

## 2024 Current Fiscal Year Report: National Infrastructure Advisory Council

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**1. Department or Agency**

Department of Homeland Security

**2. Fiscal Year**

2024

**3. Committee or Subcommittee**

National Infrastructure Advisory  
Council

**3b. GSA Committee  
No.**

15121

**4. Is this New During Fiscal Year?** **5. Current Charter** **6. Expected Renewal Date** **7. Expected Term Date**

No 12/20/2021 12/20/2023

**8a. Was Terminated During Fiscal Year?**

No

**8b. Specific  
Termination  
Authority**

**8c. Actual  
Term Date**

**9. Agency  
Recommendation for Next  
Fiscal Year**

Continue

**10a. Legislation  
Req to Terminate?**

Not Applicable

**10b.  
Legislation  
Pending?**

Not Applicable

**11. Establishment Authority** Presidential

**12. Specific Establishment  
Authority**

Sec. 9(b), EO 13231, as  
amended by EO 13286,  
13385, 13652, and 14048

**13. Effective  
Date** **14. Committee  
Type**

09/30/2023 Continuing Yes

**14c.  
Presidential?**

**15. Description of Committee** National Policy Issue Advisory  
Board

**16a. Total Number of Reports** 1

**16b. Report  
Date** Report Title

NIAC Managing the Infrastructure  
12/13/2023 Challenges of Increasing  
Electrification

**Number of Committee Reports Listed:** 1

**17a.** 4 **17b. Closed** 0 **17c. Partially Closed** 1 **Other Activities** 0 **17d. Total** 5  
**Open**

## Meetings and Dates

	Purpose	Start	End
	NIAC Quarterly Business Meeting	12/13/2023	12/13/2023
	NIAC Quarterly Business Meeting	03/13/2024	03/13/2024
[Disaster Response and Resiliency]	Subcommittee met weekly and biweekly to discuss tasking, meet with briefers, and draft report for NIAC approval.	02/15/2024	09/30/2024
[Expanding Workforce]	Subcommittee met biweekly to discuss tasking, meet with briefers, and draft report for NIAC approval.	02/22/2024	12/20/2024
[Promoting Infrastructural Health]	Subcommittee met biweekly to discuss tasking, meet with briefers, and draft report for NIAC approval.	02/20/2024	09/30/2024

## Number of Committee Meetings Listed: 5

	Current FY	Next FY
<b>18a(1). Personnel Pmts to Non-Federal Members</b>	\$0.00	\$0.00
<b>18a(2). Personnel Pmts to Federal Members</b>	\$0.00	\$0.00
<b>18a(3). Personnel Pmts to Federal Staff</b>	\$0.00	\$0.00
<b>18a(4). Personnel Pmts to Non-Member Consultants</b>	\$0.00	\$0.00
<b>18b(1). Travel and Per Diem to Non-Federal Members</b>	\$0.00	\$0.00
<b>18b(2). Travel and Per Diem to Federal Members</b>	\$0.00	\$0.00
<b>18b(3). Travel and Per Diem to Federal Staff</b>	\$0.00	\$0.00
<b>18b(4). Travel and Per Diem to Non-member Consultants</b>	\$0.00	\$0.00
<b>18c. Other(rents,user charges, graphics, printing, mail, etc.)</b>	\$0.00	\$0.00
<b>18d. Total</b>	\$0.00	\$0.00
<b>19. Federal Staff Support Years (FTE)</b>	0.00	0.00

**20a. How does the Committee accomplish its purpose?**

The NIAC studies issues requested by the Federal government related to critical infrastructure security and resilience as defined under Presidential Policy Directive 21, including cyber security related issues under Executive Order 13636. The NIAC studies also relate to coordination and risk management efforts of public-private sector to advance the security and resilience of the Nation's critical infrastructure, by collecting information and developing recommendations on national policy, strategy and programs.

**20b. How does the Committee balance its membership?**

The NIAC is composed of up to 30 Presidentially-appointed senior executives and selected from the private sector, including industry and academia, as well as state, local and tribal government, as established in the committee's establishing Executive Order and in its charter. The Members shall have expertise relevant to the mission and purpose of the NIAC and shall be selected from industry Chief Executive Officers (and equivalent ranked leaders in academia, state, local, and tribal government) with leadership expertise and responsibility for the oversight of the security and resilience of institutions within critical sectors of the economy as defined in Presidential Policy Directive 21.

**20c. How frequent and relevant are the Committee Meetings?**

The Council meets approximately 4 times each year with two in-person meetings and two virtual meetings. It is vital that the NIAC meets frequently to deliberate and vote on reports and to receive

feedback from its Government stakeholders from the Executive Office of the President and DHS.

