

# National Infrastructure Advisory Council

July 10, 2015

The Honorable Barack H. Obama  
President of the United States  
The White House  
1600 Pennsylvania Avenue, N.W.  
Washington, DC

Dear Mr. President:

On behalf of the National Infrastructure Advisory Council (NIAC), we are pleased to submit the Council's Final Report and Recommendations on *Transportation Sector Resilience*.

In March 2014, the Council received a tasking to examine the resilience of the Nation's transportation system to determine potential gaps and identify opportunities for the Federal government to improve transportation resilience and security. Our report identifies key resilience issues and performance gaps and assesses opportunities to address them, particularly with regard to how the Federal government can support resilient transportation systems.

A healthy transportation system is vital to the Nation's economy, security, and prosperity. Virtually every critical infrastructure sector depends on a resilient transportation system that is safe, secure, reliable, and efficient in the movement of people and goods; without it, most critical services cease to function. Our findings affirm that the complexity of the sector creates challenges. The vast majority of ownership and operations of the system is in the private sector, local governments or individual citizens, often making effective federal action challenging. Key federal agencies have undertaken many strong initiatives to improve the system. Yet our current transportation infrastructure faces a diverse set of emerging risks for which no one Federal entity has full jurisdictional responsibility to address.

The Council recommends the following actions to improve resilience in the national transportation system:

- Conduct a quadrennial review that assesses systemic risks and prioritizes a path forward for the national transportation infrastructure. The review should establish a comprehensive and persuasive Federal vision and related goals for achieving resilient transportation systems, consistent with PPD-21, *Presidential Policy Directive—Critical Infrastructure Security and Resilience*, and include quantitative estimates of the likelihood and magnitude of different types of risk.
- Fund the development of regional, national, and cross-modal transportation system models to simulate transportation disruption scenarios that help to identify modal, intermodal, and cross-sector risks and mitigation options. In parallel, the White House should urge Congress to increase funding, lead an effort to heighten awareness, and promote the development and implementation of Federal standards and mitigation measures to address emerging physical and cyber risks in the transportation sector.

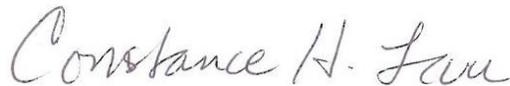
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- Operationalize national resilience policies throughout all Department of Transportation programs by translating them into guidance, programmatic practices and procedures, funding criteria, and procurement processes. The Department should incorporate resilience, as a high-level performance factor, into all aspects of transportation systems programs, including research and development, training and exercises, and major capital projects.

The Executive Office of the President is in a unique position to advance concrete results across key public and private sector constituencies. The Council believes that urgent action is needed to provide the necessary public funding, guidance and leadership to rebuild our transportation infrastructure that has suffered from decades of neglect. We recognize that achieving transportation resilience will require a long-term, systematic approach that must be embedded into transportation assets, structures, and operating cultures. To be successful, support is needed at the highest levels of government, the private sector, and the general public to build and sustain the will to act to implement a policy of resilience and back it with sufficient resources for the transportation sector. Consequently, senior executive engagement, in strategic public-private partnerships across transportation modes and across the sectors, becomes a critical element for action.

Mr. President, on behalf of our fellow members, we thank you for the opportunity to serve our country through participation in this Council.

Sincerely,



Constance H. Lau  
NIAC Chair  
President and CEO  
Hawaii Electric Industries, Inc.



Dr. Beverly Scott  
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CEO  
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cc: Secretary Anthony Foxx, Department of Transportation  
Secretary Jeh C. Johnson, Department of Homeland Security