

**CRITICAL INFRASTRUCTURE PARTNERSHIP**  
**ADVISORY COUNCIL**  
**(CIPAC)**

**July 19, 2007**

Capital Hilton  
1001 16<sup>th</sup> Street, NW – Presidential Ballroom  
Washington, DC 20036

- 7:00 a.m. – 8:00 a.m.      **Registration**
- 8:00 a.m. – 8:05 a.m.      **Call to Order – CIPAC Plenary Session Background**
- *Nancy J. Wong*  
Designated Federal Official (DFO), CIPAC  
U.S. Department of Homeland Security (DHS)
- 8:05 a.m. – 8:20 a.m.      **Opening Remarks: *Setting the Stage for the Plenary Session***
- *Robert B. Stephan*  
Assistant Secretary for Infrastructure Protection  
DHS  
Co-Chair  
CIPAC
  - *Michael Wallace*  
President  
Constellation Generation Group  
Co-Chair  
CIPAC
- 8:20 a.m. – 8:25 a.m.      **Partnering with the Federal Government: *The State, Local, Tribal and Territorial Perspective in Protecting Critical Infrastructure/Key Resources***
- *Colonel Michael McDaniel*  
Homeland Security Advisor  
State of Michigan  
Chair  
State, Local, Tribal, and Territorial Government Coordinating Council (SLTTGCC)

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8:25 a.m. – 9:05 a.m.

### **Panel I: Working Together to Ensure Economic Stability**

- Communications
  - *Mike Hickey – SCC / Greg Garcia – GCC*
- Information Technology
  - *Guy Copeland – SCC / Greg Garcia – GCC*
- Banking and Finance
  - *Shawn Johnson – SCC / Valerie Abend – GCC*

9:05 a.m. – 9:30 a.m.

### **Panel II: Protecting America's Distinctive Landscape**

- Commercial Facilities
  - *Roger Platt – SCC / Dave Crafton – GCC*
- Government Facilities
  - *Susan Burrill – GCC*

9:30 a.m. – 10:20 a.m.

### **Panel III: Power & Water United to Reduce Risk – A Study of Interdependencies**

- Water
  - *Billy Turner – SCC / Michael Shapiro – GCC*
- Energy
  - *Stuart Brindley – SCC (Electricity) / Al Philippus – SCC (Oil & Natural Gas) / Kevin Kolevar – GCC*
- Dams
  - *Hal Dalson – SCC / Enrique Matheu – GCC*
- Nuclear
  - *Michael Wallace – SCC / Beth Reed – GCC*

10:20 a.m. – 10:30 a.m.

### **Break**

10:30 a.m. – 11:25 a.m.

### **Panel IV: Preparedness and Response Successes: Using Collaboration and Speed to Save Lives**

- Food and Agriculture
  - *Clay Detlefsen – SCC / Diane DiPietro – GCC / David Acheson – GCC*
- Healthcare and Public Health
  - *Chris Lake – SCC / Lucienne Nelson – GCC*
- Chemical
  - *Rick Kane – SCC / Amy Freireich – GCC*
- Emergency Services
  - *Kory Whalen – GCC*

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11:25 a.m. – 12:05 p.m.

**Panel V: Supply Chain Strategies**

- Defense Industrial Base
  - *Barry Bates – SCC / Bill Bryan – GCC*
- Transportation Systems
  - *Chris Bidwell – SCC (Aviation) / Martin Rojas – SCC (Highway & Motor Carrier) / Doyle Raines – GCC*
- Postal and Shipping
  - *Doyle Raines – GCC*

12:05 p.m. – 12:20 p.m.

**The Sector Partnership's Role in Incident Management**

- *Robert F. Shea*  
Associate Deputy Administrator  
Federal Emergency Management Agency (FEMA)

12:20 p.m. – 12:30 p.m.

**The Path Forward: Working Together to Address CI/KR Interdependencies**

- *Robert B. Stephan*  
Assistant Secretary for Infrastructure Protection  
DHS  
  
Co-Chair  
CIPAC
- *Michael Wallace*  
President  
Constellation Generation Group  
  
Co-Chair  
CIPAC

12:30 p.m.

**Adjourn**

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### **I. OPENING OF MEETING – NANCY WONG**

Ms. Nancy Wong introduced herself as the Designated Federal Officer (DFO) for the Critical Infrastructure Partnership Advisory Council (CIPAC) and called to order the first CIPAC plenary meeting. She welcomed those members of the council who represent the Sectors, the Sector-Specific Agencies (SSA) sitting on the panel, as well as other attendees, including representatives from other Federal agencies, congressional staff, the press, and the public. Ms. Wong described the CIPAC as an operational mechanism of the National Infrastructure Protection Plan (NIPP), which provides membership to agencies across all levels of government and the private sector, including membership representing almost 50 percent of the Gross National Product of the United States. She also explained that CIPAC allows members of Sector Coordinating Councils (SCC) and Government Coordinating Councils (GCC) to engage in cross-Sector, cross-government coordination. Further, Ms. Wong noted that key activities of the CIPAC include information sharing, national planning, and program implementation across the entire range of NIPP activities including protection, incident management response, and recovery coordination related to the nation's Critical Infrastructure and Key Resources (CI/KR). Ms. Wong suggested that interested parties could access more information at [www.dhs.gov/cipac](http://www.dhs.gov/cipac), the official CIPAC website. Ms. Wong then concluded her opening remarks by stating the goal of the plenary meeting was to report on the progress and results of the partnership over the course of the last year, the plans to build on those results to forge a path forward, and the collaborative efforts of all of the stakeholders involved.

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### **II. ROLL CALL**

After bringing the meeting to order, Ms. Wong called roll of the designated representatives of each of the CI/KR Sectors. Representatives from all Sectors, except for National Monuments and Icons, were in attendance.

### **III. OPENING REMARKS AND INTRODUCTIONS**

CIPAC Co-Chair, Robert Stephan, Assistant Secretary for Infrastructure Protection, DHS

CIPAC Co-Chair, Michael Wallace, President, Constellation Generation Group, Chair, Partnership for Critical Infrastructure Security (PCIS)

Colonel Michael McDaniel, Homeland Security Advisor and Assistant Adjutant General for Homeland Security, Michigan, Chair, SLTTGCC

Assistant Secretary Stephan welcomed everyone in the room, noting the excellent attendance and wide Sector representation. The Assistant Secretary then stated the mission of protecting the Nation's critical infrastructure has made immense progress in the years following the attacks of September 11 when critical infrastructure protection was a single-person endeavor. The mission, he said, has evolved into a mature partnership between the government and private sector as exemplified by the attendance at the meeting where almost every facet of the U.S. economy, as well as a majority of Federal government agencies, in attendance at the meeting. After noting that all of the Nation's critical assets reside in State or local jurisdictions, Assistant Secretary Stephan acknowledged the newest CIPAC member, the SLTTGCC, adding that this plenary meeting represented a truly historic milestone because it brings together the three pillars of the critical infrastructure protection mission.

