



# NATIONAL INFRASTRUCTURE ADVISORY COUNCIL (NIAC)

NIPP 2013 CEO SUMMARY WORKING GROUP  
5 SEPTEMBER 2014

Mike Wallace, Chair

Former Vice Chair and COO, Constellation Energy  
Center for Strategic and International Studies (CSIS)

# AGENDA

- Tasking Summary
- Working Group Members
- Findings to Date
- Case Study Outline
- Revised Timeline
- Proposed Changes

# TASKING SUMMARY

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Provide a report to the President that offers perspective on CEO or equivalent senior executive decision-making roles and contributions to a public-private partnership or coordination activity, effective principles and framework/methodology for engagement, and criteria for effective sustainability, when required.

- The Final Report should also include a NIPP CEO Summary as a model for effective CEO-level communication.

# WORKING GROUP MEMBERS

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- **Mike Wallace**, *Former Vice Chair and COO, Constellation Energy, Center for Strategic and International Studies (CSIS) (Chair)*
- **Lt. Gen. Al Edmonds (Ret.)**, *President and CEO, Edmonds Enterprise Services, Inc.*
- **David Kepler**, *Executive Vice President/Chief Sustainability Officer, Chief Information Officer, The Dow Chemical Co.*
- **Peg Grayson**, *President, MTN Government Services*

# FINDINGS TO DATE

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- In some sectors, CEOs and senior-level officials are engaging one another on areas of mutual concern, though these processes are largely driven by personal connections, rather than repeatable processes.
- Sectors with numerous unique communities of interest can be difficult to organize in a single body, or around a single common area of concern.
- Trade associations have been highlighted as important convening bodies by Subject Matter Experts in multiple sectors.
- The proposed executive-level engagement methodology, based on the Electricity Sector's successful approach to achieving executive-level engagement, may not be applicable to some sectors.
  - Unique methodologies may be needed in order to meet the structure and needs of individual sectors.

# FINDINGS TO DATE

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## ■ Chemical Sector

- Strong partnerships with Government and other industry sectors have been established, to ensure a comprehensive approach that has helped the Chemical sector to successfully manage and consistently improve Security performance
- Trade associations are a key resource for convening CEOs, both for discussing sector-wide issues and for collaborating with senior-level Federal officials.
- Collaboration of CEOs, through the American Chemistry Council, led to development of Responsible Care Security Code, which helps companies use risk-based approach to enhance security and resilience of assets, as well as relationships with key stakeholders.

# FINDINGS TO DATE

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## ■ Financial Services Sector

- Many executives have effective, collaborative relationships with the Federal Government, but those connections are based on personal familiarity, rather than repeatable process.
- The sector includes more than 100 different types of activity that organizations engage in, such as currency, retail and wholesale sales, brokerage, municipal bonds, and credit
  - Few issues affect all 100+ types of banking activity; therefore, convening all aspects of the sector around a single issue has proven difficult.

# FINDINGS TO DATE

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## ■ Telecommunications Sector

- CEOs and senior-level officials have used process-based methods to engage one another in the past – such as in the rollout of the National Broadband Plan (2009/2010) – but do not currently do so.
- Current engagement efforts are limited to industry presenting its position on Federal legislation, or are driven by response to crisis.



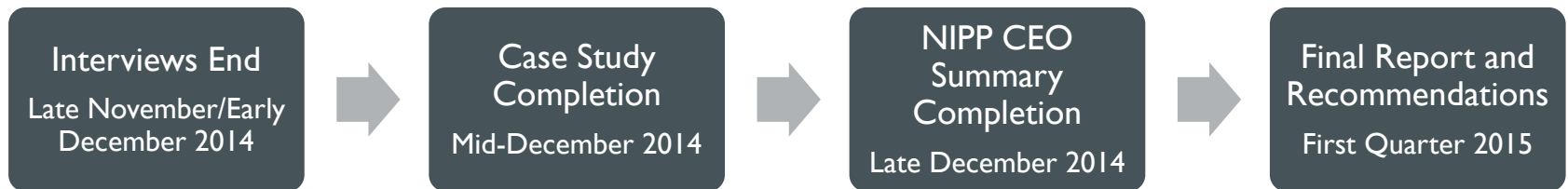
# CASE STUDY OUTLINE

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- Sector Landscape
- CEO Landscape
- Topics that intersect with the national CISR mission
- Specific decision and actions made by CEOs vs other Senior Executives
- Case Study
- Lessons Learned
- Summary of Findings and Conclusions

# REVISED TIMELINE

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# PROPOSED REVISION TO TASK IMPLEMENTATION

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## ■ Revised Methodology for Completing Task

- Examine 6 case studies representing sufficient diversity from among the sectors in PPD - 21 or their sub-sectors : Electric/Energy; Transportation; Water; Telecommunications, Chemical and Financial Services
- Identify structures, processes, lessons learned, approaches and factors, and challenges
- Identify findings (implications of diversity among the sectors, structures and people)
- Develop recommendations
- Deliver a CEO/Senior Executive Level Summary to illustrate communication approach

## ■ Timeline

- Revised timeline to deliver final report in First Quarter, 2015.