

# United States Department of Transportation (DOT) Advisory Board

Meeting Summary, December 10, 2025

## Attendees

- Sean P. Duffy, U.S. Secretary of Transportation
- Chair Gregg Reuben, Chief Executive Officer, Centerpark
- Peter Bartek, Founder & CEO, FTS Rail
- Michael Capasso, CEO, C.A.C. Industries
- Stephen M. Dickson, Former Administrator, FAA
- Todd Ehmann, Senior International Captain, United Airlines
- David Horner, Partner, Hunton Andrews Kurth LLP
- Steven Lefton, President & CEO, Kimley-Horn
- Brigham McCown, Chair & Founder, Alliance for Innovation and Infrastructure
- Francis Sacr, Principal, Lorne Infrastructure; Former Exec Director, Gateway Dev. Commission
- Thomas Maoli, President & CEO, Celebrity Motor Car
- Trent Morse, Brownstein Hyatt Farber Schreck / MWA Board (nominated)
- Mark Tedesco, CEO, Academy Bus
- Robert Valentine, Senior Managing Director, Macquarie Infrastructure Fund

## 1. Call to Order & Opening Remarks

- **Secretary Duffy** called the meeting to order and thanked the Advisory Board members for their time and effort.
- **Gregg Reuben**, Advisory Board Chair, reiterated the Board's charge to make American infrastructure more modern, safe, and resilient. He shared that the Board has been developing a set of proposals for nationally significant projects and initiatives that will reduce congestion, modernize critical hubs, improve freight networks, accelerate project delivery, and streamline permitting processes. He emphasized the need to deliver infrastructure that is worthy of the American people and to build in the efficient manner that the nation's economy demands. He closed by thanking the Department for its leadership and support and the Board for its time and expertise.

## 2. Committee Business

- The Board provided brief descriptions of the following proposed projects and initiatives. These proposals are preliminary ideas and are not yet concrete recommendations.

### a. Discussion on Proposed Initiatives

*P3 Default + Infrastructure Equity Reform — Leads: Robert Valentine, Francis Sacr, David Horner*

- **Robert Valentine** shared a proposal for the creation of a Federal Public-Private Partnership (P3) task force or office. The purpose of the office would be to help state's navigate application processes, to support coordination with different offices, to determine which projects are and are not viable, and to create standardized documents.

- **Francis Sacr** suggested all projects seeking federal assistance should be required to conduct and publish a value for money study that includes whole of life costs and risks.

*Accelerated Project Delivery / National Environmental Policy Act (NEPA) Streamlining — Lead: Steve Lefton*

- **Steve Lefton** outlined a proposal to streamline NEPA processes while maintaining the protections it provides.
- **Secretary Duffy** noted that there is bipartisan agreement that it takes too long to build projects. He also noted the impact of NEPA delays on the development of the new air traffic control (ATC) system.
- Other members noted that it may be possible to make some changes via Executive Order. The Board also noted that these processes are applicable to infrastructure projects across all industries, not just transportation.

*National Transportation Cybersecurity Shield — Lead: David Horner*

- **David Horner** discussed a proposal to improve the readiness of the civil transportation network for cyber or other attacks via the creation of a national cybersecurity shield. He added that while the Department of Homeland Security (DHS) has the primary responsibility for cybersecurity, there are roles for the DOT operating administrations (e.g., MARAD, FRA, FAA) to play.

*Asset Recycling Incentives — Leads: Robert Valentine, Francis Sacr*

- **Robert Valentine** shared the need to support and incentivize asset recycling initiatives, noting that if states concession assets to private operators, they could receive significant up-front capital to be reinvested in new civil works.

*National Truck Parking Expansion — Lead: Gregg Reuben*

- **Gregg Reuben** shared a proposal for DOT to take the lead on creating DOT sponsored, certified, and approved facilities that meet minimum standards. These facilities would help mitigate the safety issues that result from the current parking shortage. This proposal would require significant coordination between the Federal government, states, and the private sector.

## **b. Discussion on Proposed Projects**

*9/11 Memorial Tunnel & Bridge (NY–NJ) — Lead: Gregg Reuben*

- **Gregg Reuben** presented a proposal for a multimodal bridge and tunnel across the Hudson River. The tunnel would be dedicated to commercial trucks, and the bridge would accommodate pedestrians and bicyclists. The project would be set up as a P3 and would not require any taxpayer funding. Additionally, it would be dedicated as a forward-looking 9/11 memorial.
- Other Board members discussed the criteria used to select the project, as well as the potential for political support. There was general agreement that many stakeholders would need to be consulted, but that the project could greatly benefit the local communities and economy.

*Major U.S. Airport Modernization (Miami International, internal reference) — Lead: Trent Morse*

- **Trent Morse** discussed a proposal for modernizing these facilities in preparation for several upcoming major events, such as the 2026 World Cup and the 2028 Olympics.
- **Gregg Reuben** noted that the proposal builds off the current initiative to upgrade Dulles airport.
- **Secretary Duffy** agreed that infrastructure is needed to support a projected 20-30 percent growth in aviation and suggested that these projects could be another opportunity for P3s.

*National Freight Rail Modernization — Lead: Peter Bartek*

- **Peter Bartek** highlighted the need to modernize the freight rail network by addressing predictable bottlenecks (e.g., single-tracking). He noted the importance of rail to multiple industries and identified a range of funding sources that could be leveraged.
- **Steve Lefton** emphasized that all of the proposals are linked together. For example, P3s and asset recycling can help facilitate the completion of many of the projects.

*National Rural Transportation Modernization — Lead: Francis Sacr*

- **Francis Sacr** highlighted his personal experience with rural infrastructure and the need to improve safety, connectivity, and economic opportunity. He noted that friction involved in applying for funding, noting that there are many different programs that all could be applicable to small-scale infrastructure projects, and suggested harmonizing application processes.

*Strategic Corridor Hardening — Lead: Brigham McCown*

- **Brigham McCown** discussed how recent events, such as the Francis Scott Key Bridge collapse, demonstrated that American infrastructure is not as resilient as it needs to be. He then shared the Board's proposal for hardening critical infrastructure and military corridors and cyber and operational threats. These efforts would leverage American-made products reinforce continuity of commerce and provide for national defense mobilization, if necessary.

### **c. Decisions and Next Steps**

- **Gregg Reuben** shared that the Board will develop comprehensive recommendations to present at the next meeting.

## **3. Closing Remarks**

- **Secretary Duffy** noted that there are three years left in the Administration, and he wants to make the biggest impact possible. He expressed his goal to shift how the government delivers projects and spends money in order to make long-lasting change. He recommended that the Board continue to meet on a quarterly basis moving forward to discuss how to enact their proposals.