Assistant Secretary Stephan then reviewed the accomplishments of the Sector partnership, including the development of the NIPP base plan and all 17 Sector-Specific Plans (SSPs). The partnership that produced these plans has the capacity to reach out to thousands of owner-operators through associations as well as through direct communication to owner-operators, he said. The partnership has facilitated significant progress in building information sharing, both within and across Sectors before, during, and after an event. In addition to discussing the importance of developing strong information-sharing protocols, the Assistant Secretary defined a number of requirements specific to individual Sectors, including, but not limited to, those requirements specific to protection, information, product, technology, research and development, and modeling simulation analysis, as another testament to the success of the partnership.

Assistant Secretary Stephan then acknowledged the fact that much of the service to this mission was voluntary work on the part of private-sector partners, going beyond their day-to-day job responsibilities. He also pointed out the importance of the partnership and its members as the change in Presidential administration nears. The Assistant Secretary said the partnership must emphasize the importance of the CIPAC, both as a body and a framework, as a pillar of the

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critical infrastructure protection effort, as a vehicle for stability and continuity in planning and preparedness. The Assistant Secretary pointed out that partners must maintain the momentum of the planning effort because the Nation's adversaries will not stop planning to undermine the efforts and products already in place to protect our critical infrastructure. The CIPAC, as well as the critical infrastructure community as a whole, must continue to carry the torch forward even as we pass from one administration to another. Assistant Secretary Stephan then introduced Mr. Mike Wallace who provided opening comments from the SCC perspective.

Mr. Wallace thanked the Assistant Secretary for the unrelenting support and steadfast resolve he has shown in assuring the private sector and government are engaging successfully in decisions affecting the critical infrastructure. Mr. Wallace explained he and the Assistant Secretary have enjoyed a close working relationship in addressing policy, program, and security matters. Mr. Wallace reaffirmed the Assistant Secretary's assertion that the diverse attendance at the CIPAC Plenary meeting provides an excellent metric for success of the CIPAC itself. Mr. Wallace then explained that he was attending the meeting as both the Chair of the PCIS Chair as well as the Nuclear SCC. The PCIS, Mr. Wallace said, is composed of leadership from each of the 17 CI/KR SCCs, and is resolved to create a public partnership framework that facilitates smooth working of all critical infrastructure security interests, both private and public.

Mr. Wallace asserted that much has been completed in the year since Secretary Chertoff exercised the section 871 exemption, which permitted the Federal Advisory Committee Act (FACA)-exempt CIPAC body to be created. CIPAC permits truly collaborative work between the government and the private sector that is more than simply plans and programs, Mr. Wallace said. Instead, CIPAC offers an opportunity to work together to take action to improve the country's security, protection, and preparedness. Echoing the comment from Mr. Stephan, Mr. Wallace underscored the importance of the next 18 months in preparing for a new administration. During this transition time, members need to reaffirm the ways in which the CIPAC can make an important and meaningful difference, demonstrating that the framework works, delivers results, and has been endorsed by all members.

Following Mr. Wallace, Col. Mike McDaniel made introductory remarks as the Chair of the SLTTGCC. Col. McDaniel said the CIPAC is the embodiment of the NIPP, demonstrating that the intentions of the NIPP are attainable. After thanking the Assistant Secretary for the opportunity to participate in the plenary, Col. McDaniel reviewed the development and mission of the SLTTGCC. The SLTTGCC was established in the NIPP base plan to ensure State, local, tribal, and territorial Homeland Security Advisors are active participants in national CI/KR efforts. At this point, the SLTTGCC consists of 27 members from State, local, tribal, and territorial governments; of those, nine members are State Homeland Security Advisors. Based on the need to integrate the SLTTGCC with the Federal government and private sector partners, Col. McDaniel recently finalized a list of liaisons who will work with each CI/KR Sector on a regular basis.

Col. McDaniel said the SLTTGCC has divided itself into three working groups: policy and planning, communications and coordination, and information sharing. The policy and planning working group has already reviewed most of the SSPs and is currently reviewing the CI/KR

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support annex to the National Response Plan (NRP). The communications and coordination working group's main mission is facilitating the release of coordinated SLTTGCC-related information to the SLTT community, or other critical communities. The information-sharing working group is tasked with helping the council better understand CI/KR information sharing at the SLTT levels of government, determining what practices are effective, and identifying opportunities for integration with each other and Federal government resources. Another task the information sharing working group is responsible for is analyzing the CI/KR information-sharing landscape in the SLTT environment in order to identify best practices and gaps, highlight opportunities for leverage, or focus on areas requiring enhancement. Col. McDaniel then reviewed the SLTTGCC's work specifically related to the Chemical Sector and the Chemical-terrorism Vulnerability Information (CVI), including developing and sustaining an on-going feedback process with the Chemical Facility Anti-Terrorism Standards implementation and designing an implementation process for the controlled dissemination of CVI to appropriate State and local officials.

Looking ahead, Col. McDaniel explained that the SLTTGCC is working with a heightened sense of urgency given the impending deadlines for several projects. Col. McDaniel said he hopes to harness the council's energy toward the specific challenges regarding acceptance and standard application of the NIPP. Beyond the NIPP, Col. McDaniel announced that each GCC will have two liaisons from the SLTTGCC to coordinate with on a regular basis. The SLTTGCC has taken every possible step to align the expertise of the liaisons with their assigned Sectors. Col. McDaniel closed by thanking the attendees and the panelists for the opportunity to meet with them and represent the SLTTGCC.

## **IV. PANEL PRESENTATIONS**

### **Panel I**

#### **Working Together to Ensure Economic Stability**

Ms. Wong explained that the Communication, Information Technology, and Banking and Finance Sectors play an important role in ensuring economic stability. Ms. Wong then introduced Mr. Mike Hickey, Verizon, and Assistant Secretary for Cyber Security and Telecommunications Greg Garcia, representing the Communications Sector.

#### **Communications Sector**

Opening the Sector discussion, Assistant Secretary Garcia thanked Assistant Secretary Stephan for his leadership. Mr. Garcia then commended several Communications Sector GCC members, including the Departments of Defense, Commerce, and Justice, as well as representatives from the General Services Administration (GSA), Federal Communications Commission (FCC), National Telecommunications Information Administration (NTIA), and National Association of Regulatory Utility Commissioners (NARUC) for their active participation in the Sector.

In his opening statements, Mr. Hickey thanked Assistant Secretary Garcia for his support of the Communications SCC. He also explained that the Sector has created two committees to direct implementation of the SSP; one committee provides overall direction on implementation and suggestions for addressing challenges and the second focuses on implementing specific actions.

Assistant Secretary Garcia spent the next few moments commenting on some of the Sector accomplishments, including:

- expansion of Sector membership to the greatest level of breadth and depth in its history now including cable, satellite, broadcasting components, public television, information service providers, and undersea cable representatives that were not previously engaged in the public private partnership;
- development of the Communications SSP through a collaborative process that exemplified the foundation for all of the Communications Sector activities; and
- development of joint research and development requirements through the efforts of DHS' National Communications System (NCS) and National Cyber Security Division (NCSD) and the Office of Science and Technology.

