

Managing Transportation Recovery

Recovering from a transportation network disruption can be challenging, costly, and time-consuming. As either a transportation industry stakeholder or local, tribal, or State government official, you will have significant roles and responsibilities in a successful transportation recovery process. Careful planning for the recovery process ahead of potential incidents can reap significant rewards in efficiency and resiliency when a disaster strikes.

Because an incident that impacts one transportation mode can either directly or indirectly affect many other transportation modes, perhaps one of the most important things you can do now is to identify those transportation interdependencies by contacting and beginning to work with specialists from all transportation modes. Understanding those interdependencies will help you and the community better plan for recovering the overall network.

The following sections provide additional recommendations on how you can prepare for and manage the transportation recovery process. These recommendations are divided into sections for the private transportation industry stakeholder, local government, and State/tribal government. Because most recommendations given can apply to all parties involved, it is suggested that you consider all recommendations as you prepare for and manage the transportation recovery process. These recommendations are not intended to be all-inclusive and should not be considered a substitute for consulting with local subject-matter experts (SMEs) prior to or during the recovery phase.

2.1 Transportation Industry Stakeholder

If you are an owner or manager of a private company specializing in transportation services, assets, systems, or infrastructure, you play a critical role in transportation recovery after a disaster has struck your community.

Transportation industry stakeholders or special districts own a large percentage of America’s transportation network assets¹³—airports, ports, pipelines, and surface transportation (public transit, highways, commuter and freight rail, trucking and bus lines, and bicycle and pedestrian paths)—so your resources, expertise, and planning will contribute significantly to the recovery process. While the government facilitates transportation recovery operations, your company is ultimately responsible for the recovery of your own transportation service, asset, system, or infrastructure.

2.1.1 Before an Incident

Your role is vital to the effective, safe, and timely recovery and restoration of the transportation system or infrastructure for which you are responsible, and your local community will be depending on you to deliver. Good planning and coordination now will lead to a faster and more efficient recovery later.

¹³ U.S. Department of Homeland Security, “National Infrastructure Protection Plan: Partnering to Enhance Protection and Resiliency,” Washington, D.C., 2009, p. 24.

You can mitigate transportation recovery challenges through effective continuity of operations (COOP) planning and by collaborating with others involved in long-term transportation and community recovery. Here are some steps you should consider taking *before* a disaster hits to mitigate potential consequences:

- ***Develop a Business Impact Analysis:*** If you have not already done so, develop a business impact analysis (BIA) for your company to determine the financial losses that could incur if your company and the transportation system or infrastructure it owns or operates were to be damaged or destroyed. Consider the economic, logistical, and social impacts that the loss would inflict on the greater community at large.
- ***Develop a Continuity of Operations Plan:*** Using the results from your BIA, you are strongly encouraged to develop a business continuity and recovery plan for your transportation service, system, or infrastructure. Further, you are encouraged to review, exercise, and enhance your continuity of operations plans on a regular basis, in line with:
 - Department of Homeland Security, *Federal Continuity Directive 1 (FCD 1): Federal Executive Branch National Continuity Programs and Requirements* (www.fema.gov/pdf/about/offices/fcd1.pdf).
 - National Fire Protection Association *1600 Standard on Disaster/Emergency Management and Business Continuity Programs (NFPA 1600)* (www.nfpa.org/assets/files/pdf/nfpa1600.pdf).
- ***Enter Into Mutual Aid Agreements:*** To the extent permitted by law or in accordance with applicable laws and regulations, consider entering into mutual aid agreements and assistance networks with other transportation industry stakeholders.
- ***Coordinate with Government and Other Transportation Industry Stakeholders:*** Coordination efforts among all private companies or organizations and all levels of government involved in the transportation network recovery process are vital to ensuring that restoration occurs safely and quickly:
 - Join any State or local transportation management organizations where you can share best practices and lessons learned with other companies and organizations in your field, such as a local emergency preparedness committee. Be aware of and attend planning and information-gathering meetings and activities that are relevant to your organization. This could be a good place to develop mutual aid agreements as well.

