TRANSPORTATION RESILIENCE STUDY

NATIONAL INFRASTRUCTURE ADVISORY COUNCIL QUARTERLY BUSINESS MEETING

NOVEMBER 14, 2014

Jack Baylis
President and CEO
The Baylis Group, LLC
Co-chair

Glenn S. Gerstell
Managing Partner
Milbank, Tweed, Hadley, & McCloy LLP
Co-chair

Dr. Beverly Scott
CEO/General Manager
Massachusetts Bay Transportation Authority
Co-Chair
AGENDA

1. Study Charge
2. Study Update
3. Initial Themes
4. Schedule
STUDY CHARGE

Apply the NIAC-recommended framework for establishing resilience goals\(^1\) to the Transportation Sector in order to:

- Test and validate the usefulness of the framework in another lifeline sector
- Uncover key transportation resilience issues
- Identify potential opportunities to address them

\(^1\)Developed in the 2010 NIAC study of the electricity and nuclear sectors
STUDY UPDATE

- Study Group established and well underway
- Three Working Group interviews completed:
  - Mr. Mortimer Downey, Senior Advisor, Parsons Brinckerhoff
  - Dr. Stephen Flynn, Director, Center for Resilience Studies, Northeastern University
  - Ms. Deborah Matherly, Principal Planner, The Louis Berger Group
- Five additional interviews scheduled with national transportation leaders through the end of December; additional invitations pending
- Conducted third rounds of public sector briefings
- Augmented research compendium of transportation resilience-related studies
STUDY GROUP UPDATE

- 12 Study Group Members
  - Expertise in transportation (ports, mass transit, trucking, aviation, shipping), electricity, chemical, communications, state and local government

- Five panel discussions completed:
  - Port Operations at the Port of Los Angeles and the Port of Long Beach (10/9)
  - Pipeline and Surface Transportation Planning and Policy (10/23)
  - General Port Operations and Intermodal Transportation (10/30)
  - Aviation and Airfreight, and Postal And Shipping (11/6)
  - Mass Transit and Highway (11/13)

- One additional panel discussions planned
  - Security and Resilience (11/20)

- Study Group on target to deliver preliminary findings to the Working Group in January.
INITIAL THEMES AND INSIGHTS

- Transportation systems are very intertwined and interdependent.
- Aging infrastructure has created single points of failure in the transportation sector.
- Government regulations can act as a barrier to recovering and responding quickly following a disaster.
- Supply shortages cause a ripple effect across multiple states.
- Cybersecurity risk is a key uncertainty for the transportation sector.
- Planning and preparation breeds a culture of resiliency but getting key stakeholders to collaborate/coordinate on the shared endpoint of improved resilience is challenging.
- Resilience needs to become a key criteria in transportation design.
- Failures in “adjacent” modes and sectors are beyond what individual components themselves can control or manage.
- Long lead times that are needed for building and improving physical infrastructure require policy/program actions now.
- Government responsibility for transportation resilience and security resides in several Federal agencies.
REVISED SCHEDULE

May

NIAC QBMs

Jun

Establish Study Group

Aug

Recommend case study scenario(s)

Sep

Interviews with national SMEs and leaders

Oct

Conduct Federal information gathering session(s)

Nov

SG final report to WG

Dec

Initial Findings & Recs

Jan

First report draft

Feb

Delivery to DFO & Council

Mar

NIAC Review

Apr
APPENDIX
WORKING GROUP MEMBERS

- **Dr. Beverly Scott**, CEO/General Manager, Massachusetts Bay Transportation Authority (Co-Chair)

- **Jack Baylis**, President and CEO, The Baylis Group, LLC (Co-chair)

- **Glenn S. Gerstell**, Managing Partner, Milbank, Tweed, Hadley, & McCloy LLP (Co-chair)

- **Margaret Grayson**, President, MTN Government Services

- **Connie Lau**, President and Chief Executive Officer, Hawaiian Electric Industries, Inc.

- **James Nicholson**, President and Chief Executive Officer, PVS Chemicals, Inc.
PROPOSED STUDY PROCESS

**Planning**
- Define Scope and Framing Questions
- Outline Study Approach and Schedule

**Research and Data Collection**
- Conduct Research Using Available Sources
- Conduct Interviews and Focus Groups to Gain Expert Insight

**Analysis**
- Analyze and Integrate All Inputs
- Formulate Findings and Recommendations

**Drafting and Review**
- Draft Report & Conduct Reviews
- Finalize Findings, Recommendations, and Report

**Submission**
- Submit to Council for Approval