**20d. Why can't the advice or information this committee provides be obtained elsewhere?**

The NIAC provides a forum for senior executive level industry and other equivalent representatives of academia, state, local and tribal government to advise on issues relating to critical infrastructure security and resilience to officials at the highest levels of the Federal government. The vast majority of the Nation's critical infrastructure is owned and operated by private sector, state, local, tribal and territorial government. The NIAC provides the Federal government with subject matter expertise and perspective on the topics defined in the Council's charter that otherwise would be unavailable to the Federal government at the senior executive level. The cross sector senior executive perspective of NIAC cannot be performed by the Department of Homeland Security, by any other federal agency, or by any existing advisory committee.

**20e. Why is it necessary to close and/or partially closed committee meetings?**

Classified threat briefings must be conducted in closed sessions.

**21. Remarks**

NIAC Studies address problems like how to Improve intelligence information sharing across government and industry; Identify and reduce complex cyber risks, particularly for cyber-physical systems that operate critical processes; Better prepare and respond to disruptions (like Superstorm Sandy) that can ripple across multiple infrastructure systems and paralyze services to entire regions; Facilitate cooperative

decision-making among senior executives and federal leaders during imminent threats and disaster response; and Address the skills gaps and loss of institutional knowledge in key workforces.

## Designated Federal Officer

Celinda Moening Designated Federal Officer for the National Infrastructure Advisory Council

Committee Members	Start	End Occupation	Member Designation
Armstrong, Alan	09/09/2022	Williams Inc.	Representative Member
Asthana, Manu	09/09/2022	PJM Interconnection	Representative Member
Batiste, Camille	09/09/2022	Archer Daniels Midland	Representative Member
Beriwal, Madhu	09/09/2022	Innovative Emergency Management Inc.	Representative Member
DeFiore, Deneen	09/09/2022	United Airlines	Representative Member
Descant, Joshua	09/09/2022	REV/REV Business	Representative Member
Fox, Christine	09/09/2022	Johns Hopkins Applied Physics Lab	Representative Member
Gadis, David	09/09/2022	DC Water	Representative Member
Hayford, Michael	09/09/2022	NCR Corp.	Representative Member
Lau, Connie	07/11/2020	Hawaiian Electric Industries (former)	Representative Member
Lehman, Maria	09/09/2022	American Society of Civil Engineers	Representative Member
Mattei, Norma Jean	09/09/2022	University of New Orleans	Representative Member
Ogunlesi, Adebayo	09/09/2022	Global Infrastructure Partners	Representative Member
Pratte, Clara	09/09/2022	Strongbow Strategies	Representative Member
Quiniones, Gil	09/09/2022	ComEd	Representative Member
Ramirez, Jorge	09/09/2022	GCM Grosvenor	Representative Member

Romano, Pasquale	09/09/2022	ChargePoint	Representative Member
Scott, Beverly	07/11/2020	Beverly Scott Associates	Representative Member
Sims, Patricia	09/09/2022	Drake State Community and Technical College	Representative Member
Taylor, Luis "Vance"	09/09/2022	California Governor's Office of Emergency Services	Representative Member
Thomas, Anthony	09/09/2022	Windstream Communications	Representative Member
Vial, Conrad	09/09/2022	Sutter Health	Representative Member
Wahba, Sadek	09/09/2022	I Squared Capital	Representative Member
Wiernicki, Chris	09/09/2022	American Bureau of Shipping	Representative Member
Zibelman, Audrey	09/09/2022	X (formerly Google X)	Representative Member
Byrne, Mike [Disaster Response and Resiliency]	02/26/2024	Deloitte	Peer Review Consultant Member
Carwile, William [Disaster Response and Resiliency]	02/26/2024	(Former FEMA)	Peer Review Consultant Member
D'Antonio, Rosanna [Disaster Response and Resiliency]	02/26/2024	LA County Deputy of DPW	Peer Review Consultant Member
Harris, Alan [Disaster Response and Resiliency]	02/26/2024	Seminole County Office of Emergency Management	Peer Review Consultant Member
Kieserman, Brad [Disaster Response and Resiliency]	02/26/2024	American Red Cross	Peer Review Consultant Member
Koon, Bryan [Disaster Response and Resiliency]	02/26/2024	IEM	Peer Review Consultant Member
Semonite, Todd [Disaster Response and Resiliency]	02/26/2024	WSP	Peer Review Consultant Member
Smith, Terrance [Disaster Response and Resiliency]	02/27/2024	Smith's Research & Gratings	Peer Review Consultant Member
Soto, Manuel [Disaster Response and Resiliency]	02/26/2024	Office of Emergency Management, City of Orlando	Peer Review Consultant Member

