

Surface Transportation Security Advisory Committee (STSAC)



Meeting Minutes

November 5, 2020



Meeting Summary

The sixth meeting of the Surface Transportation Security Advisory Committee (STSAC) was held virtually via an operator-assisted teleconference call due to the novel coronavirus (COVID-19) pandemic. The meeting was open to the public. The agenda was provided to participants in advance of the meeting.

The meeting focused on subcommittee reports on the progress of work addressing the priorities provided in the Transportation Security Administration (TSA) Administrator's tasking letter of April 8, 2020.

TSA Administrator David Pekoske, STSAC Executive Sponsor Victoria Newhouse, STSAC Chair Thomas Farmer, and STSAC Vice Chair Polly Hanson addressed the Committee.

The government and industry co-chairs of the Security Risk and Intelligence Subcommittee, Cybersecurity Information Sharing Subcommittee, Insider Threat Subcommittee, and Emergency Management and Resiliency Subcommittee presented their respective subcommittee accomplishments, near and longer-term objectives and projected outcomes, and the foundations for future Committee recommendations.

Call to Order

STSAC Designated Federal Officer (DFO) Judith Harroun-Lord called the meeting to order at 1:03 p.m., proceeded with a roll call of the Committee members, and announced a quorum of members present. Additional participants were asked to email their names to STSAC@tsa.dhs.gov for an accurate record of attendance. The Call to Order included a brief explanation of the teleconference rules of engagement.

STSAC Executive Sponsor Introductory Remarks

STSAC Executive Sponsor Victoria Newhouse (Policy, Plans, and Engagement (PPE) Deputy Assistant Administrator) provided introductory remarks.

Ms. Newhouse thanked attendees for participating virtually in this first public meeting of the calendar year to hear about the STSAC's accomplishments and the excellent partnership TSA and the STSAC members have formed. She extended a special thank you to TSA Administrator David Pekoske, TSA Deputy Administrator Michael Miklos, Executive Assistant Administrator Stacey Fitzmaurice, PPE Assistant Administrator Eddie Mayenschein, STSAC DFO Judith Harroun-Lord, and the PPE Surface Policy team. She thanked the STSAC Chair and Vice Chair—Mr. Thomas Farmer and Chief Polly Hanson for their effective leadership.

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Ms. Newhouse acknowledged the challenging year and noted, despite the challenges, how the relationship between the STSAC and subcommittee industry and government co-chairs had solidified. She expressed interest in hearing about their accomplishments and what they planned going forward. She acknowledged TSA's interagency, state, and local government partners and thanked them for the critical roles they are playing during the COVID-19 pandemic.

Ms. Newhouse welcomed the Chair and Vice Chair of the Aviation Security Advisory Committee (ASAC)—Mr. Stephen Alterman and Mr. Christopher Bidwell. She stated that participants would hear examples of how the two advisory committees have worked to cross-pollinate over the past year, in particular the sharing of effective practices developed by the ASAC with the STSAC's Insider Threat Subcommittee.

Ms. Newhouse concluded her remarks by sharing a quote from baseball player Babe Ruth: "The way the team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together the club won't be worth a dime." Throughout the pandemic this has been proven over and over again.

TSA Administrator Opening Remarks

TSA Administrator David Pekoske addressed the Committee echoing Ms. Newhouse's welcoming comments. The STSAC is a relatively new committee, but its members hit the ground running. He thanked the Committee Chair and Vice Chair, calling them tremendous leaders who volunteered for this significant responsibility; both have provided significant leadership and valuable service. He also thanked the ASAC Chair and Vice Chair. TSA benefits from two productive advisory committees that contribute immeasurably to the agency and its efforts to enhance the security of the American public. He extended his appreciation to the leaders and all members of those Committees.

Administrator Pekoske acknowledged the exceptional work, dedication, and professionalism demonstrated by the Committee since its establishment by the *TSA Modernization Act* in 2018. He said the Committee is producing outcomes that will create opportunities to enhance capabilities and practices for security and emergency preparedness across surface transportation modes.