Mr. Hickey said the Communications Sector has a long history of collaboration despite the fierce competition between firms. Perhaps most notably, in 1984, the Sector, in response to Executive Order 12472, established a broadened national security emergency preparedness role of the National Communications System (NCS) that led to the creation of the National Coordinating Center for Telecommunications (NCC) as a central public-private sector organization designed to coordinate response to emergency communications. Other examples of collaborative efforts the Sector representatives noted were:



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- the close working relationship the Sector has with the Information Technology Sector Coordinating Council (IT SCC);
- ongoing work with the IT SCC and the Banking and Finance Sector on pandemic influenza planning;
- ongoing work with the NCS to advance the roll out of established protocols and standard operating procedures for the shut down and restoration of wireless services;
- finishing the development of a methodology for completing the National Risk Assessment;
- ensuring owner-operators and their association representatives believe they have a significant role to play in supporting exercise efforts ;
- supporting a 10-day Communications Sector exercise, training program and technology demonstration for emergency response personnel from all levels of government; and
- working with other SSAs analyzing the communications dependencies related to those Sector's critical assets.

The Sector representatives then spoke regarding the future direction of the Sector. The main areas of focus include:

- completion of the National Risk Assessment, focusing on the architectural level;
- development of a process for assisting other SSAs with assessing cross-Sector risks;
- development of Sector-specific metrics; and
- participation in training and exercising of response procedures.

Following the presentation by Assistant Secretary Garcia and Mr. Hickey, Assistant Secretary Stephan thanked both Sector representatives for their excellent work in the Communication Sector and for their assistance to other Sectors with their cyber security plans.

### **Information Technology Sector**

Assistant Secretary Stephan introduced Guy Copeland, Chair of the IT SCC. Mr. Copeland began by expressing deep appreciation on the part of the IT SCC for the Assistant Secretary's leadership and contributions to the IT Sector's efforts. Mr. Copeland also thanked Assistant Secretary Garcia for his work and the PCIS for their ability to identify and work collectively toward common goals.

The Sector representatives went on to speak about recent accomplishments of the IT Sector. The accomplishments highlighted were:

- development of the IT SSP through government and industry team collaborative process;
- finalization the consequence measurement framework in August;
- research and development exchange that will occur in the fall of 2007;
- hosting classified and unclassified threat briefings addressing all hazard threats; and
- development of a baseline for the Sector Annual Report and risk documents as a way to track Sector progress on specific initiatives.

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Mr. Copeland began his presentation by highlighting the excellent working partnership the IT SCC enjoys with its government counterparts. This relationship was built on the success of the Information Technology Information Sharing and Analysis Center (ISAC). The SCC and GCC currently meet jointly twice per year. Each council meets quarterly, and the SCC meets with the Communications Sector once per year. The Assistant Secretary said he considers the relationship with the IT SCC an unprecedented partnership focused on the implementation of the IT SSP. Mr. Copeland reinforced comments from the Communications Sector regarding the close working relationship between the two Sectors. The following collaborative efforts exemplify the relationships the IT Sector had built within and across Sectors:

- development of a shared priority list between the IT and Communications Sectors;
- collocation of US CERT at the National Coordination Center (NCC) to combine the operation cyber capabilities with the NCC's communications and operational capacity to enhance situational awareness and response;
- operational activities in the SCC and the IT ISAC that compliment GCC and SSA activities including regularly occurring conference calls and testing of operations plans; and
- commitment of the GCC to collaborating with industry partners to strengthen the security and resilience of the IT Sector.

The Sector representatives then spoke regarding the future direction of the Sector. The main areas of focus include:

- implementation of the SSP;
- expansion of membership to increase the breadth of Sector representation;
- continuation of education and outreach efforts;
- development of a risk management strategy that leverages private and public sector knowledge and expertise;
- improvement of information-sharing and collaboration efforts in order to provide timely and actionable information to partners;
- Cyber Storm 2, the national cyber exercise program of the NCSD;
- planning for the Top Officials 4 exercise (TOPOFF 4) through the PCIS Private-Sector Working Group and at the local level;
- collaboration on pandemic flu preparedness and the annual critical infrastructure protection congress in October;
- facilitation of information sharing and collaboration on cross-Sector topics including interdependencies, control systems, security, cyber security, best practices, incentives and research and development priorities through work on the Cross Sector Cyber Security Working Group (CSCSWG).

Following the presentation by Assistant Secretary Garcia and Mr. Guy Copeland, Assistant Secretary Stephan said he appreciates the working relationship between the Communications and IT Sectors and considers it a blueprint for cross-Sector collaboration. Additionally, Assistant Secretary Stephan remarked that he appreciates the Sector's candor in discussing Sector issues and concerns.

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Mr. Mike Wallace added to these comments by saying the IT Sector is the most ubiquitous and cross cutting of the Sectors, as well as one of the most important from a priority perspective. To that end, Mr. Wallace reinforced the need to focus on vulnerability and threat reduction. Speaking as PCIS Chair, Mr. Wallace said the group is excited about the work done by the CSCSWG and he mentioned the importance of IT in the TOPOFF 4 exercise. Testing failures in IT and/or communications would be extraordinarily helpful in planning for and responding to real-life incidents, he said.

Col. Michael McDaniel then commented that he fully endorses the comments of Assistant Secretary Stephan and Mr. Wallace, and reiterated the importance of testing IT and communications systems during TOPOFF 4. Col. McDaniel informed the group that his home state, Michigan, has been working with industry to ensure the resiliency of its communications systems.

### **Banking and Finance Sector (Financial Services Sector)**

Assistant Secretary Stephan then asked the representatives from the Banking and Finance Sector to begin their presentation. Mr. Shawn Johnson, Vice Chair of the Financial Services SCC and Ms. Valerie Abend, Department of the Treasury, began their presentation by providing a perspective on the interplay and effects of terrorism and the Financial Services Sector. Ms. Abend thanked the leadership for the opportunity to discuss the work of the Financial Services Sector and thanked Mr. Johnson for his willingness to assume a leadership role in the SCC. Ms. Abend noted that both the chairman and vice chairman are senior executives with major financial organizations, thereby demonstrating the commitment the financial Sector has to the importance of critical infrastructure protection issues within the Banking and Finance Sector and to the public-private sector partnership as a whole. Ms. Abend also mentioned the commitment of Treasury Secretary Henry Paulson, who has a strong interest in the Sector's preparedness and resilience.

The Sector representatives went on to speak about recent accomplishments of the Financial Services Sector. The accomplishments highlighted were:

- diverse membership, including representatives from the securities and exchange, exchanges, the banking community, credit unions, insurance agencies and a whole host of associated groups;
- the Financial Services ISAC (FS ISAC) that currently has 2,200 members and 11,000 subscribers
- participation in several tabletop exercises with the regional coalitions;
- significant planning for a Sector-wide, industry-wide pandemic influenza exercise;
- several research and development projects underway in conjunction with the implementation of the Sector SSP;
- contribution to the President's National Infrastructure Advisory Council's (NIAC) study on pandemic influenza vaccine prioritization.

The Sector representatives then spoke regarding the nature of collaboration within and across Sectors. The Financial Services Sector Collaborative efforts include:

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- a public-private partnership that is working toward a common goal of enhancing the resiliency of the Sector as a whole;
- FS SCC membership from all the major components of the Financial Services Sector, including large trade associations, large and small firms, all putting aside normal fierce competition to work toward improving the resilience of the Sector and the country;
- collaboration with a number of Sectors, including Information Technology, Communications, Energy, Transportation, and Health;
- formation by the public organizations of a Financial and Banking Information Infrastructure Committee, which includes all Federal and State financial regulators from various components of the Sector;
- the establishment of 11 fully active regional coalitions and nine more coalitions in various stages of formation; and
- regional coalitions came together to share best practices earlier this year at the Treasury Department under the name of the Regional Partnership Council, or RPC First.

