

Strategies in CI Protection & Resilience

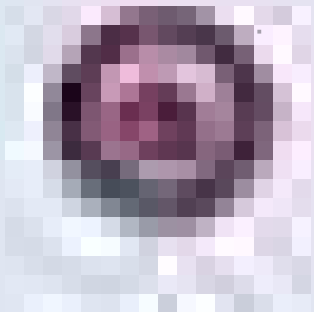
Target Values and the Imperative for an Objectively Measurable Critical Infrastructure and National Preparedness Condition

Presentation to the:

Critical Infrastructure Protection and Resilience North America Conference

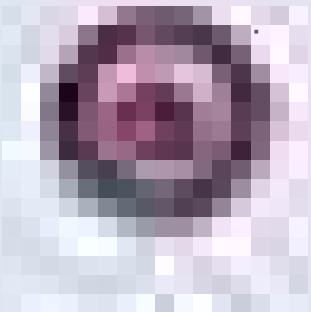
Astor Crowne Plaza New Orleans French Quarter

Wednesday, April 6, 2022



Disclaimers

- The content and opinions expressed in this presentation are the result of ~six decades of National and Homeland Security experience and are mine alone.
 - My remarks do not imply the endorsement of DoD, DHS, or the InfraGard Atlanta or InfraGard National Members Alliances.
- A cynic is an idealist with experience.



“Status quo, you know, is Latin for the mess we are in.”



President Ronald Reagan

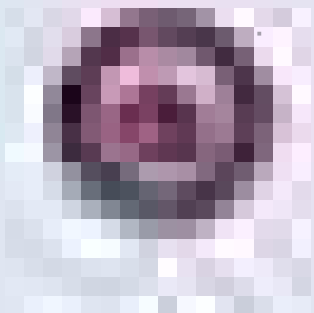
Critical Infrastructure Resilience History

- January 2006: Critical Infrastructure Resilience publicly introduced as America's Critical Infrastructure "... desired outcome and goal ..."
- February 2011: Formal recommendation made to the DHS Secretary to conduct a Community-centered "American Resilience Assessment".
- February 2013: Presidential Policy Directive-21: "Critical Infrastructure Security and Resilience" made America's goal.
- February 2013 to Present: The word "Resilience" made ubiquitous in "pop lexicon" and culture.



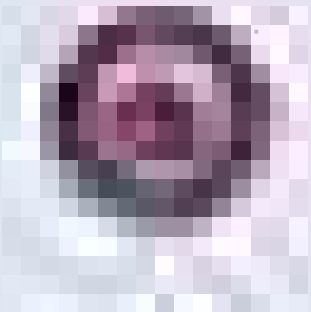
American Critical Infrastructure Preparedness Reality Check

- Critical Infrastructure enable people and the spectrum of American Life.
- America's Critical Infrastructures are the most cyber-reliant on Earth.
- Reliance raises target values, attracts predators and multiplies consequences and,
 - ultimately serve the best interests of predators (foreign and domestic).
- Reality is the ultimate measure of success or failure.
- Language is fundamental to awareness, understanding and success.



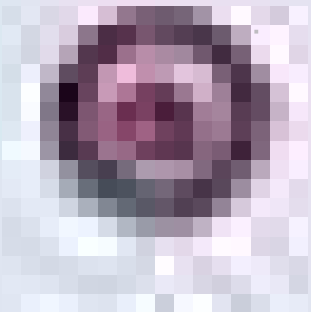
Presentation Objectives

- Recognize and scrutinize iterations of “The Status Quo”.
- Recognize and reject “homogenized” lexicon and unmeasurable “goals.”
- Redefine Risk Components.
- Spearhead resilience-based Critical Infrastructure Protection, Security and National Preparedness mindsets, metrics, methodologies and technologies that are:
 - Objectively Measurable, Achievable and Sustainable.
 - Operationally Proven, Nationally Comprehensive, Compatible and Unifying
 - At Worst — Cost Neutral.



Fundamental Questions

- How much protection is required to “protect” America’s critical infrastructure(s)?
- How much security is required to “secure” America’s networks?
- How much information must be “shared”?
- How many people live in a single infrastructure sector?
 - Where do the sector’s operationally merge?
- What have we accomplished in the past quarter century?



“States are like people. They do not question the awful status quo until some dramatic event overturns the conventional and lax way of thinking.”