Administrator Pekoske acknowledged the variety of backgrounds and the expertise of the Committee members. He found the ability to tap into that resource important and stressed the positive impact it has on the way TSA works as an agency.

He welcomed new voting members—Inspector James Cook and Chief Christopher Trucillo. Inspector Cook is with the Amtrak Police Department and will serve as the new industry co-chair of the Security Risk and Intelligence Subcommittee. Chief Trucillo of the New Jersey Transit Police Department brings his expertise to the Emergency Management and Resiliency Subcommittee.

On April 8th, 2020, Administrator Pekoske tasked the Committee to focus its work on three key priorities—improving cybersecurity information sharing, addressing insider threat, and measuring security effectiveness of surface transportation. The Committee itself recognized two additional areas of focus—intelligence and information sharing and information protection. Four subcommittees formed—each with one industry and one government co-chair and a DFO. They

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have met regularly, despite the pandemic, civil unrest, severe weather, and other natural disasters.

Administrator Pecoske particularly reflected on the effects of COVID-19, pointing to the impact of the pandemic on the surface transportation industry. Ridership on public transit nationwide is down about 70%. The freight rail industry's combined traffic has been down 9.6%. Over-the-road bus revenue is down about 25%. Many over-the-road bus operators are no longer in operation. Pipeline industry revenue is down by 6% on reduced demand for jet fuel. The cruise industry has stopped operating in the United States and no sailings are scheduled through the balance of the calendar year. Administrator Pecoske praised the hard work of transportation sector personnel to ensure safety and security within the industry, which he believed critical to economic recovery.

Administrator Pecoske stated he appreciated the frank and open dialogue with transportation partners that has taken place. As an example, he cited the publication of the Security Training for Surface Transportation Employees Final Rule. Following discussions with sector representatives, its deadlines were extended in order to assist industry in light of the impact of the pandemic. However, companies must continue to make progress towards ultimately meeting this mandate.

Administrator Pecoske spoke to the increased cooperation and communication between TSA and its sector and interagency partners. In particular, he highlighted the work of the Cybersecurity and Infrastructure Security Agency (CISA) to define essential critical infrastructure workers; the expertise of the National Academies of Sciences, Engineering, and Medicine (NASEM); and the advice and leadership of the Centers for Disease Control and Prevention (CDC).

Administrator Pecoske concluded his remarks by again thanking Chair Farmer and Vice Chair Hanson, Executive Sponsor Newhouse, Executive Director of Surface Policy Scott Gorton, and DFO Harroun-Lord for their commitment and leadership. He also acknowledged the Committee members and the work they do day in, day out on the Committee's behalf.

STSAC Chair and Vice Chair Opening Remarks

Chair Farmer opened by thanking Administrator Pecoske for providing the opportunity to explore innovative ways to address challenging problems and develop solutions to enhance surface transportation security and emergency preparedness. He highlighted the dedicated effort of the Committee members, industry and government, in striving to accomplish its objectives in the face of a series of emergencies and challenges, some unprecedented, including the COVID-19 pandemic, preparedness and response measures to assure critical infrastructure protection and worker safety in the face of exploitation of peaceful demonstrations by perpetrators of acts of violence, an intense hurricane season and other severe weather effects, and the threats linked to the potential for Iranian retaliation for the killing of its commander of international terrorist operations.

Noting the quote shared by Executive Sponsor Newhouse, Chair Farmer provided an additional analogy in his remarks. On May 13, 1947, during a game at Crosley Field in Cincinnati, Ohio, Pee Wee Reese, Brooklyn Dodger shortstop and team captain, while warming up on the field between innings, suddenly stopped and walked toward his first baseman, Jackie Robinson. As the first African-American player in major league history, Jackie had endured waves of insults

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since the season had started a month earlier. But at this game in Cincinnati, the fans were especially abusive, screaming the most vituperative racial epithets. As Reese proceeded across the field, the crowd got progressively quieter. Arriving at Robinson's side, Reese placed his arm around Jackie's shoulder. Now, silence prevailed. Pee Wee Reese, a son of the South from nearby Louisville, Kentucky, with relatives and friends and fans in the stands horrified that he had to play with a black man, had made a bold statement by a simple act of kindness and empathy. At that moment in time, Jackie Robinson was no longer a black man who happened to play for the Brooklyn Dodgers; he was a Brooklyn Dodger who happened to be black. Pee Wee Reese had embraced change.