In closing, the Sector representatives discussed the future focus of the Financial Services Sector. Going forward, the Financial Services Sector will focus on the following priorities:

- working with the NCS on a forthcoming pandemic influenza study testing last mile usage issues related to the anticipated increased tele-working rates stemming from a pandemic influenza outbreak;
- assisting with the planning of and participating in TOPOFF 4;
- continuing to hold joint quarterly meetings of the Sector organizations and every year the private sector publishes an annual report;
- working on a more permanent structure for managing the FS SCC to better manage the high volume of activity and ensure the retention of information over time;
- investigating Sector interdependencies with other Sectors which has extended overseas with representatives of from the United Kingdom financial services authority attending recent meetings.

At the conclusion of Mr. Johnson and Ms. Abend's presentation, Assistant Secretary Stephan noted the pioneering work of the FS ISAC, particularly during the aftermath of September 11. The aggressive and dynamic nature of the organization is a model for other Sectors, he said. Assistant Secretary Stephan also mentioned how impressed he is with the Sector's Regional Coalitions after a recent presentation he gave to Chicago First. At the conclusion of his comments, the Assistant Secretary introduced the second panel, entitled, 'Protecting America's Distinctive Landscape.'

## **Panel II**

### **Protecting America's Distinctive Landscape**

Assistant Secretary Stephan prompted the next Panel, Commercial Facilities and Government Facilities, by reminding attendees of the attacks on commercial and government facilities on September 11. Although the planning, organization, and membership of these Sectors is very different due to the different uses and owners of these assets, Assistant Secretary Stephan noted the products of this planning impact every citizen because the assets that these Sectors are working to protect are located in every community across the country. Assistant Secretary Stephan then introduced the representatives of the Commercial Facilities Sector, Mr. Roger Platt, Real Estate Roundtable, and Mr. David Crafton, DHS.

#### **Commercial Facilities**

Mr. Platt, the co-chair of the Commercial Facilities Sector Coordinating Council (CF SCC), thanked the Assistant Secretary for the opportunity to speak on the panel and began his presentation by describing the Sector as a vast catch-all of soft targets and other facilities that do not have a clear affiliation with another Sector. The Sector is divided into multiple sub-Sectors covering areas of public assembly, sports leagues, resorts, lodging, outdoor events, entertainment and media, and real estate. In each of those functional areas, there are numerous Sector partners, based on their business. Mr. Platt highlighted the fact that Commercial Facilities does not have an equivalent agency within the government (such as the Department of Energy for the Energy SCC.) He noted members of the CF SCC have a healthy skepticism of government and its perceived role of "taming the beast" of the private sector. Mr. Platt feels the OIP team is striking not from the view that they can help private sector but rather from the view that the team believes the private sector can help the public and private sector as well. Mr. Platt stated that Dave Crafton totally exemplifies that view and makes CF SCC feel like they have a role.

After the summary of the Sector makeup, Mr. Platt discussed Sector accomplishments, including:

- DHS security awareness courses for facility operators;
- pandemic influenza planning;
- assessment tools for self-identification of vulnerabilities;
- a focus on empowering owner-operators to improve their preparedness through trainings, best practices, and self-assessments; and
- development of the mass-evacuation template.

The Sector representatives then spoke regarding the nature of collaboration within and across Sectors. The Financial Services Sector Collaborative efforts include:

- participation in the pandemic flu engagement;
- participation in exercises with the Health Sector;
- participation in exercises with the Emergency Services Sector;
- collaborative efforts with NASCAR to develop the mass-evacuation template; and
- best practices review among the sports leagues for distribution to the sub-Sector.

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In addition, Mr. Platt said the major partners for the Commercial Facilities Sector are State and local governments, and that the Sector looks forward to working with the SLTTGCC.

Mr. Crafton anticipates the Sector will continue to collaborate with its constituents, through initiatives such as the bomb-making materials awareness effort, the protective measures guides for sports leagues, outreach to State and local responders and expansion of the Sub-Sector membership to include areas of public assembly, such as associations representing museums.

Assistant Secretary Stephan thanked the presenters and said their Sector represents the “nuts and bolts,” which hold the U.S. society and economy together. The challenge with the Commercial Facilities Sector, the Assistant Secretary said, is allowing open access while ensuring security.

### **Government Facilities Sector**

Assistant Secretary Stephan introduced Ms. Susan Burrill to provide an overview of the Government Facilities Sector.

Ms. Burrill noted the diversity of the Government Facilities (GF) Sector, which encompasses everything from Social Security offices to the Smithsonian. This diversity drove one of the Sector’s first major initiatives: to create an understanding of Government Facilities as a Sector with common issues, concerns, and risks. She noted the Government Facilities Sector organized itself similarly to the Commercial Facilities Sector, by focusing on the function each facility serves. The GF SSP was written with the understanding that many government assets fall into multiple Sectors. Veteran’s Administration hospitals, for example, are government facilities, but also fall within the Public Health Sector. The GF GCC decided to focus on protecting assets that do not fit into other Sectors, while maintaining cross-Sector coordination to address government-owned facilities that fall under other Sectors due to predominant use. A significant challenge identified by Ms. Burrill was coordinating the many individual security initiatives already developed to protect government facilities.

According to Ms. Burrill, an important tenet of the GCC’s mission is to foster an understanding of existing security programs so the GCC and SCC can move forward together. Sharing information on best practices and resources with security partners is a key part of this process. Ms. Burrill stated that one of the GCC’s primary goals is to develop a robust risk assessment and management tool that will meet NIPP baseline criteria. The GCC would like to make this tool available to all Government Facilities security partners within the year. Another ongoing initiative involves continuity of operations planning under HSPD-20 to ensure essential government functions are protected as a key portion of the nation’s critical infrastructure. Ms. Burrill noted that although FEMA’s Office of Continuity Programs is responsible for implementing HSPD 20, Government Facilities is working closely with them because many essential functions will occur in government buildings during or immediately after a disaster.

Assistant Secretary Stephan remarked that the Government Facilities Sector presents a unique risk landscape because it encompasses commercial facilities as well as federal, state and local government facilities. He agreed with Ms. Burrill’s assessment that collaboration is the key to the success of the Sector.

### **Panel III**

#### **Power & Water United to Reduce Risk:**

##### *A Study of Interdependencies*

Assistant Secretary Stephan introduced Panel III by stating that the Water, Energy, Dams, and Nuclear Sectors support the American economy, the American public, and the American way of life.

#### **Water Sector**

Mr. Michael Shapiro, Water GCC Chairman and Deputy Assistant Administrator in the Office of Water at the Environmental Protection Agency, thanked Assistant Secretary Stephan for the opportunity to talk about the progress being made in the Water Sector. Mr. Shapiro introduced Mr. Billy Turner to discuss the Water Sector Coordinating Council. The Water SCC consists of 16 utility managers, both public and private, who were appointed by eight national Water Sector associations. The Water SCC provides utility leadership, feedback, and guidance to its federal partners. The GCC consists of federal, state and local government partners and serves as a liaison between public and private Water Sector partners.