- Consider holding regular meetings or tabletop exercises to discuss how all of you would communicate and coordinate after a disaster. Make sure any and all partners and vendors that you rely upon are included in your continuity plans. Ensure that everyone has the physical and human resources on hand now to respond effectively after an incident.
 - Meet with government officials in your community with whom you would be required to work after a disaster to ensure that you get to know each other now, rather than during the disaster. This should include your Regional Emergency Transportation Coordinating Officials (RETCO) and Regional Emergency Transportation Representative (RETREP). The RETCO and RETREP are the regional representatives for the U.S. Department of Transportation and can be a valuable resource in connecting you regionally and nationally with subject matter experts both before and during the transportation recovery process. For a regional map and contact information for the RETCO/RETREPs, see Appendix D.
 - Enhance information sharing with the government by providing your recovery plans to the National Infrastructure Coordination Center's (NICC) Protected Critical Infrastructure Information (PCII) Program.¹⁴ NICC will keep your plans confidential and safeguard your business information. On a Federal level, you may additionally want to reach out to the Transportation Sector Coordinating Council of the U.S. Department of Homeland Security, Office of Infrastructure Protection.¹⁵
- ***Train:*** Train your staff to serve as technical or subject-matter experts in the response and recovery phases and to coordinate with government officials. Pre-identify these essential employees for your transportation operation and set expectations and requirements so there is no confusion during the recovery process.
 - ***Improve Materials and Construction Methods:*** Before a disaster occurs, it is important that you review risk assessments for your transportation entity. Work with local emergency management officials to understand what those risks are and the probability of occurrence in your community and on your infrastructure. Consider making improvements to your materials and construction methods when building and maintaining your transportation asset or infrastructure to mitigate these risks.

¹⁴ For more on the PCII program, see: www.dhs.gov/xinfo/share/programs/editorial_0404.shtm.

¹⁵ For more on the Sector Coordinating Council, see: http://www.dhs.gov/xprevprot/partnerships/editorial_0206.shtm

- **Evaluate Your Insurance Coverage:** Evaluate the sufficiency of your insurance coverage for physical and financial losses. Consider as well the limitations of your liability insurance policies in situations where people may need to be evacuated or temporarily displaced from their homes due to a transportation disruption.

2.1.2 During Recovery

During the recovery period, you and your company should be fully involved in all means of information sharing in coordination with government and other private companies, such as joining a recovery task force or similar group. Such collaboration with others will help to build resiliency into the transportation network and will mitigate the impact of future incidents.

As a participant in the recovery process, you may be asked to:

- **Identify and Provide Critical Transportation Resources:** Your community may need assistance providing essential transportation services to critical facilities, such as hospitals, during the initial response and recovery phases. Be prepared to provide critical transportation resources for this essential activity.
- **Conduct Damage Assessments:** Be prepared to assess the impact of the incident on your transportation service, system, or infrastructure and the impact this damage has on the overall transportation network.
- **Provide Subject-Matter Expertise:** You and your employees may be asked to advise government decision-makers during the recovery phase with regards to your area of expertise. Participating in an advisory role will ensure your industry interests are considered in the recovery process.
- **Implement Improved Materials and Construction Methods:** As you recover your transportation asset or infrastructure, be aware that new, improved materials and construction methods may be strongly encouraged or required by regulators to prevent similar damage from occurring again.
- **Provide Personal Protective Equipment (PPE) to Employees:** Especially if the disaster involves radiation, biological hazards, or toxic chemicals, your employees may require additional protection in the recovery phase to ensure their safety. Be prepared to assume these costs as necessary.

2.2 Local Government

Local government jurisdictions include cities, towns, counties, special districts, parishes, and other sub-State political subdivisions such as a Metropolitan Planning Organization (MPO). If your community is part of a MPO, it is