

# National Infrastructure Advisory Council

January 22, 2007

The Honorable Michael Chertoff  
Secretary  
Department of Homeland Security  
Washington, D.C.

Dear Secretary Chertoff:

We are pleased to submit the final report and recommendations of the National Infrastructure Advisory Council (NIAC) study on the Prioritization of Critical Infrastructure for a Pandemic Outbreak in the United States. The NIAC would like to thank Chief Rebecca F. Denlinger, Fire Chief Cobb County (Ga.) Fire and Emergency Services, Ms. Martha H. Marsh, President and CEO, Stanford Hospital and Clinics, and Mr. Bruce A. Rohde, Chairman and CEO Emeritus, ConAgra Foods, Inc. for their leadership on this study. The Council also appreciates the hard work and effort of the Study Group members and Subject Matter Experts.

In a letter dated May 17, 2006, you and Department of Health and Human Services Secretary Michael O. Leavitt asked the Council to study and make recommendations on critical infrastructure prioritization for a pandemic, including the distribution of medical countermeasures. In response to this joint request, the NIAC developed a sector assessment survey to understand the private sector's needs and abilities during a pandemic. The NIAC distributed the survey through numerous channels across all CI/KR sectors, and asked recipients to answer questions based on the issues you and Secretary Chertoff raised in your letter.

During its study, the Council ranked critical goods and services, and identified common trends, which established a consensus that most top cross-sector priorities included basic goods or services, such as electricity or communications. The NIAC also addressed cross-sector interdependencies to improve pandemic planning and response. Throughout the study, the NIAC uncovered numerous key interdependencies, which address external critical goods and services.

The report also presents the total number of critical workers that each sector identified as being essential to their operations during a pandemic outbreak. The Final Report details the more than 12 million "Tier 1" critical employees across all CI/KR sectors and the nearly 17 million critical workers identified as Tier 1, Tier 2, or Tier 3 by each sector. The Council believes these figures provide a solid baseline to further explore and refine worker categories and numbers. The Final Report also includes a series of comprehensive recommendations, many of which we have outlined below, for your consideration.

- *Pre-define a consistent pandemic communications plan with tailored communications specifically targeting audiences based on various pandemic scenarios.*

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- *Develop and **pre-position communications** in all distribution channels. Engage private sector to **augment communications distribution** to the critical workforce.*
- *The public- and private-sector critical infrastructure partners should **continue refining existing communications plans, processes, and success metrics** through response exercises, including participation from appropriate State and local representatives. The Federal government, in consultation with CI/KR owner- operators, should develop a mechanism to refine and identify priority workforce groups across all sectors.*
- ***Continue developing a clearly defined vaccine and antiviral medication distribution strategy.** Consider the Council's pandemic prioritization efforts as a starting point for further clarification about the government's ultimate distribution strategy.*
- *Consider alternative distribution strategies and guidance providing owner-operators a greater role in prioritizing employees for vaccines and antiviral medications. **Build flexibility into distribution frameworks** to allow the private sector to receive, distribute, and, with appropriate medical support, dispense vaccine and antiviral medications to their critical workforce.*
- *More clearly **define response and containment roles and responsibilities.***
- *Engage appropriate resources to ensure adherence to the distribution strategy and the **economical use of limited vaccine and antiviral resources.***
- *The Federal government should improve its engagement of key private-sector elements in proactive **surveillance and monitoring activities.***
- *Develop clearly defined vaccine and antiviral distribution strategies to ensure deployment and consider alternative distribution methods **engaging the private sector in directly distributing antiviral medications and vaccines** to in-scope critical workforce.*
- *Using this report's findings as a baseline, the Federal government should **develop an innovative and easy-to-use mechanism to identify the priority workforce groups** clearly.*

Mr. Secretary, on behalf of my 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*

cc Frances Fragos Townsend, Assistant to the President for Homeland Security and Counterterrorism;  
Homeland Security Advisor  
Attachment: Final Report and Recommendations—The Prioritization of Critical Infrastructure for  
a Pandemic Outbreak in the United States Working Group—January 16, 2007