After the summary of the SCC and GCC, the Sector representatives discussed accomplishments in the Sector. The Water Sector accomplishments include:

- creating risk assessment methodologies for owner and operator use;
- conducting risk assessments, under the requirements of the Bioterrorism Act, for more than 8,000 community drinking water systems covering virtually all of the urban population;
- ensuring existing risk assessment methodologies in the Water Sector are consistent with NIPP baseline criteria for risk assessment methodology;
- developing a RAMCAP model for critical asset protection risk assessment;
- establishing the Water/Wastewater Agency Response Networks, or WARN; WARN systems facilitate a utilities-helping-utilities approach to supplying valuable inter/intra-state aid and assistance in a quick and efficient manner.

The Sector representatives then spoke regarding the nature of collaboration within and across Sectors. The Water Sector Collaborative efforts include:

- building a very strong partnership with the DHS;
- almost-daily communication, and quarterly meetings, between the GCC and SCC;
- ensuring that the Water ISAC and water security channel are communicating and operating mechanisms that have been embraced by the Water Sector;
- enabling utilities from all 50 states access to EPA-funded WARN development workshops; and
- ensuring WARN systems operational in nine states, with every remaining state being in the process of developing WARN agreements.

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The Sector representatives closed with a discussion of the future focus of the Water Sector. Going forward, the Financial Services Sector will focus on the following priorities:

- development of a set of metrics that can be used to chart progress in a consistent and effective manner;
- pursuit (by the EPA) of the design of a contamination warning system that would minimize public health and economic impacts of an attack on a water supply or distribution system of a drinking water utility, as well as a plan for pilot programs to test this system;
- engagement with EPA and DHS to finalize a Water Sector annex to the national pandemic flu guidance;
- coordination with the EPA through a joint working group comprised of drinking water and waste water utility manufacturers, emergency responders, and local, state and Federal Government agencies regarding the need to develop decontamination strategies for water and waste water systems in the event of intentional or unintentional contamination incidents;
- development and analysis of a set of consequence assessment approaches and scenarios associated with the negative public health impacts and economic consequences of various types of events that could occur in the Water Sector; and
- plan for the Water Environment Federation, an SCC member association, to implement a three-year comprehensive training program addressing interdependencies between the Water Sector and other critical Sectors via a DHS grant.

Assistant Secretary Stephan thanked members of the Water Sector for their hard work to push great initiatives forward.

### **Energy Sector**

Mr. Stuart Brindley, Chairman of the Electricity SCC, stated that he, along with Oil and Natural Gas SCC Chairman Mr. Al Philippus and Energy GCC Chairman Mr. Kevin Kolevar, would provide an overview of the Energy Sector. Mr. Brindley noted that electricity as an infrastructure and oil and natural gas as infrastructures are very uniquely different, but have many interdependencies.

After the introductions, the Sector representatives discussed accomplishments in the Energy Sector. The notable accomplishments include:

- completion of the Energy Sector-Specific Plan;
- contribution to the Pipeline Modal Annex to the Transportation SSP;
- completion of a cyber security guideline document entitled, *Roadmap to Secure Control Systems in the Energy Sector*;
- establishment of the North American Electric Reliability Corporation as the electric reliability organization to enforce standards;
- development of NERC-approved cyber security standards;
- establishment of working groups to provide input on regulatory matters with the U.S. Coast Guard and DHS;
- creation of a Sector-specific pandemic flu plan for the Oil and Natural Gas Sector; and



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- development of the Homeland Security Information Network (HSIN) platform for the Oil and Natural Gas Sector to facilitate sharing of CI/KR information.

Sector representatives moved on to discuss the collaborative efforts within the Energy Sector as well as across other CI/KR Sectors. Specific efforts include:

- Working Group collaboration with the U.S. Coast Guard regarding new regulations associated with Maritime Transportation Security Act;
- Working Group collaboration with DHS and the Chemical SCC regarding the Chemical Facility Anti-Terrorism Standards; and
- contributions to the President's National Infrastructure Advisory Council's (NIAC) study on pandemic influenza vaccine prioritization.

The Sector representatives stated that there are a number of important objectives for the Energy Sector as it moves forward. Cited in the presentation were:

- a desire to enhance dialogue with other Sectors and share effective practices to address issues of mutual concern;
- ensuring this is a program that is not solely focused on counter-terrorism but embraces all hazards;
- implementing the SSP;
- developing Sector-specific metrics;
- examining the enhancement of situational awareness and visualization;
- Ensuring Cross Sector Cyber Security Working Group participation.

Mr. Mike Wallace pointed out that during Mr. Brindley's tenure as Chair, the PCIS took monumental steps forward by developing a business plan, bringing a focus to physical improvements in the critical infrastructure and beginning that important transition away from planning and into actually making things happen physically.

Assistant Secretary Stephan echoed Mr. Wallace's comments and thanked Mr. Brindley for his leadership and contributions to the NIPP framework.

### **Dams Sector**

Mr. Hal Dalson, Chairman of the Dams Sector Coordinating Council, introduced himself and GCC Chairman Dr. Enrique Matheu. Together, the GCC and SCC represent approximately 80,000 water retention facilities around the nation, ranging from the largest vacation destination dams to the smallest levies, which operate only during floods. Dr. Matheu thanked Mr. Dalson and recognized the support and commitment of the Dams SCC. Mr. Dalson said the Dams Sector is proud of the relationship that has developed but recognizes that there is still much work that needs to be accomplished.

Mr. Dalson reviewed a list of notable accomplishments in the Dams Sector, which he stated came about as a result of the efforts of a very diverse group of people. He emphasized that initially, the concept of bringing together a government body and a private-sector body did not

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sound promising, but the trust has developed in the partnership allowed a great deal of work to be done. Notable accomplishments of the Dams Sector include:

- establishing Dams Sector joint workgroups to effectively address the following areas: Asset Identification, Security Education, Information Sharing, Research and Development, and Risk Analysis and Management for Critical Asset Protection (RAMCAP);
- establishing the Dams Sector Federal Interagency Coordination Workgroup to further integrate safety, security, and resiliency efforts at the Federal level;
- conducting assessments on dams along the U.S.-Mexico border, in collaboration with the International Boundary and Water Commission;
- expanding representation of international Sector security partners on the Dams SCC, including Ontario Power Generation and Hydro Quebec; and
- developing classified briefing for Sector stakeholders regarding the criticality of dams, including information on threats, vulnerabilities, and consequences.

The nature of the Dams Sector makes interdependencies the focus of their concern. Within both the GCC and SCC, there is a great deal of expertise in responding to emergencies and incidents at dams. Members of the Dams Sector are fully committed to taking advantage of the opportunity to work with Dams safety partners. The Sector representatives described the following collaborative efforts underway:

- using HSIN to support information-sharing efforts;
- standing up a fusion center in Michigan to foster better communication at the state and local levels; and
- developing a regional impact study to evaluate impact associated with disruption of the Illinois Waterway System. Participants include Archer Daniels Midland Co., Illinois Terrorism Task Force, U.S. Coast Guard, and U.S. Army Corps of Engineers

Sector representatives discussed the future focus of the Dams Sector. Going forward, the Dams Sector will focus on the following priorities:

- development of a suite of tools to be used by the large and small owner operators of dams around the nation designed to open a door of communication with communities and the local and state levels, and give local emergency managers a document to determine the criticality of a facility, wherever it's located;.
- development of a strategic plan for security and protection of levees and flood damage reduction systems; and
- creating a State Dam Security Panel to provide an effective forum to address security and protection issues in collaboration with state dam regulatory offices.

