



# TRANSPORTATION RESILIENCE STUDY

## NATIONAL INFRASTRUCTURE ADVISORY COUNCIL QUARTERLY BUSINESS MEETING

JUNE 12, 2014

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

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

**Dr. Beverly Scott**  
CEO/General Manager  
Massachusetts Bay Transit  
Authority  
*Co-Chair*



# AGENDA

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- Formative NIAC Studies
- Study Charge
- Framing Questions
- Working Group Members
- Resilience Goal-Setting Framework
- Study Process and Timeline
- Next Steps

# FORMATIVE NIAC STUDY

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- ***Critical Infrastructure Resilience*** (October 2009) recommended that owners and operators in each sector **develop a commonly agreed upon set of outcome-focused goals for each sector.**
- ***A Framework for Establishing CI Resilience Goals*** (October 2010) recommended that the NIAC-developed **framework be used to set and test resilience goals in all the sectors.**
- ***Strengthening Regional Resilience*** (October 2013) found that **resilience in the lifeline sectors – energy, communication, water, and transportation – is particularly critical to regions** because they underpin the essential functions of government and business.

# STUDY CHARGE

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Apply the NIAC-recommended framework for establishing resilience goals (developed in the 2010 study) 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.

# FRAMING QUESTIONS

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1. What **current strategies and practices promote resilience** in the sector? Are there mode-specific attributes as well as sector-wide ones? What are the common understanding or differences in definition and coordination of plans and actions across modes?
2. What are the implicit resilience goals that are aligned with **common practices for each mode and across the sector**?
3. What considerations and cascading effects result from **dependencies on other modes and other infrastructure sectors**, including cyber systems and their disruptions, within a region and across the nation?
4. What **potential gaps and seams** exist that create obstacles for the sector and modes to achieve their resilience goals?

# FRAMING QUESTIONS

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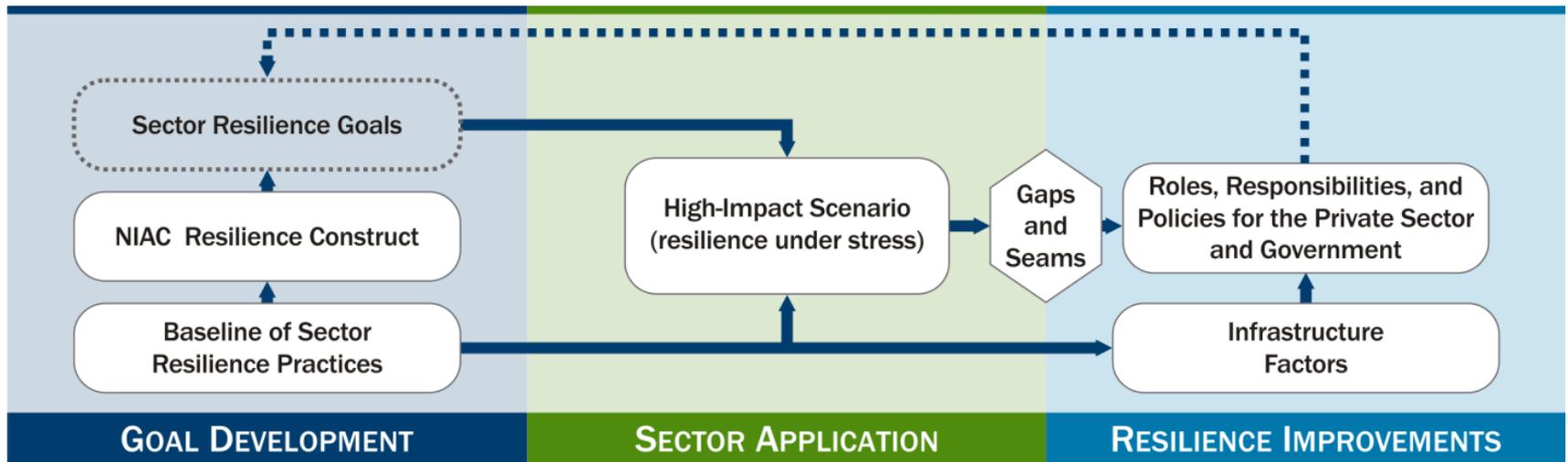
5. What **unique factors within the sector influence risk mitigation**? What are the practical realities of risk priorities and risk mitigation?
6. What **roles and responsibilities** should private sector and government at all levels play, operationally and at the senior executive level?
7. What **new policies and strategies** may be needed to improve resilience for the sector?

