

2025 Current Fiscal Year Report: National Infrastructure Advisory Council

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1. Department or Agency	2. Fiscal Year
Department of Homeland Security	2025
3. Committee or Subcommittee	3b. GSA Committee No.
National Infrastructure Advisory Council	15121

4. Is this New During Fiscal Year?	5. Current Charter	6. Expected Renewal Date	7. Expected Term Date
No	12/18/2023	12/18/2025	

8a. Was Terminated During Fiscal Year?	8b. Specific Termination Authority	8c. Actual Term Date
Yes	Executive Order 14354: Continuation of Certain Federal Advisory Committees	09/30/2025

9. Agency Recommendation for Next Fiscal Year	10a. Legislation Req to Terminate?	10b. Legislation Pending?
Terminate	No	Not Applicable

11. Establishment Authority Presidential

12. Specific Establishment Authority	13. Effective Date	14. Committee Type	14c. Presidential?
Sec. 9(b), EO 13231, as amended by EO 13286, 13385, 13652, and 14048	09/30/2023	Continuing	Yes

15. Description of Committee National Policy Issue Advisory Board

16a. Total Number of Reports 3

16b. Report Date	Report Title
12/11/2024	Electrifying the Workforce
12/11/2024	Promoting Infrastructural Health
12/11/2024	Reimagining Disaster Response and Resiliency

Number of Committee Reports Listed: 3

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

Meetings and Dates

Purpose	Start	End
NIAC Quarterly Business Meeting to deliberate and vote on reports.	12/11/2024	12/11/2024

Number of Committee Meetings Listed: 1

	Current FY	Next FY
18a(1). Personnel Pmts to Non-Federal Members	\$0.00	\$0.00
18a(2). Personnel Pmts to Federal Members	\$0.00	\$0.00
18a(3). Personnel Pmts to Federal Staff	\$523,684.36	\$0.00
18a(4). Personnel Pmts to Non-Member Consultants	\$333,842.63	\$0.00
18b(1). Travel and Per Diem to Non-Federal Members	\$6,054.20	\$0.00
18b(2). Travel and Per Diem to Federal Members	\$0.00	\$0.00
18b(3). Travel and Per Diem to Federal Staff	\$5,000.00	\$0.00
18b(4). Travel and Per Diem to Non-member Consultants	\$3,204.91	\$0.00
18c. Administrative Costs (FRNs, contractor support, In-person/hybrid/virtual meetings)	\$0.00	\$0.00
18d. Other (all other funds not captured by any other cost category)	\$2,265.00	\$0.00
18e. Total Costs	\$874,051.10	\$0.00
19. Federal Staff Support Years (FTE)	2.80	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

Pursuant to EO 14354, the NIAC terminated on September 29, 2025.

Designated Federal Officer

Leilani Coates NIAC Alternate Designated Federal Officer

Committee Members	Start	End	Occupation	Member Designation
Adams, Martin	03/12/2024	09/29/2025	Los Angeles Department of Water and Power	Representative Member
Armstrong, Alan	09/09/2022	09/29/2025	Williams Inc.	Representative Member

Asthana, Manu	09/09/2022	09/29/2025	PJM Interconnection	Representative Member
Batiste, Camille	09/09/2022	09/29/2025	Archer Daniels Midland	Representative Member
Beriwal, Madhu	09/09/2022	09/29/2025	Innovative Emergency Management Inc.	Representative Member
DeFiore, Deneen	09/09/2022	09/29/2025	United Airlines	Representative Member
Descant, Joshua	09/09/2022	09/29/2025	REV/REV Business	Representative Member
Fox, Christine	09/09/2022	09/29/2025	Johns Hopkins Applied Physics Lab	Representative Member
Gadis, David	09/09/2022	09/29/2025	DC Water	Representative Member
Grain, David	03/12/2024	09/29/2025	Grain Management LLC	Representative Member
Hayford, Michael	09/09/2022	09/29/2025	NCR Corp.	Representative Member
Lau, Connie	07/11/2020	09/29/2025	Hawaiian Electric Industries (former)	Representative Member
Lehman, Maria	09/09/2022	09/29/2025	American Society of Civil Engineers	Representative Member
Mattei, Norma Jean	09/09/2022	09/29/2025	University of New Orleans	Representative Member
Milley, Mark	03/12/2024	01/20/2025	Defense Industrial Base	Representative Member
Ogunlesi, Adebayo	09/09/2022	09/29/2025	Global Infrastructure Partners	Representative Member
Pratte, Clara	09/09/2022	09/29/2025	Strongbow Strategies	Representative Member
Quiniones, Gil	09/09/2022	09/29/2025	ComEd	Representative Member
Ramirez, Jorge	09/09/2022	09/29/2025	GCM Grosvenor	Representative Member
Romano, Pasquale	09/09/2022	09/29/2025	ChargePoint	Representative Member
Scott, Beverly	07/11/2020	09/29/2025	Beverly Scott Associates	Representative Member
Sims, Patricia	09/09/2022	09/29/2025	Drake State Community and Technical College	Representative Member
Summers, Kurt	03/12/2024	09/29/2025	Financial Services	Representative Member
Taylor, Luis "Vance"	09/09/2022	09/29/2025	California Governor's Office of Emergency Services	Representative Member
Thomas, Anthony	09/09/2022	09/29/2025	Windstream Communications	Representative Member
Vial, Conrad	09/09/2022	09/29/2025	Sutter Health	Representative Member

Wahba, Sadek	09/09/2022	09/29/2025	I Squared Capital	Representative Member
Wiernicki, Chris	09/09/2022	09/29/2025	American Bureau of Shipping	Representative Member
Zibelman, Audrey	09/09/2022	09/29/2025	X (formerly Google X)	Representative Member

Number of Committee Members Listed: 29

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	<input type="checkbox"/>
\$5,000,001 - \$10,000,000	<input type="checkbox"/>
Over \$10,000,000	<input type="checkbox"/>
Cost Savings Other	<input type="checkbox"/>

Cost Savings Comments

N/A

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

254

Number of Recommendations Comments

Since it was established in 2001, the NIAC has conducted 35 in-depth studies resulting in 254 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
- Reallocated resources
- Issued new regulation
- Proposed legislation
- Approved grants or other payments
- Other

Action Comments

Since its establishment in 2001, the NIAC has completed 35 in-depth studies resulting in 254 recommendations. To date, around 80% 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
- Online Agency Web Site
- Online Committee Web Site
- Online GSA FACA Web Site

Publications



Other



Access Comments

All reports are published on the NIAC page on the DHS public web site, 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.