Critical Infrastructure Task Force

Presentation to
Homeland Security Advisory Council
10 January 2006

Ruth David
Chair, Critical Infrastructure Task Force

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Critical Infrastructure Task Force (CITF) Charter

Review current and provide recommendations on ***advancing national critical infrastructure policy*** & planning to ensure the reliable delivery of critical infrastructure services while ***simultaneously reducing the consequences*** of the exploitation, destruction, or disruption of critical infrastructure products, services, and/or operations.

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CITF Membership

- Dr. Ruth David (Chair)
- Erle Nye (Vice-Chair)
- Duane Ackerman
- Dr. Richard Andrews
- William Bryan (DoD)
- Frank Cilluffo
- Deputy Commissioner Frank Cruthers
- Judge Robert Eckels
- Supervisor Don Knabe
- MG (Ret.) Bruce Lawlor
- Peggy Merriss
- Judith Mueller
- Governor Mitt Romney
- Chief Gary Scott
- Bill Whitmore
- Houston Williams
- Dr. John “Skip” Williams
- BG (Ret) Allan Zenowitz
- Dan Ostergaard (Exec Dir HSAC)
- Jeff Gaynor (DFO)

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CITF Meetings

- Charlotte, NC – The Weston Charlotte
  - Focus on existing DHS protection and emerging domestic and international Critical Infrastructure Resilience initiatives
- Monterey, California – Naval Postgraduate School (two days)
  - Focus on Private Sector Business Continuity and Defense Department “Mission Assurance” objectives
- Washington, D.C. – Two meetings at the Federal Reserve
  - Focus on National & Regional Resilience Initiatives

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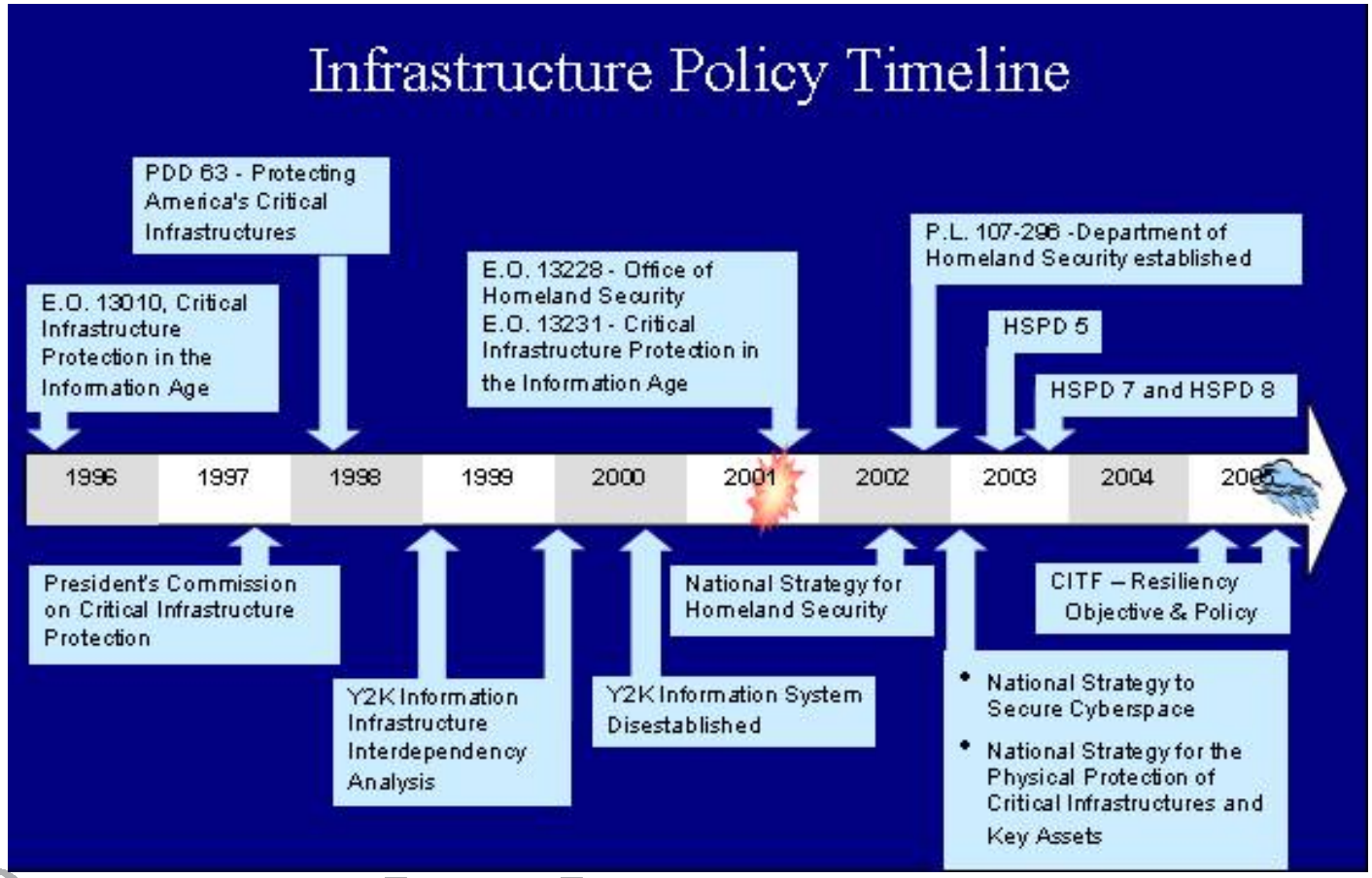
Retrospective



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PDD-63—A National Goal

No later than the year 2000, the United States shall have achieved an initial operating capability and no later than five years from today the United States shall have achieved and shall maintain the ability to ***protect*** the nation's critical infrastructures from ***intentional acts*** that would significantly diminish the abilities of:

- The Federal Government to perform essential national security missions and to ensure the general public health and safety;
- State and local governments to maintain order and to deliver minimum essential public services;
- The private sector to ensure the orderly functioning of the economy and the delivery of essential telecommunications, energy, financial and transportation services.