The STSAC—in its own way—is creating the opportunity for change by finding new ways of doing business and changing how industry and government interact. Chair Farmer stated that industry does not succeed without partners in government willing to entertain innovative ways of thinking and creating solutions to long-standing concerns.

Chair Farmer extended his appreciation to TSA leaders who helped make this process work—Ms. Newhouse, Ms. Fitzmaurice, Ms. Proctor, and Mr. Gorton. Administrator Pekoske has made this progress possible through his leadership.

Mr. Farmer thanked the ASAC members who joined the call. Citing close coordination with the ASAC, Chair Farmer outlined a number of areas in which a unified transportation sector, with the support of its government partners, achieved positive outcomes during this challenging time. Proposed solutions have been turned into actions that allow organizations to continue to provide essential services. As an example, the Transportation Sector requested that CISA determine a way to identify employees who should be allowed to continue to work during pandemic-imposed shutdowns by state and local authorities. CISA responding by producing and publishing guidance on essential critical infrastructure workers. Later, when those essential critical workers faced increasing risk of exposure to infection as cases surged, the U.S. Department of Transportation, TSA, and the surface and aviation modes worked together to facilitate the delivery of 16 million cloth-based re-washable facial coverings. Anticipating the eventual availability of COVID-19 vaccinations, the STSAC and the ASAC unified on proposed content for recommendations by the National Academies of Science, Engineering, and Medicine (NASEM) on prioritizing essential workers. NASEM adopted the proposed content—which informed the CDC's determination to prioritize essential workers in Phase 1 for vaccine allocations.

Chair Farmer then introduced the newly appointed STSAC members, Inspector James Cook from Amtrak and Chief Christopher Trucillo of New Jersey Transit. Inspector Cook has quickly assumed duties as the industry co-chair of the Security and Risk Intelligence Subcommittee. Chief Trucillo has joined the Emergency Management and Resiliency Subcommittee.

Chair Farmer said attendees at the meeting would hear recommendations being considered by the STSAC subcommittees. He commended the members of each subcommittee, industry and government, on their work. Prevention is attained, change is being embraced, and a foundation for progress has been created. He praised the exceptional report produced by the Emergency Management and Resiliency Subcommittee resulting from the September 15, 2020, COVID-19 Best Practices and Recommendations Workshop—the COVID-19 lessons learned document to assist STSAC members and the surface transportation sector in addressing the current crisis and

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preparing for future events. He closed by sharing that the solutions the Committee thinks TSA should adopt will be translated into recommendations and delivered to Administrator Pekoske.

Vice Chair Hanson personally thanked Administrator Pekoske for extending the deadline for submission of surface security training plans to March 2021. She recalled how this was discussed at the last meeting and felt relieved the industry had additional time for compliance.

She reflected on how much ground the STSAC has covered since its formation in April 2019. Industry experts and government personnel with surface transportation oversight responsibilities have coordinated efforts to safeguard the nation's transportation systems. As a result, the STSAC has emerged with an important role, especially this year during a pandemic, mass demonstrations, civil unrest, and weather events. She noted the importance of surface transportation to the long-term health of the American economy. She thanked the subcommittees for all the work they have done this year.

Subcommittee Briefs

Security Risk and Intelligence Subcommittee

Industry Co-Chair Inspector James Cook, Amtrak Police Department; Government Co-Chair John Beattie, TSA Intelligence and Analysis; DFO Darnell Young, TSA Intelligence and Analysis; Janice Rufino, Director of Intelligence for New Jersey Transit Police Department; and Director Robert Pryor, Requirements and Capabilities Analysis Multimodal and Public Area Capabilities Division presented briefings relevant to the Security Risk and Intelligence Subcommittee.