Victor Davis Hansen
Military Historian
Hoover Institution Senior Fellow

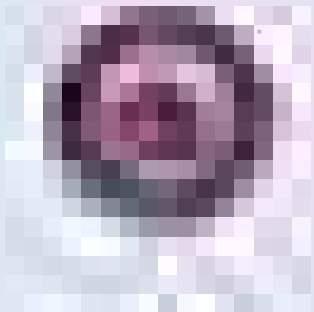
Homogenized and “Lax” Lexicon

- Activity \neq Accomplishment
 - Iteration \neq Innovation
 - Process \neq Progress
 - Rhetoric \neq Results
 - SMART \neq Smart
 - \$\$\$ Spent \neq Success
 - “New Normal”
 - “IoT”
 - “Lessons-Learned”



The Decisive Critical Infrastructure (CI) Preparedness Question

How do we correct
“... the mess we are in”?



The Resilience Mindset

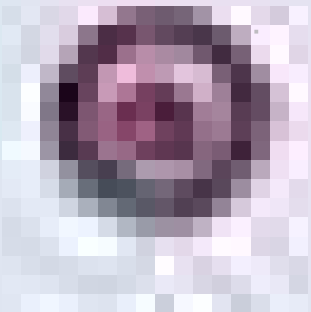
Never Ass-u-me!

Behind every silver lining . . .



The Resilience Mindset²

- The status quo is ultimately a killer.
- Everything is a “legitimate target.”
- If you are comfortable in this business, you’re in the wrong business.
- Get to the left side of the event curve.
 - Balance Prevention and Continuity with Response and Recovery
- Never underestimate adversaries and enemies.



The Resilience Mindset³

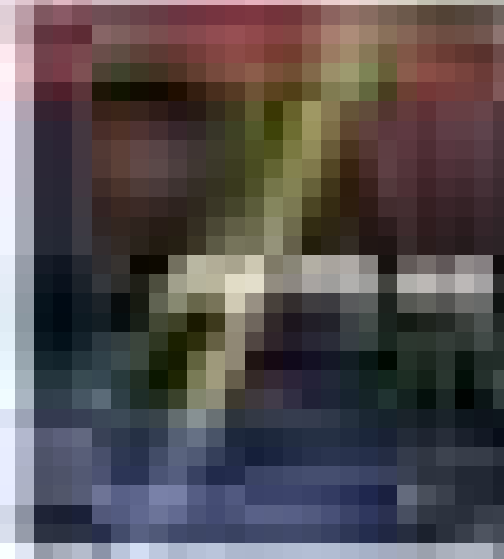
Understand and Honor “The Predators’ View”

“Never interrupt your enemy when he is making a mistake.”

“The Supreme *Art of War* is to subdue the enemy without fighting.”



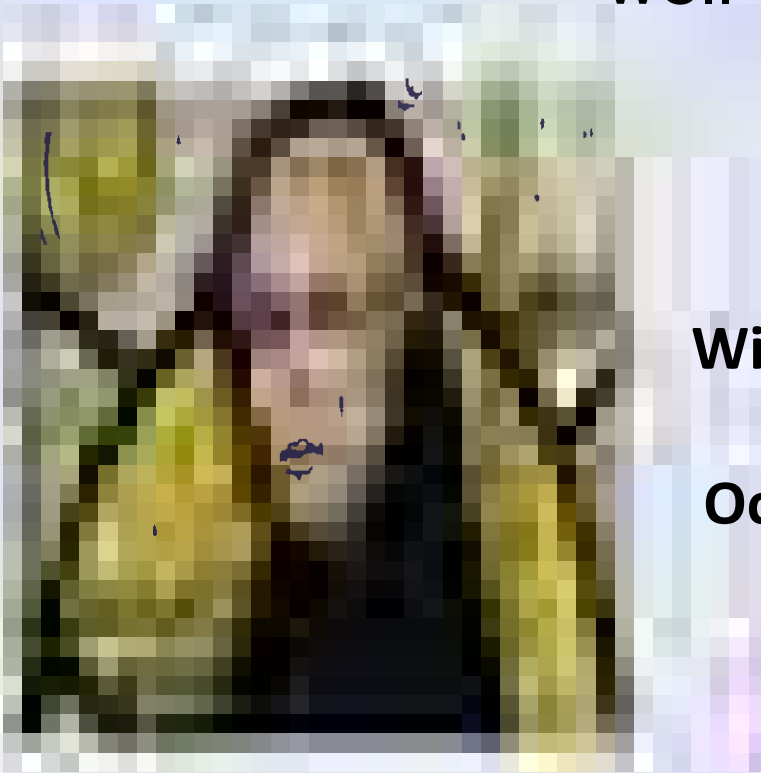
Sun Tsu
Philosopher
Chinese General,
Military Strategist
Author of
“The Art of War”
Circa 508 BC