Any interruptions or manipulations of these critical functions must be *brief, infrequent, manageable, geographically isolated and minimally detrimental* to the welfare of the United States.

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22 May 1998

Recommendation 1: ***Promulgate Critical Infrastructure Resilience (CIR) as the top-level strategic objective—the desired outcome—to drive national policy and planning.***

- Definitions
  - ***Protection***—*the act of protecting;* ***Protect***—*to cover or shield from exposure, injury, or destruction*
  - ***Resilience***—*an ability to recover from or adjust easily to misfortune or change*
- Lexicon Recommendation (Science: 12 August 2005)
  - ***"Resiliency is defined as the capability of a system to maintain its functions and structure in the face of internal and external change and to degrade gracefully when it must."***

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Rationale

- Quantifiable Target
  - *Time required to restore full functionality*
- Aligned with Private Sector Interests
  - *Enterprise Risk Management*
  - *Continuity of Business*
- Growing adoption
  - *Nationally & Internationally*

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Recommendation 2: ***Align policy and implementing directives for risk-based decision-making with the Critical Infrastructure objective within the broader homeland security mission context.***

- Homeland Security Presidential Directive-7
  - *"This directive establishes a national policy for Federal departments and agencies to identify and prioritize United States critical infrastructure and key resources and to protect them from terrorist attacks."*
- Homeland Security Presidential Directive-8
  - *"This directive establishes policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies . . ."*

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Recommendation 3: ***Create a framework of cascading national goals flowing from the top-level Critical Infrastructure Resilience objective.***

- National Preparedness Goal (Required by HSPD-8)
  - **Vision:** *"To engage Federal, State, local, and tribal entities, their private and non-governmental partners, and the general public to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events in order to minimize the impact on lives, property, and the economy."*
  - **Target Capabilities List:** *Thirty-six essential capabilities that should be developed and maintained, in whole or in part, by various levels of government . . .*

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Interim National Preparedness Goal
31 March 2005

Target Capabilities List

1. Animal Health Emergency Support
2. CBRNE Detection
3. Citizen Preparedness and Participation
4. Citizen Protection
5. Critical Infrastructure Protection
6. Critical Resource Logistics & Distribution
7. Economic and Community Recovery
8. Emergency Operations Center Management
9. Emergency Public Information & Warning
10. Environmental Health & Vector Control
11. Explosive Device Response Operations
12. Fatality Management
13. Firefighting Operations/Support
14. Food & Agriculture Safety & Defense
15. Information Collection & Threat Recognition
16. Information Sharing & Collaboration

. . .and so forth

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Critical Infrastructure Resilience

- Extend National Goal
  - **From CIP:** *Protection* against *intentional acts*
  - **To CIR:** *Resilience* to *all-hazards*
- Establish Cascading Framework
  - Align stakeholder actions
  - Address interdependencies
  - Establish measurable outcomes

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Recommendation 4: ***Establish and institutionalize proactive mechanisms to continually evolve critical infrastructure policy and planning guidance.***

- Threats will continue to evolve
  - *Attractive targets from "predator's view"*
  - *Growing interdependencies will amplify impacts*
- Critical Infrastructure Exercise Program
  - *Public and private sector stakeholders*
  - *Emphasize learning—identify gaps/issues*
- Lessons-Learned Program
  - *Institutionalize process*
  - *Exploit opportunities (e.g. Hurricane Katrina)*

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Recommendation 5: ***Establish a governance structure that supports the diversity of stakeholders within and between sectors as well as the realities of infrastructure placement and operation within communities.***

- Critical infrastructure sectors have diverse characteristics; definitions have evolved over time
  - Intra-sector dependencies/coupling
  - Inter-sector dependencies/coupling
  - Regulatory environment
- Stakeholders include communities to which products/services are provided
  - Also key decision-makers

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<u>Recommendation 6:</u> Establish an information sharing regime explicitly linked to critical infrastructure resiliency goals and governance—but integrated within an enterprise-wide information architecture.

- *Creation of more resilient critical infrastructures will require **unprecedented collaboration and cooperation** between disparate stakeholder communities*
- *Progress could be accelerated through aggressive sharing of lessons-learned from regional and local initiatives*
- *An enterprise-wide information architecture is vital; many "end users" wear multiple hats*

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Conclusion

- Current State of Critical Infrastructures
  - *Efficient . . . aging, over-stressed, geographically concentrated . . . potentially consequence amplifying*
- Technology can help
  - *Replace obsolete equipment . . . "instrument" critical infrastructures . . .model interdependencies . . . analyze mitigation options*
- Investment is a shared responsibility
  - *Progress will require a **shared objective***

The CITF believes Critical Infrastructure Resilience is the necessary shared objective.

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