

Policy and Incentive Design Working Group: Kick-Off Call Executive Summary

Executive Summary:

The Policy and Incentive Design Working Group will identify **policy interventions capable of changing the incentives, authorities, resources, and institutional structures affecting resilience of life-safety-critical functions**. Co-chairs Megan Samford and Matt Hayden emphasized combining operational OT/ICS expertise with an understanding of how proposals will be received by Congress, federal agencies, state and local governments, and industry.

Rather than spending the limited sprint revisiting well-established cybersecurity problems, the group intends to move rapidly toward **actionable policy proposals**. Members were asked to contribute "shovel-ready" ideas they may already have developed through their professional experience. These proposals can then be categorized—for example, policies that remove existing barriers versus policies that create new enabling capabilities, programs, institutions, or incentives.

The discussion highlighted the need to distinguish between problems genuinely caused by a **lack of resources** and problems that could be addressed through relatively inexpensive changes in behavior, governance, or baseline practices. Not every vulnerability among smaller operators necessarily requires significant federal funding. This distinction should help the group avoid treating funding as the default policy solution.

Political viability will be an explicit part of the analysis. Participants emphasized using **bipartisan and audience-appropriate language**, avoiding terminology that could unnecessarily politicize otherwise practical recommendations. The co-chairs' combined federal policy and operational backgrounds are intended to help translate technical recommendations into proposals that have realistic legislative, regulatory, or executive-branch pathways.

The group also recognized that policy recommendations must reflect differences across levels of government. Solutions appropriate for Congress or federal agencies may not translate directly to **state and local governments**, where authorities, resources, and policy questions can be substantially different.

Cross-working-group coordination will be especially important. The Policy and Incentive group expects to work closely with the **OT/ICS Sector Engagement Working Group**, since understanding operator incentives and barriers is necessary before designing interventions. Participants also proposed regular "bottom line up front" updates across groups so that emerging findings can be incorporated quickly rather than waiting until the end of the sprint.

Immediate next steps: Members will begin crowdsourcing policy proposals through a shared document rather than relying primarily on weekly discussion. The group will then organize, assess, and prioritize those proposals based on the problems they address, their feasibility, and likely political and operational pathways. Coordination with the other working groups will occur through co-chair meetings and direct cross-group engagement.