National Infrastructure Advisory Council

February 13, 2012

The Honorable Barack H. Obama
President of the United States
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC

Dear Mr. President:

On behalf of the Council, we are pleased to submit the National Infrastructure Advisory Council's (NIAC) Final Report and Recommendations on *Intelligence Information Sharing*. This study reviews the overall progress and status of bi-directional intelligence information sharing and examines ways to enhance the private sector role in counterintelligence. The Council deliberated and approved this study and its recommendations in our January 10, 2012 business meeting.

The Council would like to thank the other NIAC members for their participation in this effort and for their leadership in this study: Wes Bush, Chairman, President & CEO of Northrop Grumman, Jim Reid, President of CBRE Group LLC – Eastern Division and Mike Wallace, Former Vice Chairman & COO of Constellation Energy. The NIAC would also like to thank the critical infrastructure executives and subject matter experts who contributed to the study.

This study built on the foundational work done in the Council's 2006 *Public-Private Sector Intelligence Coordination* report. Over 200 interviews were conducted with security directors, senior executives, subject matter experts, government executives, and managers. In-depth case studies were also conducted within five sectors – Banking and Finance, Chemical, Commercial Facilities, Healthcare and Public Health and Oil and Natural Gas (Energy).

The Council examined all stages of the intelligence cycle pertaining to public-private information sharing: requirements generation, information collection, analysis and dissemination. The enclosed *Intelligence Information Sharing* report includes detailed findings and recommendations to advance bi-directional information sharing.

The report makes the following recommendations to improve intelligence information sharing with the critical infrastructure sectors:

- Assert the priority of infrastructure protection and resilience in national security
- Improve the implementation and accountability of existing authorities

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- Improve information content by leveraging private sector partner capabilities to reduce risk
- Improve the value of information products to industry risk-management practices
- Build accepted practices for timely information delivery
- Capitalize on private sector capabilities for counterterrorism solutions
- Enhance fusion center capabilities as one mechanism for sharing
- Develop an action plan to implement accepted recommendations

Mr. President, on behalf of our fellow NIAC members, we thank you for the opportunity to serve our country through participation in this Council.

Sincerely,

Philip G. Heasley
President & CEO
ACI Worldwide
Intelligence Information Sharing
Working Group Co-Chair, NIAC

James B. Nicholson
President & CEO
PVS Chemical
Intelligence Information Sharing
Working Group Co-Chair, NIAC

Enclosure

cc The Honorable Joseph R. Biden, Vice President
The Honorable Janet Napolitano, Secretary of Homeland Security