Subcommittee Accomplishments to Date Presentation—Inspector Cook

- Established three sub-working groups: Surface Information Sharing Cell (SISC) Governance; Current Industry Information Requirements (CIIR); and Risk. These groups are comprised of industry and government subject matter experts encompassing all surface modes and federal government transportation and critical infrastructure agencies.
- Collectively, these working groups have met virtually more than 25 times via webinars and teleconferences since May 2020.
- Focused outreach assembled substantive input on the current status and recommended enhancements for all three substantive areas.

SISC Governance Working Group Accomplishments to Date Presentation—DFO Young

- Recommended the SISC as the information sharing and exchange hub for surface transportation security—for industry and government.
- Clarified role and capabilities of the SISC—a two-way channel for intelligence integration, information sharing, and coordinated efforts to inform vigilance and preparedness measures and actions. For analytical support, the SISC reaches into TSA Intelligence and Analysis, the Intelligence Community, and industry across all surface modes.
- Established an Executive Steering Committee for the SISC and defined membership for industry and government representatives.

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- Identified specific options for establishing a National Intelligence Manager (NIM) for Surface Transportation in the Office of the Director of National Intelligence (ODNI).

SISC Governance Working Group Longer Term Objectives and Projected Outcomes Presentation—DFO Young

- Coordinate with ODNI officials on designation of a National Intelligence Manager (NIM), or similar lead, for Surface Transportation and ensure this position and its functions are maintained through any personnel changes or rotations. The NIM will improve the structure, processes, and opportunities for increased surface information sharing, analysis and production.
- Convene the SISC's Executive Steering Committee to prepare and implement the SISC charter and governance structure and procedures.
- Ensure the SISC complements existing, and effective, information sharing processes in effect across surface transportation modes. Avoid duplication of effort.

Current Industry Information Requirements (CIIR) Working Group Accomplishments to Date Presentation—Ms. Rufino

Gathered and identified the following from stakeholders—

- Conducted interviews with representatives of surface transportation organizations by mode and geographic area to define current industry information requirements.
- All stressed the need for a streamlined process to coordinate industry information needs and to consolidate these priorities in a unified plan designed for surface transportation specifically.
- Emphasized need to assure timely sharing of information for analysis and of finished intelligence analyses for ready accessibility to representatives of organizations across all surface modes.

Current Industry Information Requirements (CIIR) Working Group Longer Term Objectives and Projected Outcomes Presentation—Ms. Rufino

- Establish a sustainable process for recurring review and update, on not less than a bi-annual basis, for CIIRs for surface transportation jointly developed by industry and government partners.
- Apply the CIIRs to define formalized requirements for intelligence collection and analysis for use by the Intelligence Community for production purposes.
- Maintain flexibility to update CIIRs based on significant developments in the threat to surface transportation and its manifestation in attacks, attempts, and disrupted plots.
- Keep CIIRs current and relevant based on experience with threats and risks faced by the surface transportation.
- Ensure an efficient process is in place to utilize reporting provided by industry organizations in intelligence products for the surface transportation community.

Risk Working Group Accomplishments to Date Presentation—Mr. Pryor

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Identified the following persistent challenges as priorities for attention and action—

- Determining and assembling meaningful and repeatable data on security preparedness efforts.
- The extensive volume and variations of government and private sector risk assessment tools and models have produced a lack of understanding of their purposes and capabilities.
- Misalignment of government funding authorizations and appropriations and surface transportation industry security priorities and related concerns.

Risk Working Group Longer Term Objectives and Projected Outcomes Presentation—Mr. Pryor

- Develop and maintain, through recurring reviews and updates, the Security Risk Methodology Catalog to provide a detailed overview of widely used risk assessment and mitigation models and tools employed by surface transportation stakeholders.
- The objective is to provide a consolidated product to help stakeholders more accurately identify, analyze, and measure risk in order to set security priorities for prevention and response capabilities.