Tate-Nadeau, Alicia [Disaster Response and Resiliency]	02/26/2024	Emergency Management Agency and Office of Homeland Security	Peer Review Consultant Member
Tennyson, Stephanie [Disaster Response and Resiliency]	02/26/2024	IEM	Peer Review Consultant Member
Carpenter, Jenna [Expanding Workforce]	02/23/2024	School of Engineering, Campbell University	Peer Review Consultant Member
Clark, Jack [Expanding Workforce]	02/26/2024	International Transportation Learning Center (ITLC)	Peer Review Consultant Member
Daddazio, Ray [Expanding Workforce]	02/22/2024	Thornton Tomasetti	Peer Review Consultant Member
Francis, Aisha [Expanding Workforce]	03/01/2024	Benjamin Franklin Cummings Institute of Technology	Peer Review Consultant Member
Goodings, Deborah [Expanding Workforce]	02/23/2024	College of Engineering and Computing George Mason University	Peer Review Consultant Member
Harwood, David [Expanding Workforce]	02/23/2024	Business Transformation Terracon	Peer Review Consultant Member
Millar, Roger [Expanding Workforce]	02/23/2024	WSDOT	Peer Review Consultant Member
Powell, Kishia [Expanding Workforce]	02/23/2024	WSSC Water	Peer Review Consultant Member
Ayyub, Bilal [Promoting Infrastructural Health]	02/28/2024	University of Maryland	Peer Review Consultant Member
Keolanui, Beth [Promoting Infrastructural Health]	02/28/2024	Sutter Health	Peer Review Consultant Member
Lerner-Lam, Eva [Promoting Infrastructural Health]	02/28/2024	Palisades Consulting	Peer Review Consultant Member
Ma, Jonathan [Promoting Infrastructural Health]	02/28/2024	Sutter Health	Peer Review Consultant Member
Medina, Ricardo [Promoting Infrastructural Health]	02/28/2024	Simpson Grumpertz & Heger	Peer Review Consultant Member

Monson, Jackie [Promoting Infrastructural Health]	02/28/2024	Sutter Health	Peer Review Consultant Member
Nayeri, Amir [Promoting Infrastructural Health]	02/28/2024	Meridiam's Global Business Development	Peer Review Consultant Member
Totman, David [Promoting Infrastructural Health]	02/28/2024	AutoDesk	Peer Review Consultant Member
Francis, Thomas [Transformer Production]	03/15/2024	ComEd	Peer Review Consultant Member
Mansoor, Arshad [Transformer Production]	03/15/2024	ERPI	Peer Review Consultant Member

**Number of Committee Members Listed: 54**

### **Narrative Description**

The NIAC is the only council of cross-sector executives that examines high-impact risks that could shut down America's critical infrastructure, 85 percent of which is owned by the private sector. At the President's direction, NIAC members study physical and cyber risks and recommend solutions that reduce risks and improve security and resilience. Members draw upon their deep experience, engage national experts, and conduct extensive research to discern the key insights that lead to practical federal solutions to complex problems. The NIAC provides the President through the Secretary of Homeland Security with advice on the security and resilience of the critical infrastructure sectors and their information systems, from the executive level perspective of those who own and operate the Nation's critical infrastructure. Because the majority of the Nation's critical infrastructure is owned by private sector, state, and local government, the critical infrastructure security and resilience mission (CISR) is a shared mission with the Federal government. The CISR mission, which includes cyber security, is a core element of DHS mission to lead the unified national effort to secure America: We will prevent and deter terrorist attacks and protect against and respond to threats and hazards to the nation. The Council's advice supports the Quadrennial Homeland Security Review (QHSR) Goal 1.3: Reduce Risk to the Nation's Critical Infrastructure, Key Leadership, and Events: Enhance security for the Nation's critical infrastructure from terrorism and criminal activity, which is the basis for key goals in



DHS' mission and its strategic plan. The Nation's critical infrastructure is a foundation for the economy, public safety and national security. Recommendations are close to finalization.

**What are the most significant program outcomes associated with this committee?**

	Checked if Applies
Improvements to health or safety	<input checked="" type="checkbox"/>
Trust in government	<input checked="" type="checkbox"/>
Major policy changes	<input checked="" type="checkbox"/>
Advance in scientific research	<input checked="" type="checkbox"/>
Effective grant making	<input type="checkbox"/>
Improved service delivery	<input checked="" type="checkbox"/>
Increased customer satisfaction	<input checked="" type="checkbox"/>
Implementation of laws or regulatory requirements	<input checked="" type="checkbox"/>
Other	<input checked="" type="checkbox"/>

**Outcome Comments**

The major outcome that the Council supports is to reduce the risk to the Nation's critical infrastructure through advice on enhancing security and resilience of the Nation's critical infrastructures and their information systems, which in turn advances national and economic security, and public safety. Because this homeland security mission is a joint mission between all levels of government and the owners and operators of the Nation's critical infrastructure, neither can perform the mission alone. They must work together in a true partnership, which requires the thoughtful and experiential insights provided by the Council's members whose direct experience and knowledge of critical infrastructure are brought to bear in the Council's recommendations to the President on national policy and strategy and on effective public-private collaboration and coordination.