Mr. Dalson closed by stating that it is very important to the Dams SCC that the DHS leadership remain constant because the partnership has been very positive and fruitful thus far.

Col. Mike McDaniel said the Dams Sector's efforts to involve states through the Illinois Waterway project and State fusion centers are greatly appreciated. Assistant Secretary Stephan expressed his appreciation for the Dams Sector's commitment to government and private-sector

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collaboration. He introduced Mr. Mike Wallace and Mr. Steve King to discuss the Nuclear Sector.

### **Nuclear Sector**

Mr. Mike Wallace thanked Assistant Secretary Stephan and stated the Nuclear Sector was formed in the fall of 2004, and encompasses 104 operating nuclear power plants in the United States. This number includes all of the fuel production and fabrication facilities, research and test reactors, and the radioisotope community. He said one critical element allowing the Sector to be successful is the leadership and talent that have come out of DHS.

The Sector representatives then reviewed some of the Nuclear Sector's notable accomplishment to date. Among the accomplishments discussed were:

- charting a three-year road map known as 'Security Vision 2009';
- raising HSIN access to 85 percent of nuclear sites;
- participating in the NIAC Pandemic Study Group and contributing to the Pandemic Planning NIAC Report;
- developing a prompt notification pilot process for nuclear facilities;
- completing 91 percent of Comprehensive Reviews;
- developing the CROWN program, which ensures that gaps identified during the Comprehensive Review process are addressed and closed.

The Sector representatives then spoke regarding the nature of collaboration within and across Sectors. The Nuclear Sector Collaborative efforts include:

- working with the IT and Electricity Sectors to fortify cyber security;
- supplying the NICC with experts from the nuclear industry who can provide round-the-clock expertise at a moment's notice;
- developing the Sector-Specific Plan and the Sector Annual Report;
- inviting DHS HITRAC to quarterly meetings to provide classified threat briefings to the Sector;
- adding a licensed senior reactor operator working full time at the DHS HITRAC facility;
- placing Sector representatives onto the NIAC study group on insider threat mitigation, biological, chemical, and radiological threat studies.

Mr. Wallace finished by saying the Nuclear Sector cannot afford to be satisfied with the work that the Sector has already accomplished. Continuing to reach out regionally and across Sectors is the way to best assure already protected assets will be protected in the future.

Assistant Secretary Stephan commended the Nuclear Sector for leading the way on several major initiatives and partnerships, and developing templates and standards that have been replicated in other Sectors.

Col. McDaniel said the Nuclear Sector itself represents a template for other Sectors to emulate, and thanked the GCC and SCC for a great partnership. Assistant Secretary Stephan announced the CIPAC Plenary would reconvene following a 10-minute break.

## **Panel IV**

### **Preparedness and Response Successes:**

#### *Using Collaboration and Speed to Save Lives*

Assistant Secretary Stephan introduced the next panel on Sector preparedness and response successes, which included speakers from the Food and Agriculture, Healthcare and Public Health, Chemical and Emergency Services Sectors.

#### **Food and Agriculture**

Dr. David Acheson, Assistant Commissioner for Food Protection at the Food and Drug Administration (FDA) and Chair of the GCC, began the presentation by framing the Sector as an incredibly complex Sector that deals with players from massive international corporations with thousands of employees all the way down to “mom and pop” operations with staffs of one or two people. With this context in mind, Dr. Acheson stated that the greatest challenge facing the Food and Agriculture (FA) Sector at this time is the complexity of communications: information must go from the top down to the farm level, which encompasses millions of establishments all over the United States. In the case of an attack on the food supply or other comparable event within the food supply, total integration and communication with states and local level participants is essential to any mitigation or recovery successes that the Sector may have.

The Sector has already completed a number of the preparatory objectives set to create a path forward. The Sector representatives outlined the following accomplishments:

- completing the SSP;
- enabling the private-sector security clearance program to screen private-sector individuals for security clearances;
- developing a Food Processing Sub-Council Continuity of Operations Template for Pandemic Flu preparation; and
- creating the Strategic Partnership Program on Agro-Terrorism, which included approximately 50 or so vulnerability assessments that involved various aspects of the farm to table continuum.

The Sector representatives then spoke regarding the nature of collaboration within and across Sectors. The FA Sector collaborative efforts include:

- facilitating two tabletop exercises between the government and the private sector to illustrate gaps and problems in the Sector;
- establishing Systematic Coordination with DHS’s Homeland Infrastructure Threat and Risk Analysis Center (HITRAC);
- establishing a Joint Committee on Research (JCR), a Sector owner-operator working group whose purpose is to study potential gaps in agricultural security and food defense research and development (R&D) efforts; and
- creating a Food Processing Sub-Council workshop with USDA to consider food-defense countermeasures.

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The Sector representatives delineated the Sector's efforts to chart a course forward, using the accomplishments of the past as stepping-stones to future success. Moving forward, the Sector is working on:

- increasing State, local and tribal government participation in all FA Sector activities;
- continuing coordinated preparation for a pandemic flu event;
- enhancing two-way communications, including better use of DHS provided communication tools, such as HSIN-FA and the NICC's Emergency Notification System; and
- undertaking efforts to understand and enhance communication and coordination mechanisms, as well as roles and responsibilities of Sector partners, related to incident/event management and response.

Dr. Acheson concluded the panel by stating that the final push for the FA Sector in the coming year will be to begin looking at the interdependencies of the bigger systems, such as the transport system's and water system's effects on the food supply. While the Sector traditionally focuses on individual foods, this focus is now driving the Sectors toward collaborative efforts with other inter-related Sectors to continue to enhance food-safety, defense and the resiliency of the Sector as a whole.

### **Healthcare and Public Health**

Commander Lucienne Nelson, of the Department of Health and Human Services (HHS) and Chair of the GCC, began by stating that the Healthcare and Public Health (HPH) Sector is vastly different and somewhat more youthful to the CIPAC than the rest. Like the Food and Agriculture Sector, HPH is an extremely diverse Sector, providing care and services to the nation in all aspects of public and private healthcare. To address this vast array of care and services, the Healthcare SCC established itself in November 2006 and organized itself into nine functional areas to address each aspect of the health industry and provide structural focus to each. These functional areas include: Medical Treatment (hospitals), Medical Materials (distribution and supply chain), Insurers/Payers & HMO's, Healthcare Personnel, Occupational Health, Mass Fatality Management, Labs & Blood, Healthcare Information and Medical Technology and Pharmaceuticals and Biotechnology. The GCC, similarly, has established a council that encompasses an array of federal, state, local and territorial health associations, cities, counties, public-health laboratories and other agencies within HHS that deal with public health. Additionally, the Sector has reached out to public and private-sector subject matter experts (SMEs) in various practice areas to address specific issues pertinent to the HPH Sector, such as pandemic influenza, hospital preparedness and medical supply chain issues.