Recommendations for Near-Term Implementation Presentation—Mr. Beattie

- Submit a request to the appropriate component of the Office of the Director of National Intelligence for appointment of a National Intelligence Manager, or a functionally equivalent position, for surface transportation security.
- Establish the SISC as the information sharing hub for government and industry on surface transportation security.
- Convene the SISC Executive Steering Committee, comprised of lead representatives for each of the surface modal Sector Coordinating Councils and government agencies with surface transportation security responsibilities.
- Finalize the initial consolidated Current Industry Information Requirements (CIIR) for surface transportation.
- Complete the initial risk model capabilities matrix that will eventually serve as the foundation for a comprehensive security risk methodology matrix.

Cybersecurity Information Sharing Subcommittee

Industry Co-Chair Kimberly Denbow, American Gas Association and Government Co-Chair Tim Weston, TSA Strategy, Policy Coordination, and Innovation presented briefings relevant to the Cybersecurity Information Sharing Subcommittee.

Subcommittee Purpose and Objectives Presentation—Mr. Weston

- Position the SISC to be the cybersecurity information sharing hub for surface transportation organizations and government departments and agencies to assure timely and continuous awareness of cyber threats, incidents, and security concerns.
- Integrate the existing information streams into the SISC for analysis, and utilizing similar

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industry-operated forums, into the surface transportation information sharing hub—to leverage these proven capabilities and avoid duplication of effort.

- Structure information-sharing agreements to provide confidence in the efficacy of the information sharing hub and spoke process. Encourage voluntary reporting across the surface transportation industry on cyber activity of significant security concern.
- Enhance effectiveness of support provided by TSA for cybersecurity awareness and preparedness to surface transportation organizations.
- The subcommittee approached this charge in three phases.
 - Phase 1: Convened existing government and private transportation information sharing entities to ascertain their differences and commonalities in threat community, type of platform used, governance, information sharing outside of the community platform, and current challenges. Phase 1 is completed.
 - Phase 2: Assessment of information gathered and formulation of recommendations to improve capabilities. Phase 2 is completed.
 - Phase 3 is the development of the recommendations report for submission to the full STSAC.

Accomplishments to Date Presentation—Mr. Weston

- Defined the “hub and spokes” concept for the needed information sharing hub on cyber threats, incidents, and indicators of security concern in surface transportation. In this concept, TSA’s SISC is to act as the centralized “hub” serving as the collection and sharing point for government alerts, assessments, and analyses and for reports of significant cybersecurity concerns from representative organizations of the surface transportation modes. The industry information sharing organizations for each mode will act as the “spokes” to report significant cybersecurity concerns and to receive alerts, assessments, and analyses.
- Coordinated panel discussion held on October 16, 2020.
 - Featured representatives of the Downstream Natural Gas Information Sharing and Analysis Center (ISAC), the Public Transportation ISAC, the Over the Road Bus ISAC, the Railway Area Network, SISC, and the Aviation Domain Intelligence Integration and Analysis Cell.
 - Presentations, questions, and discussions focused on the compiled list of threat information resources detailing what sources are currently being used by the various information sharing communities as well as where and how they can be leveraged. Discussed utilizing the SISC in such a way so it is a “hub” of information for all the industry “spokes.” SISC could provide threat analytics in addition to threat information sharing.

Longer Term Objectives and Projected Outcomes Presentation—Ms. Denbow

- Complete Phase 3.
- Continue dialog with SISC leaders to ensure common understanding of capabilities and alignment of expectations on proper, effective, and sustainable roles and responsibilities.

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- Catalog the information resources provided by each existing information sharing entity in surface transportation for cyber threats, incident, and related security concerns.
- Produce recommendations for TSA to consider and apply in defining the role of the SISC and engaging its capabilities long-term as a cybersecurity information sharing and threat intel analytics hub to meet the needs of surface transportation organizations across modes.
- Identify and pursue resolution of resource and operational constraints that pertain for some industry organizations, which includes willingness to release information beyond the directly supported surface mode.

