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Objective

- The Study is examining the Sector Partnership Model for critical infrastructure protection to identify opportunities to strengthen public-private collaboration.

- To achieve this, the Study will:
  - Assess the effectiveness of the partnership model in achieving its stated objectives.
  - Identify options to improve the efficiency and effectiveness of the partnership.
  - Identify opportunities to update the partnership model to respond to changing requirements.
  - Look to strengthen executive level participation in the private sector.

Scope

- Focusing On:
  - The Sector Partnership Model, as described in the National Infrastructure Protection Plan (NIPP July 2006).
  - The Critical Infrastructure Partnership Advisory Council (CIPAC), which provides the legal framework through which Sector Coordinating Councils (SCC) and Government Coordinating Councils (GCC) engage in collaborative activities.
  - Limited to the 18 sectors identified as “critical infrastructures and key resources (CIKR)” by the NIPP.
  - Has included investigations of the design, governance structure, processes, operations, and implementation approaches used to accomplish partnership activities.
Approach and Progress

The Study Group used a three-phase approach to the Study:

- **Phase 1** – Focus on assessing the current state of the sector partnership *(complete)*
- **Phase 2** – Focus on identifying options and opportunities for improving the partnership based on experience with other successful partnerships *(complete)*
- **Phase 3** – Focus on developing recommendations for to improve effectiveness of the sector partnerships *(underway)*

Timeline and Work to Date

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<tr>
<th>Date</th>
<th>Milestone Description</th>
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<tr>
<td>Jan 2009</td>
<td>NIAC Meeting</td>
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<td>2008 Jan 8</td>
<td>NIAC Meeting</td>
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<td>April 2008</td>
<td>NIAC Meeting</td>
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<td>July 2008</td>
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<td>Oct 2008</td>
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<td>Nov 2008</td>
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<td>Dec 2008</td>
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Working Milestones:

- Jan 6, 2008: Study Kickoff
- Apr 4, 2008: MAC Meeting
- Jul 30, 2008: MAC Meeting
- Oct 30, 2008: MAC Meeting
- Nov 18, 2008: MAC Meeting

Stakeholder Meetings:

- Jan 2008: Study Kickoff Meeting
- Apr 2008: Study Group Discussion
- Jul 2008: Study Group Discussion
- Oct 2008: Study Group Discussion
- Nov 2008: Study Group Discussion
- Dec 2008: Study Group Planning Discussion
- Jan 2009: Study Group Discussion
- Feb 2009: Study Group Discussion
- Mar 2009: Study Group Discussion
- Apr 2009: Study Group Discussion
- May 2009: Study Group Discussion
- Jun 2009: Study Group Discussion
- Jul 2009: Study Group Discussion
- Aug 2009: Study Group Discussion
- Sep 2009: Study Group Discussion
- Oct 2009: Study Group Discussion
- Nov 2009: Study Group Discussion
- Dec 2009: Study Group Discussion

Final Report:
- Oct 2009: MAC Meeting
- Nov 2009: MAC Meeting
- Dec 2009: MAC Meeting

MAC Collaboration and Approval for Final Report:
- Dec 2009: MAC Meeting
NIAC Participation

Working Group Members
- **Al Berkeley**, Chairman & CEO, Pipeline Trading Systems, Working Group Chair
- **Mike Wallace**, Vice Chairman, Constellation Energy, Study Group Chair
- **Margaret E. Grayson**, President, Coalescent Technologies, Inc., Working Group Co-Chair
- **Chief Gilbert Gallegos**, Retired Chief of Police, Albuquerque, NM, Working Group Co-Chair

More participation from NIAC members and new NIAC members:
- **Jim Nicholson**, President and CEO, PVS Chemicals
- **Jim Reid**, President U.S. Eastern Division, CB Richard Ellis
- **Denny Houston**, Executive VP, ExxonMobil
- **David Bronczek**, President and CEO, FedEx Express
- **Wesley Bush**, President and COO, Northrop-Grumman

Study Group - Core Group

Core Study Group (weekly conference calls):
- **Kevin Nietmann**, Vice President, Constellation Energy Nuclear
- **Dr. Ronald R. Luman**, National Security/Warfare Analysis Departments Head, Johns Hopkins University/Applied Physics Laboratory
- **Bill Muston**, Manager, Research & Technology Development, Oncor Electric Delivery
- **Pete Allor**, Security Director, IBM
- **Patricia Andrew**, Director of Corporate Communications, Coalescent Technologies
- **Scott Blanchette**, Senior Vice President, Healthways
- **Donald F. Donahue**, Chairman & CEO, The Depository Trust & Clearing Corporation
- **General John Gordon** (USAF Retired)
- **David Heyman**, Director & Sr. Fellow, CSIS
- **Mike Hickey**, Vice President, Government Affairs, Verizon
- **Hugh J. Kiley, Jr.**, Assistant Vice President Operations, Norfolk Southern
- **Ken Watson**, Senior Manager, Critical Infrastructure Assurance Group, Cisco Systems
- **Larry Weyers**, President and CEO, Integrys Energy Group
Study Group - CEO Roundtable

In addition to the NIAC members participating in the CEO Roundtable, the group has also recruited the following industry leaders:

- **Chuck Canterbury**, National President, Grand Lodge, Fraternal Order of Police
- **Donald Correll**, President & CEO of American Water
- **Donald F. Donahue**, Chairman & CEO, The Depository Trust & Clearing Corporation
- **General John Gordon** (USAF Retired)
- **Ben R. Leedle**, President and CEO, Healthways, Inc.
- **Todd Ramsey**, General Manager, IBM Global Government Industry
- **Kenneth A. Samet**, President and CEO, MedStar Health
- **Rick Sergel**, President and CEO, North American Electric Reliability Corporation
- **Stephen Tobias**, Vice Chairman & COO Norfolk Southern
- **Bob VanderClute**, Sr. Vice President, Association of American Railroads
- **Larry Weyers**, President and CEO, Integrys Energy Group

Data Gathering

- **Interviews**
  - Selected CEO interviews
  - Held 34 Subject Matter Expert Interviews (Sector Coordinating Council Chairs, Sector Specific Agencies, Policy Makers, Partnership founders)
- **Weekly Study Group Conference Call discussions**
  - Held 16 Study Group conference calls to date
- **CEO Roundtable Discussions**
  - Held 4 CEO Roundtable Calls to date
  - Testing key findings and explore potential solutions at strategic level
- **Document Reviews**
  - Reports - NIAC, GAO, CRS, etc.
  - Sector Annual Reports
- **Other opportunities** - PCIS meeting, Financial Services Roundtable Meeting, etc.
Key Findings

- The partnership is valuable and useful, but needs adjustment in many sectors
  - Need to reenergize and reengage partners
  - Communicate importance of partnership in transition to new administration
- Need stronger executive leadership participation on both Public and Private Sector sides.
  - Scalable executive engagement
- Need for balance in “a partnership of equals”
  - Need more flexibility in how sectors engage with the government
  - Need to balance DHS/NIPP/Government requirements with SCC resources
- Need for improved government integration and coordination on interaction with the private sector in the partnership

Also found:
- Interest in addressing cross sector issues
- Importance of improved information sharing

Steps Ahead

- Face to face Study Group and CEO Group meetings.
  - July 31 Study Group meeting in Baltimore
  - September 26 CEO Group meeting
- Refine Draft Recommendations
- Finalize Draft Report
- Prepare Final Report
Questions?