The Sector representatives highlighted the following achievements:

- Obtaining security clearances for H SCC Sub-Council leads
- Completing of the SSP and Sector Annual Report (SAR)
- Prioritizing of pandemic influenza vaccine

The Sector representatives proceeded with the presentation stating that the HPH Sector is continuing to work together to refine and improve its mechanisms for communication with all of its public & private partners, as well as with each other. The Sector is currently evaluating

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multiple methods to identify CI/KR and system interdependencies in these networks. This methodology is extremely important because by cataloging these resources, the HPH Sector will be able to establish a “backbone” for further planning, exercises, training and activities within the Sector that will be specific to the protection and resilience of the Sector’s CI/KR. Once this methodology is established, the Sector plans to work in concert with fellow Sectors on shared dependencies to ensure planning and protection efforts are coordinated.

Commander Nelson concluded the presentation by stressing the importance of collaboration between the Sectors to work with the HPH Sector to assist in identifying interdependencies and working to address those issues in order to increase the ability of the Sector to react, respond and recover from an all-hazards incident.

Assistant Secretary Stephan agreed that such collaboration is essential to the HPH Sector and encouraged all the Sectors gathered at the session to work with the HPH Sector to implement co-related infrastructure protection in each Sector. Mr. Mike Wallace agreed and pointed out that the Sector is a unique in that in addition to being a CI/KR Sector, HPH is also a separate discipline, partner and resource that needs to be incorporated at all levels.

### **Chemical Sector**

Next, Assistant Secretary Stephan addressed the Chemical Sector and began its portion of the presentation by introducing Chemical SCC Chair, Mr. Rick Kane. Mr. Kane took the floor and introduced his colleague from the Chemical GCC on the panel, Ms. Amy Freireich, of DHS. From the Chemical SCC side, the Sector sees itself as essentially picking up where the Oil and Natural Gas Sector leaves off in the value chain. Comprised of 18 chemical trade associations, the members of which produce petrochemicals, specialties, explosives, paints, coatings, agricultural chemicals, food pharmaceutical intermediates as well as deal with chemical distribution and terminal operations, the CSCC represents the majority of the owner-operators in the Sector.

The Chemical Sector was the first to complete its SSP and was also able to adjust the SSP to meet the requirements as outlined in the new Chemical Security Regulations; it successfully completed its Sector Annual Report; and the Sector has become fully operational on the HSIN Chemical website, which is used as a risk-type communication tool.

The Sector representatives cited their ability to establish a culture and working relationship based on partnership as the most important component of the Chemical Sector. Partnership is of the utmost importance to the Sector as it is only through true collaboration that they have been able to produce meaningful tools, plans and products for the Sector. Collaboration was also the keystone to a successful Sector-wide Chemical Security Summit, which met objectives from all stakeholders. Mr. Kane mentioned that although the Sector has a long history of working with other Sectors, especially with Emergency Services and Transportation, cross-Sector coordination is an area that is built into the new regulations and is going to be an extremely important component to Sector activities in the coming year.

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The Sector representatives emphasized the importance of partnership in the Sector and stated that as the Sector moves forward in its goals and aims for the coming year, the Sector will only continue to build upon the foundation it has already laid. The landscape within the Sector changed drastically this year with the passage of the appropriations act that gave DHS the authority to regulate the security at high-risk facilities, including facilities using additional vulnerability assessments, developing site security plans and implementing protective measures. DHS will be working with the Sector to comply with these regulations as well as develop a voluntary recognition program that will assist facilities not covered by the regulations in developing training, working on vulnerability assessments and participating in exercises. Additionally, the Sector is working to address the additional risks that the Sector faces, including developing a web-based security-awareness-training program, working on training for vehicle-born improvised explosive devices with security officers, participating in TOPOFF 4, and participating in the planning an execution of the national cyber exercise, Cyber Storm II.

### **Emergency Services Sector**

Following the Chemical Sector presentation, Assistant Secretary Stephan moved on to the final presentation in Panel IV, the Emergency Services Sector (ESS) with Elizabeth Clifton, representing the ES GCC. Ms. Clifton began by stating there are nine disciplines that comprise the ESS, including law enforcement, fire, emergency medical services, emergency management, hazardous materials, search and rescue, and tactical and bomb units. One of the main challenges facing the ESS is balancing the protection of the Sector with the associated public service mission of the Sector, in that the expectation is that this Sector will respond no matter what the incident.

Accomplishments of the Sector include the completion of both the Sector-Specific Plan and the Sector Annual Report, which begin to outline the path forward for additional collaboration between the ES GCC and SCC in order to address the challenges facing the Sector.

The ESS is working on collaborating with the EMR ISAC, the primary information-sharing mechanism for the Sector, to bring the HSIN portal up to the same standard of information sharing that the Sector is accustomed to with the EMR ISAC in order to satisfy the Sector's requirements of that tool. The Sector is also looking forward to an increased collaboration with other Sectors, involvement with TOPOFF 4, partnering with the Commercial Facilities Sector on the NASCAR mass evacuation planning initiative, and teaming up with FCD, the Coast Guard, TSA, and the FBI to conduct a no-fault analysis of high-risk chemical facilities. The analysis is designed to determine their exposure to potential attacks and the response capabilities of the surrounding ESS organizations.

## **Panel V Supply Chain Strategies**

### **Defense Industrial Base Sector**

Mr. Bill Bryan, representing the Defense Industrial Base (DIB) GCC, thanked all attendees and DHS for bringing the meeting together. Mr. Bryan introduced Gen. Barry Bates, U.S. Army (ret.). Gen. Bates, representing the DIB SCC, stated that DIB includes domestic and foreign entities and their subcontractors and suppliers performing work for DoD and other federal departments and agencies. Defense-related products and services provided by the DIB equip, inform, mobilize, deploy and sustain forces conducting military operations worldwide. Unlike most other Sectors, the DIB is not defined primarily by the service or the function that it performs, but rather for whom those services and functions are performed. It includes the full supply chain of companies performing under direct contract with DoD, their subcontractors and companies providing incidental materials and services to either of the former. The DIB includes services as well as products as ranges from one person or small family owned businesses to some of the largest corporations in the world.

Gen. Bates spoke of the notable achievements of the DIB in the past year. The Sector accomplishments include:

- development of the Asset Prioritization Model, an objective and deliberate process to identify, prioritize and assess DIB assets to determine which of the hundreds of thousands of sites and facilities merit designation as a critical asset;
- creation of an Insider Threat CIPAC Working Group;
- development of an awareness training program offered to private-sector owners and operators;
- development of a formal mission assurance assessment process to assess risks to DIB critical assets;
- development of an infrastructure resiliency guide for use by owners and operators;
- development of the DIB Sector-Specific Plan; and
- establishment of a GCC/SCC populated Working Group to study the issue of access control to critical DIB facilities by persons other than employees of the site such as those who require periodic access to perform facility repairs and maintenance activities.