Recommendations for Near-Term Implementation Presentation—Ms. Denbow

- Report to STSAC, for consideration and possible integration into the Committee’s report to the TSA Administrator and Congress, actions recommended to enhance the scope and effectiveness of cybersecurity information sharing in surface transportation.
 - This report will provide recommendations on how to position TSA’s SISC to serve as the “hub” for surface transportation cybersecurity threat intelligence, responsible for assembling and disseminating information and analytics through existing information sharing groups to organizations across each of the surface transportation modes.
- Support establishment and functioning of the joint SISC Executive Steering Committee and Governance Task Group, which includes surface transportation private sector representation.
- Ensure the SISC leverages existing legislation, most notably the Cyber Security Information Sharing Act of 2015 and the protections it affords on anti-trust and civil liability, to bolster confidence in and expand sharing of reports on cyber threats, incidents, and security concerns by surface transportation organizations.
- Identify and coordinate execution of information sharing agreements—as deemed necessary or appropriate.
- Establish the most effective means to assure wide and consistent sharing of cybersecurity information by the SISC and industry partners—again leveraging existing and proven processes used by surface transportation information sharing entities.

Insider Threat Subcommittee

Industry Co-Chair Joseph DeLuca, Secure Worker Access Consortium and Government Co-Chair Matthew Hudren, TSA Law Enforcement/Federal Air Marshal Service presented briefings relevant to the Insider Threat Subcommittee.

Subcommittee Purpose and Objectives Presentation—Mr. DeLuca

- Define indicators of concern that may reflect illicit insider activity or a developing threat.
- Evaluate established industry effective practices for workforce vetting, education, and information-sharing for insider threat mitigation.
- Categorize surface transportation workforce populations for potential threat levels based on scope and level of access to facilities, intellectual property, and networks.

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- Analyze the practical effectiveness and applicability of risk mitigation measures to various groups within the surface transportation workforce.

Accomplishments to Date Presentation—Mr. DeLuca

- Recruited public and private sector subject matter experts to inform and guide the work of the subcommittee, applying prior experiences with insider threat incidents and effective risk mitigation practices.
- Collected and documented historical case-studies of insider incidents to determine potentially effective methods of identifying and mitigating current and future threats.
- Identified potential operational challenges for implementation of risk management initiatives.
 - Funding.
 - Consistency and interoperability across various modes of transportation and worker populations.
 - Authority to access Federal resources to support thorough and consistent background vetting, such as Rap-back, Terrorist Screening Database, Terrorist Watch List Vetting Service.
- Reviewed and aligned subcommittee efforts with six focus areas developed by the ASAC Insider Threat Subcommittee, specifically evaluating the relevance and applicability of its findings to surface transportation operations, facilities and vehicles, regulatory requirements or security action items, and logistical constraints. The focus areas are
 - Threat detection, assessment, and response.
 - Worker vetting and evaluation.
 - Worker screening and access control.
 - Governance and internal controls.
- Established a subcommittee working group to perform a detailed evaluation of worker vetting programs and establish a protocol for risk-based vetting standards.

Longer-Term Objectives and Projected Outcomes Presentation—Mr. Deluca

- Continue analysis of ASAC Insider Threat focus areas and how they relate to surface transportation, gathering subcommittee member feedback for analysis and recommended actions in a final report.
 - Categorize positions in surface transportation based on potential risk factors for insider threat, including employees who perform security sensitive functions, other types of employees, contractors, and third-party vendors.
- Develop a matrix of public and private-industry workforce vetting programs and their respective functional elements as a resource for the surface transportation industry and government agencies.
- Report to the STSAC and TSA Administrator on the subcommittee's efforts, analysis, and findings related to the following topics:
 - Elements of insider threat related to surface transportation.

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- Aspects of insider threat that are of elevated concern.
- Prioritizing higher-risk populations.
- Common effective practices of mature public and private insider threat programs—with an analysis of how they can be adapted and applied by surface transportation organizations.
- Recommendations for initiatives that support the unique needs of surface transportation, including various levels of vetting for diverse groups of employees and independent contractors.

Recommendations for Near-Term Implementation Presentation—Mr. Hudren

- Define specific action items relating to insider threat mitigation by the following strategies:
 - Industry education and worker awareness—applying case study analysis to highlight indicators of concern and effective reporting.
 - Individual vetting and privacy protection.
 - Intelligence sharing.
 - Public-private collaboration.
- Based on investigations, delineate observed behaviors, activities, and indicators that have preceded insider threat incidents resulting in harm, damage, data theft, or destruction.
- Define low, medium, and high-risk categories and how each industry segment would assign various types of workers to appropriate risk levels.
- Propose risk-based terrorist watch list vetting of surface transportation employees to meet relevant provisions of the *Implementing Recommendations of the 9/11 Commission Act of 2007*.

