

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

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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

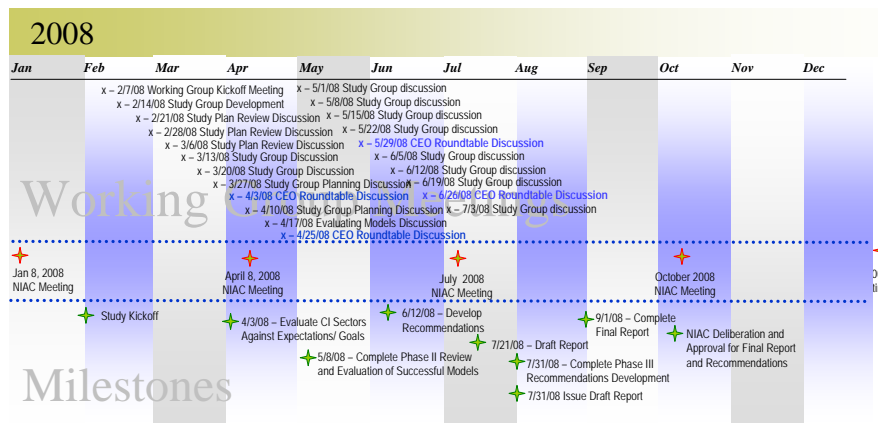
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Approach and Progress

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



NIAC Participation

Working Group Members

- ▣ **AI 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

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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

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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

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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.

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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

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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

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Questions?