Gen. Bates also discussed increasing awareness of the Sector Partnership Framework throughout the DIB. Beyond awareness, active participation via the partnership model described in the NIPP and the SSP will be encouraged by an even greater number of DIB critical asset owners. Mr. Bryan commented on an international outreach effort recently undertaken by the DIB. The Sector would like to foster a relationship with Canada as they share a lot of the same Defense Industrial Base sites, products and services. The goal is to begin to share methodology and processes to identify and prioritize risk.

The Sector representatives closed the panel discussion by mapping the future plans of the Sector. The goals of the Sector include:



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- developing the Protected Critical Infrastructure Information (PCII) into a DoD-wide program;
- developing, in collaboration with the Defense Contract Management Agency (DCMA), a proposal to identify and train teams of dedicated military reserve personnel to respond to incidents involving DIB CI/KR; and
- building upon the foundation that has been laid for a productive, collaborative, public private-sector approach to protecting and building resiliency in the Defense Industrial Base Sector and among its critical assets.

### **Transportation Sector**

Mr. Doyle Raines, Transportation Security Administration (TSA) introduced the Transportation Sector and its representatives from the SCC, Mr. Chris Bidwell of the Aviation SCC and Mr. Martin Rojas of the Highway and Motor Carriers SCC. Mr. Raines stated that the Transportation Sector is unique from the other 16 Sectors in that it has five separate modals (Aviation, Highway and Motor Carriers, Maritime, Mass Transit, and Railroad), each having their own GCC and SCC. The Sector is in the process of forming a full SCC, containing members of each modal.

The Sector representatives reviewed recent successes of the Sector, including:

- creation of five working groups: Credentialing, Freight, Infrastructure, Pandemic/Emergency Planning, and Passenger;
- development of a risk-based Security Sensitive Hazmat List;
- completion of the Aviation annex to the Transportation SSP; and
- creation of a working group on Risk Management in the Aviation SCC.

Mr. Rojas spoke of the desire of the HMC SCC to work with other Sectors (including Food and Agriculture, Chemical, DIB) to continue to grow the interrelationships with other SCCs and mentioned that HMC SCC has recently joined PCIS. Mr. Bidwell spoke on behalf of the Aviation SCC stating that the aviation industry is one of the most regulated by the government, and because of that regulation the industry has a great working relationship with the Federal Government.

Then Mr. Rojas closed by thanking Mr. Raines and the members of the HMC SCC who could not attend.

### **Postal and Shipping Sector**

Mr. Raines thanked Mr. Bidwell and segued to the Postal and Shipping (P&S) Sector, for which TSA also serves as the SSA. Mr. Raines stated that the P&S Sector is very small Sector, which consists of only eight corporations. The primary goal of the Sector is information sharing. The Sector is pushing the use of HSIN and the SCC has all its members signed on and has begun to use HSIN. Mr. Raines stressed that TSA is working hard to expand the Sector and work with interconnected Sectors, especially transportation. The TSA sees great synergy potential in the Sectors working together and supporting one another.

## **V. THE SECTOR PARTNERSHIP'S ROLE IN INCIDENT MANAGEMENT**

Assistant Secretary Stephan opened this portion by citing the devastating impact on CI/KR brought about by the multiple hurricanes in 2005 that struck the Gulf Coast of the United States. He noted that the Federal government's response resulted in the failures of other parts of the national system necessary to bring the appropriate response to bear on the incident. The Federal family has worked very aggressively over the last two years to address the impact of those natural disasters and ensure that the CI/KR protection, restoration and recovery mission received appropriate attention based upon the lessons learned from those hurricanes. A final draft annex is now in place that specifically deals with critical infrastructure, protection, security, information sharing and dealing with requests for assistance from various aspects of the private sector that are victimized by either a terrorist event or a natural occurring disaster. That annex has been coordinated through this partnership framework. Multiple Federal departments and agencies have worked to position the right people inside the NICC, which is taking the pulse of the nation everyday and feeding that information into the NOC and building a national common operating picture.

Assistant Secretary Stephan stated that OIP has worked with FEMA to build infrastructure protection and restoration and recovery components into their "24-7" watch capability. There are 78 specialists across the country who are positioned to partner with infrastructure owners and operators, State and local officials, emergency managers, Homeland Security Advisors, every single day on the business of security, planning, preparedness, readiness, exercises, training. These are the same people plugging into the federal joint field office structure to ensure the integration of effort across ESS. They are also responsible for the prioritizing the infrastructures that have been impacted and that need assistance as well as maintaining information flow necessary to surmount any challenge, natural or other.

Assistant Secretary Stephan then introduced Mr. Robert Shea of FEMA.

Mr. Shea began by pointing out that failures during Hurricane Katrina elicited a number of efforts from the White House on down to identify the issues and necessary solutions. Much of the last year for FEMA has been spent transitioning to a new leadership team led by David Pollison and Harvey Johnson. For the last year, FEMA undertook 19 separate assessments conducted across the range of activity that the agency is involved in, from baseline systems like information technology to facilities management to federal coordinating officers, to raise the agency's level of capability and strengthen its core competencies. FEMA is also developing core competencies in the areas of operational planning, disaster communications and logistics. The vision for the new FEMA is to be the nation's pre-eminent emergency management and preparedness agency.

Last fall, Congress passed the Post-Katrina Emergency Management Reform Act, which moved into FEMA a series of responsibilities including all those associated with preparedness across the entire department. Among those responsibilities was the creation of a national advisory council, and recently FEMA announced the membership of that council. Additionally, that law tasks FEMA with creating regional advisory councils and regional emergency communications

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coordination workgroups. This law also challenges the agency to build bridges with communications organizations in concert with agency partners, particularly NCS and NCSD.

FEMA's priorities the next year include modernizing and integrating the agency's information technology infrastructure, invigorating agency logistics and filling capacity gaps. FEMA will also look at partnering with OIP much more actively and plans to rely much more on the good work that has already been done with the NIPP and the NICC. In addition to the infrastructure OIP has in place in the private sector, FEMA wants to create a seat for a representative in the agency's national response coordination center and then push that initiative out into the regional response coordination centers and eventually into the joint field offices.

In closing, Mr. Shea stated that the interdependencies spoken about today are critical for FEMA as well. When an incident affects the private sector deeply, it is not possible to do an adequate job of restoration and recovery until the private sector is back up and running. While FEMA requests the private sector's partnership, the agency also asks that the sector take care of its people, facilities and communities. In this way, the partnership can be successful in responding and recovery.

### **VI. THE PATH FORWARD: *WORKING TOGETHER TO ADDRESS CI/KR INTERDEPENDENCIES***

Assistant Secretary Stephan commented on the progress this body has helped create and the steps the nation has taken in the six years since President Bush first outlined the Homeland Security strategy. He commended the members of the CIPAC on their commitment, dedication and partnership efforts that helped create a whole that is greater than the sum of its parts. Assistant Secretary Stephan challenged the CIPAC to continue moving forward, working through differences and striving for further progress.

In closing, Mr. Wallace echoed Assistant Secretary Stephan's remarks and thanked all who attended for helping create a public-private partnership trying to improve the critical infrastructure of this country, an "us-us" and no longer "us vs. them". Mr. Wallace ended by commending Assistant Secretary Stephan for his work and leadership in Infrastructure Protection.

### **VII. ADJOURNMENT**

Ms. Nancy Wong thanked the panel and attendees for their support and adjourned the meeting.