Emergency Management and Resiliency Subcommittee

Industry Co-Chair Jennifer Gibson, National Association of Chemical Distributors and Government Co-Chair Christopher McKay, TSA Policy, Plans, and Engagement, Surface Policy presented briefings relevant to the Emergency Management and Resiliency Subcommittee.

Subcommittee Purpose and Objectives Presentation—Mr. McKay

The subcommittee was tasked with two primary purposes: (1) to develop innovative proposals to enhance emergency management and resiliency efforts and (2) to identify and assemble risk-based security approaches that balance cost and benefit for sustained effectiveness in surface transportation security and emergency preparedness.

- Objectives—Identify cooperative actions for surface transportation organizations to pursue with government counterparts that will
 - Enhance capabilities for, and effectiveness in, emergency management situations, whether arising from natural or intentional causes.
 - Elevate operational resiliency to enable prompt restoration of impacted services,

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Accomplishments to Date Presentation—Mr. McKay

- Prioritized conduct of a review of how surface transportation organizations have responded to the COVID-19 pandemic.
- Engaged with representatives of each surface transportation mode to solicit practical experience with preparedness for and response to the COVID-19 pandemic.
- Assessed experience in managing the direct and indirect effects of the COVID-19 pandemic, and its broader implications, through analyses of five categories of activities:
 - Planning
 - Logistics
 - Information sharing
 - Response
 - Legal considerations and union contracts and agreements
- Obtained substantive data based on experience from each surface mode on measures that worked well, those that did not, and how matters could have been better managed or addressed.
- Convened a COVID-19 best practices and lessons learned workshop in September 2020. The workshop brought together a group of surface transportation security partners—from industry and government across all modes—to share, discuss, and validate COVID-19 best practices and lessons learned related to transportation operators' pandemic planning, logistics, information sharing, and response.

Longer-Term Objectives and Projected Outcomes Presentation—Ms. Gibson

- Update the report on effective practices and lessons learned for the COVID-19 pandemic based on continuing experience with the virus, actions taken to accommodate effects of the reopening of businesses, and the impacts of reinstatement of restrictions to combat surges.
- Prioritize recommendations—for industry actions to elevate capabilities for pandemic preparedness and response and for government to support validated industry needs for worker and public health and safety.
- Identify priorities for evaluation of preparedness and resiliency to meet the demands of other types of emergencies, whether caused by natural hazards or intentional acts.
- Support awareness and preparedness initiatives relating to emergency management and resiliency by developing plans, guides, and action items through the public-private partnership as aids to enhance effectiveness and sustainability.

Recommendations for Near-Term Implementation Presentation—Ms. Gibson

- Finalize and widely disseminate the report produced from the COVID-19 best practices and recommendations workshop and broader efforts of the subcommittee.

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- Provide the report to the industry-organized and led Critical Infrastructure Cross Sector Council for integration into its consolidated resource on pandemic preparedness, response, and resiliency.
- Update the report, as warranted, based on input on the continuing effects of the COVID-19 pandemic, and of surges of confirmed cases nationally, and responses by surface transportation organizations—with particular emphasis on indications of improved performance based on application of lessons learned.
- Convene the subcommittee by the end of 2020 to set priorities for action during 2021.
- Present the workshop report to the STSAC during the November meeting to determine if there are specific areas on which the subcommittee can focus to develop additional resources to assist the transportation community in dealing with the ongoing pandemic and future events.