**What are the cost savings associated with this committee?**

	Checked if Applies
None	<input type="checkbox"/>
Unable to Determine	<input checked="" type="checkbox"/>
Under \$100,000	<input type="checkbox"/>
\$100,000 - \$500,000	<input type="checkbox"/>
\$500,001 - \$1,000,000	<input type="checkbox"/>

\$1,000,001 - \$5,000,000  
\$5,000,001 - \$10,000,000  
Over \$10,000,000  
Cost Savings Other

☐  
☐  
☐  
☐

### **Cost Savings Comments**

N/A

**What is the approximate Number of recommendations produced by this committee for the life of the committee?**

247

### **Number of Recommendations Comments**

Since it was established in 2001, the NIAC has conducted 35 in-depth studies resulting in 247 recommendations. To arrive at a consistent number of recommendations throughout the 22 years of NIAC's studies, the top level recommendations that are or would have been noted in the Executive Summary of the studies were tallied. There were, however, over 200 additional subcategories of recommendations noted in the report details across the years. As an advisory council, the NIAC does not have the authority to enforce implementation of its recommendations, but in some cases is able to identify actions that may have been taken in response to its recommendations.

**What is the approximate Percentage of these recommendations that have been or will be Fully implemented by the agency?**

76%

### **% of Recommendations Fully Implemented Comments**

"Fully implemented" refers to government actions that address the core concern of the recommendation. Note that to be considered "fully implemented", an action does not need to match the precise verbiage of the original recommendation, nor does the action need to be directly attributed to the recommendation: simply addressing, in whole or in part, the core concern of the recommendation is sufficient to demonstrate responsiveness on the part of the government.

**What is the approximate Percentage of these recommendations that have been or will be Partially implemented by the agency?**

4%

### **% of Recommendations Partially Implemented Comments**

“Partially implemented” refers to government reports, announcements, or other publications that recognize or confirm the core concern of the recommendation but do not amount to concrete actions such as a policy change. Such pronouncements express government interest in an issue but do not necessarily guarantee current or future action.

**Does the agency provide the committee with feedback regarding actions taken to implement recommendations or advice offered?**

Yes ☒ No ☐ Not Applicable ☐

**Agency Feedback Comments**

Because the NIAC is a Presidential committee, its recommendations are made to the President, and can affect any or every Federal agency. The DFO continues to work with the White House and DHS to effectively track implementation. Representatives from various agencies, including those within DHS, to which advice has been given, are invited to provide feedback in quarterly business meetings on implementation status of recommendations relevant to them.

**What other actions has the agency taken as a result of the committee's advice or recommendation?**

Checked if Applies

Reorganized Priorities	<input checked="" type="checkbox"/>
Reallocated resources	<input checked="" type="checkbox"/>
Issued new regulation	<input type="checkbox"/>
Proposed legislation	<input checked="" type="checkbox"/>
Approved grants or other payments	<input type="checkbox"/>
Other	<input checked="" type="checkbox"/>

**Action Comments**

Since its establishment in 2001, the NIAC has completed 35 in-depth studies resulting in 247 recommendations. To date, around 75% of these recommendations have been fully or partially accepted by relevant Federal departments and agencies.

**Is the Committee engaged in the review of applications for grants?**

No

**Grant Review Comments**

N/A

**How is access provided to the information for the Committee's documentation?**

Checked if Applies

Contact DFO	<input checked="" type="checkbox"/>
Online Agency Web Site	<input checked="" type="checkbox"/>
Online Committee Web Site	<input checked="" type="checkbox"/>
Online GSA FACA Web Site	<input checked="" type="checkbox"/>
Publications	<input type="checkbox"/>
Other	<input type="checkbox"/>

**Access Comments**

All reports are published on the NIAC page on the DHS public web site, [www.cisa.gov/niac](http://www.cisa.gov/niac). This will be an ongoing outreach effort. As part of our recommendation implementation tracking plan, we will also increase outreach to other agencies, including active distribution of relevant reports and recommendations to interagency policy committees that are relevant to critical infrastructure security and resilience.