



Bringing business models to our nation's security

July 24, 2008

Mr. Richard Arns
Executive Director
The Security Board
P.O. Box 226
Willow Springs, IL 60480

Dear Mr. Arns,

In my previous capacities with the U.S. Department of Homeland Security, I had the pleasure of working with you, the Security Board and its associates on the Homeland Security Advisory Council's Critical Infrastructure Task Force (CITF).

BENS' National Resilience Program efforts are driven by the CITF's recommendations you helped create and the following:

- The numerous vulnerabilities, ongoing "all-hazards" threats to and resulting catastrophic failures of America's "protected" yet decaying, highly-exploitable and consequence amplifying cyber and physical critical infrastructure(s).
- Given the above, the imperative to ensure – in addition to but far beyond their protection – the operational resilience of American critical infrastructure and the businesses, communities, states, regions and nation they empower.

Accordingly, and to support creation of advanced, objectively measurable and sustainable national resilience policies and programs and the public-private partnerships, metrics, technologies and processes required to competently address and continuously improve the Nation's resilience, request the opportunity to meet with you and any Security Board partners you believe valuable in achieving and sustaining American resilience.

I look forward to working with you again and have every confidence that our collective efforts will prove symbiotic in eliminating the "Achilles Heel" America's critical infrastructure(s) have become and will result in the building of a safer, stronger, and better America for this and generations to follow.

Sincerely,

JEFFREY R. GAYNOR
Director, National Resilience Programs