The
Peoples’
Liberation
Army:
“Unrestricted
Warfare”
1999

Critical Infrastructure Resilience

“If you can’t explain it simply, you don’t understand it well enough”



**William
of
Occam**



**Alfred
Einstein**

Critical Infrastructure Resilience Defined

The predictable provision of critical infrastructure products and services.®

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Critical Infrastructure and National Resilience

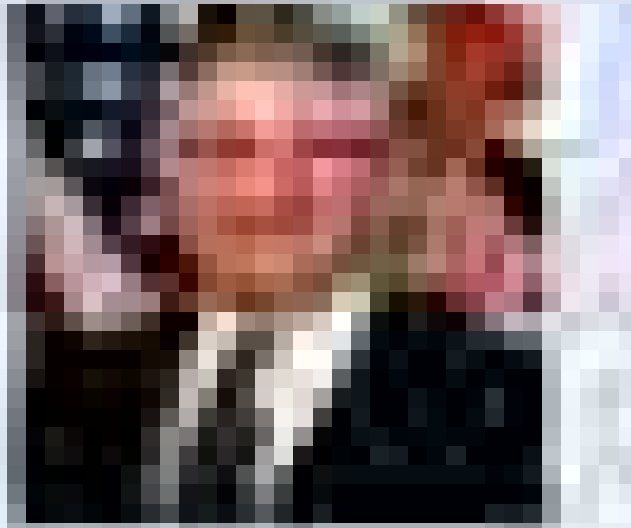


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Resilience-based Preparedness: Comprehensive & Compatible



**“All of government is organized vertically but
all problems are horizontal”**



Dr. John Hamre

Former Deputy Secretary of Defense,
President & CEO, Center for Strategic
and International Studies

The “American Resilience Assessment”

Building *SMART-R*® Infrastructures and a Smarter America

Chemical
Commercial Facilities
Communications
Critical Manufacturing
Dams
Defense Industrial Base
Emergency Services
Energy
Financial Services
Food and Agriculture
Government Facilities
Healthcare
Information Tech
Nuclear
Transportation
Water

INFORMATION EXCHANGE

CI PROVIDERS, BUSINESSES, COMMUNITIES, CIVIC ORGANIZATIONS,
NON-PROFITS, EDUCATORS
LOCAL, COUNTY, STATE, FEDERAL GOVTS

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**Critical
Infrastructure,
Enterprise,
Community
&
National
Resilience**

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Conquering the Ultimate Obstruction to Critical Infrastructure and National Preparedness



Quick Review

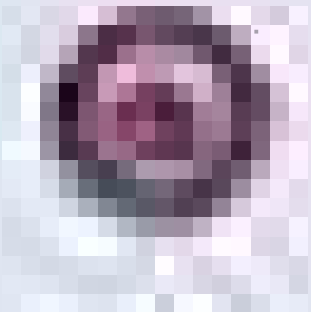
- The Status Quo is responsible for “. . . the mess we are in.”
- Detect and Reject objectively unmeasurable goals, homogenized and lax lexicon and thought.
- Balance the left and right sides of the event curve.
- Add ***Reliance*** to your risk components and assessments.
- Stay laser-focused on “The Predator’s View.”



Quick Review²

- Reduce American Critical Infrastructure Target Values
- Build SMART-**R** Critical Infrastructures and a SMART-**R** America.
 - Physical Back-ups/failovers.
 - “Back to the Future”/physical solutions for all cyber-reliant infrastructure operations.
 - Support Creation of a National Infrastructure Bank
 - National Infrastructure Renaissance and National Preparedness Council

Operationalize Critical Infrastructure Resilience!



Critical Infrastructure Resilience

“The How” & Bottom Line



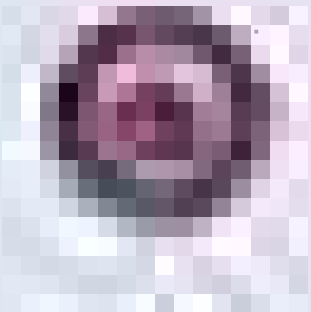
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Back-up



The True Objective/Goal/Condition

Critical Infrastructure Protection

+ Cybersecurity

+ Critical Infrastructure Resilience

Critical Infrastructure and National Preparedness