## WORKING GROUP MEMBERS

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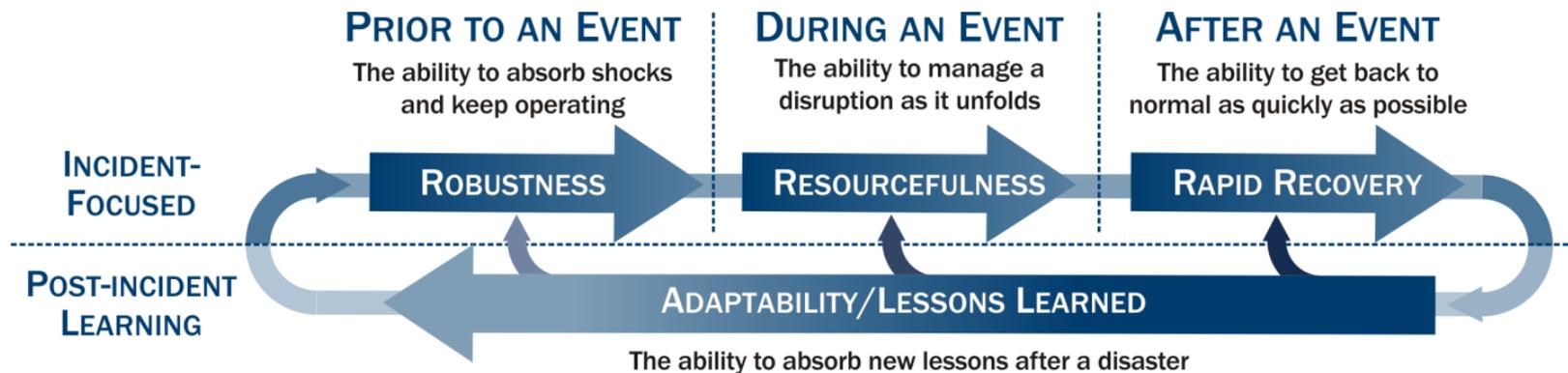
- **Dr. Beverly Scott**, *CEO/General Manager, Massachusetts Bay Transit Authority (Co-Chair)*
- **Jack Baylis**, *President and CEO, The Baylis Group, LLC (Co-chair)*
- **Glenn S. Gerstell**, *Managing Partner, Milbank, Tweed, Hadley, & McCloy LLP (Co-chair)*
- **Margaret Grayson**, *President, MTN Government Services*
- **James Nicholson**, *President and Chief Executive Officer, PVS Chemicals, Inc.*

# FRAMEWORK FOR ESTABLISHING RESILIENCE GOALS



- Establish a baseline of current practices
- Describe and organize practices using the NIAC Resilience Construct
- Set prospective sector goals implied by practices
- Assess sector resilience using a high-impact scenario (e.g., tabletop)
- Identify gaps and seams in response
- Clarify sector roles and responsibilities, and infrastructure factors that affect resources
- Modify sector resilience goals based on lessons learned

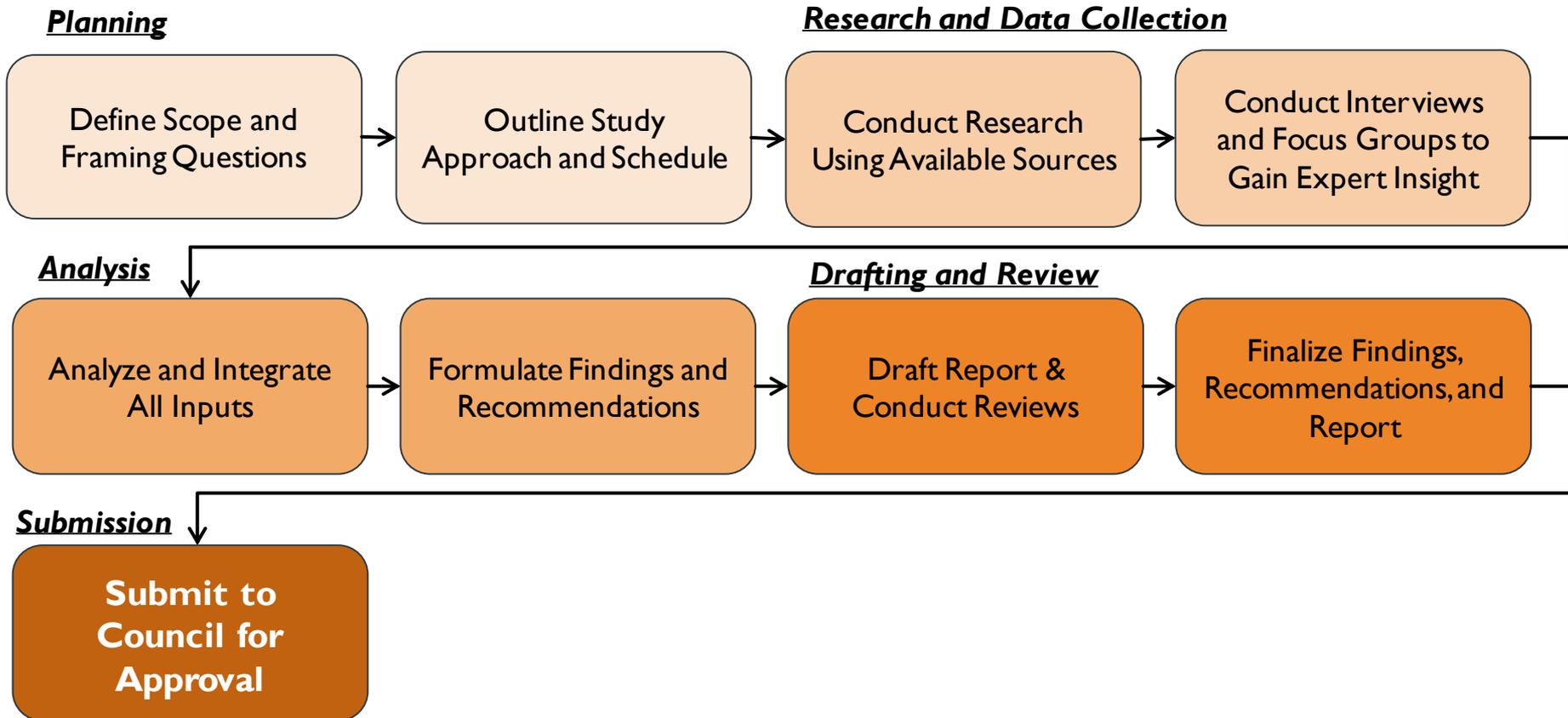
# NIAC RESILIENCE CONSTRUCT



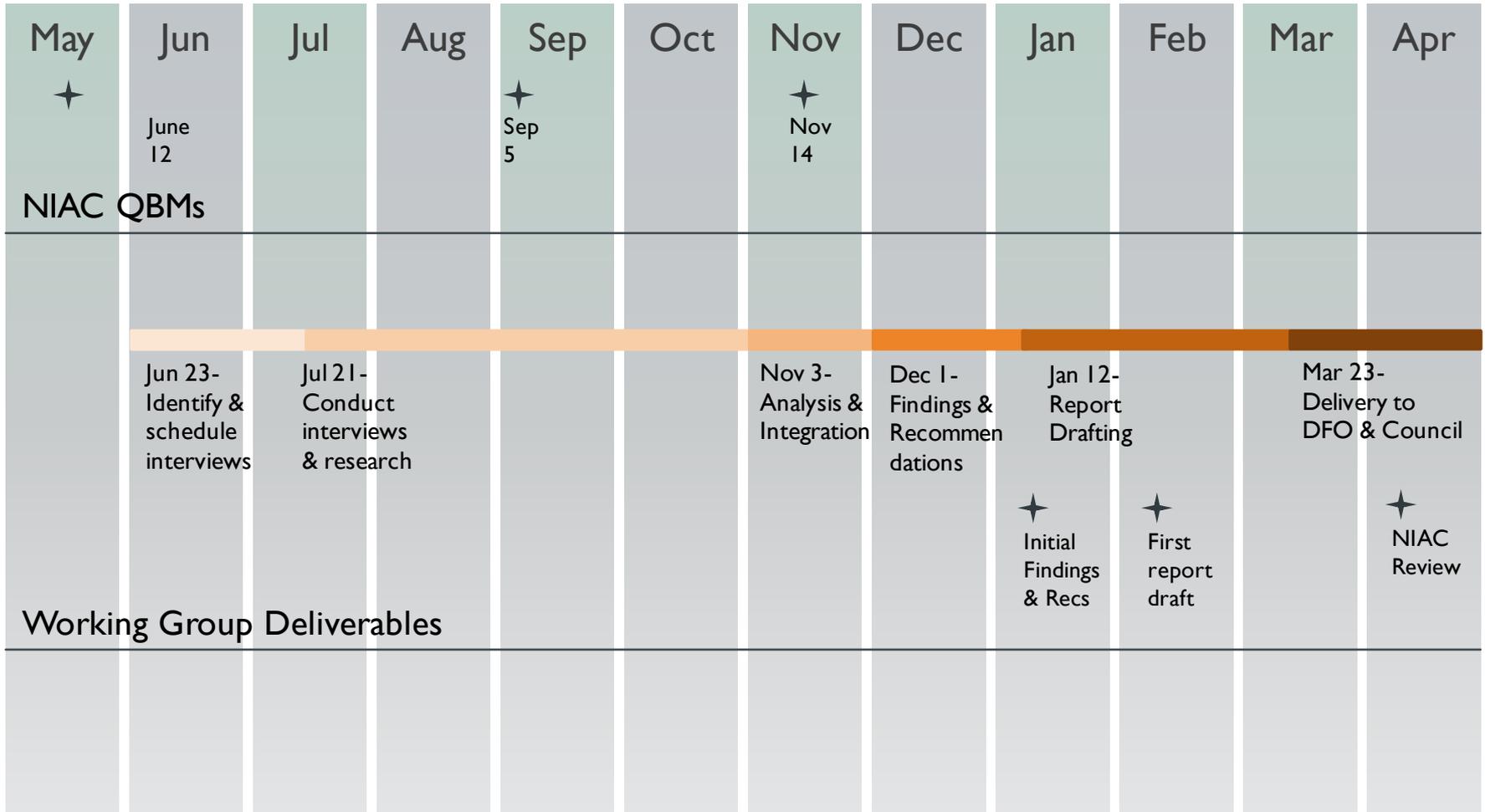
2010 NIAC Report: A Framework for Establishing Critical Infrastructure Resilience Goals:

<http://www.dhs.gov/xlibrary/assets/niac/niac-a-framework-for-establishing-critical-infrastructure-resilience-goals-2010-10-19.pdf>

# PROPOSED STUDY PROCESS



# STUDY TIMELINE





## NEXT STEPS

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- Develop and refine study approach and schedule
- Identify additional critical resources for interviews and programmatic briefings, and develop additional study questions and taskings for study group
- Review and fine-tune the study charge and scope as needed
- Continue to conduct interviews and briefings to collect data