STSAC Chair Subcommittee Summation

Chair Farmer commended the work of all STSAC members. He indicated he felt privileged to speak on their behalf, especially considering the unprecedented demands that everyone has faced. He referred to his earlier remarks about change and the opportunity to embrace change when it occurs. He urged everyone to consider just how the subcommittees developed their reports. Industry and government presented on truly joint efforts, demonstrating how government and industry can work together in innovative and effective ways. The National Infrastructure Protection Plan (NIPP), first published in 2006, outlines a mechanism for coordination between government and industry, termed the “public-private partnership.” Chair Farmer believes the STSAC, its subcommittees, and the shared commitment of the industry and government members demonstrate the public-private partnership in action.

Chair Farmer requested time to summarize the subcommittees’ near-term actions. Those actions will form the foundation for STSAC recommendations to be submitted to Administrator Pekoske and will be included in the Committee’s annual report. This report, submitted to the TSA Administrator and Congress, will reflect the work of the STSAC and highlight the outcomes it has achieved to enhance surface transportation security and emergency preparedness.

Chair Farmer proceeded to summarize the work of the four subcommittees by beginning with the Security Risk and Intelligence Subcommittee.

The Security Risk and Intelligence Subcommittee will recommend the appointment of a National Intelligence Manager for surface transportation in the Office of the Director of National Intelligence. This position would provide subject matter expertise in the intelligence community focused on surface transportation security as a core functional responsibility.

The subcommittee will recommend the establishment of the Surface Information Sharing Cell—or SISC—as the focal point for exchange of threat intelligence and related security information for all surface transportation modes. For this purpose, the subcommittee will recommend development of a governance structure. Further, the subcommittee will recommend designation of an Executive Steering Committee comprised of the Chairs of the modal Sector Coordinating

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Councils, leveraging a structure already in place with focus on awareness, preparedness, and risk mitigation.

Chair Farmer then discussed the Current Industry Information Requirements (CIIR) as a way for industry and government to define intelligence needs of the surface transportation industry by identifying information necessary to facilitate employment of more effective means of risk assessment and reduction. This approach will result in consolidated government-industry products which, when shared, will help organizations take preventive actions and be better prepared to respond should an adverse event occur.

Finally, the subcommittee plans to recommend a risk assessment and the creation of a comprehensive security risk methodology matrix. Such assessments and catalogs will aid in focusing attention specifically on available tools that have been used successfully within surface transportation.

Chair Farmer moved on to the work of the Cybersecurity Information Sharing Subcommittee. He noted that experts on the subcommittee have emphasized the crucial role of timely sharing of cyber threat intelligence and security information to inform protective measures and actions to narrow risk exposure of networks. The subcommittee wants to use the SISC to systematize this information and make it broadly available across surface transportation modes. It wishes to establish the information sharing agreements necessary to support the operation of the SISC. The subcommittee is focused on the importance of being efficient, avoiding duplication, leveraging what works, and using available authorities such as the Cybersecurity Information Sharing Act of 2015. The value of this statute rests in the specific authorization it accords for sharing of threat information by government and industry entities; and the protection afforded against anti-trust and civil liability if reasonable actions are taken on shared cyber threat information. He urged the federal government to leverage the statute consistently and expressly share threat information under its authority.

Chair Farmer emphasized the recommendations offered by the Insider Threat Subcommittee are “practical, sustainable, and cost effective.” He applauded the subcommittee for considering new ways to approach insider threat, addressing near-term actions that organizations can readily take to mitigate risk. Organizations can elevate their ability to mitigate insider threat based on lessons learned drawn from experience with and investigation of insider threat cases. The insights gained are effectively applied on awareness and education of workers—as part of a layered approach to mitigating insider risk. Chair Farmer noted the subcommittee’s expected call for review of the lessons learned from actual insider threat cases in transportation. As another layer, the subcommittee will make recommendations on individual vetting and privacy protection.

Chair Farmer highlighted the importance of using available information and case study analysis. Great support exists for insider threat training to develop increased awareness. Also of considerable value is evaluating the types of workforces, determining through their functions the level of risk for each. Transportation Sector organizations may then identify where they need to focus the most attention for their actions to have the greatest effect. Chair Farmer noted that the *9/11 Act* directed implementation of terrorist watch list screening of surface transportation frontline employees. But a risk-based approach, as opposed to mass checks of entire workforces, which would allow a focus on the most critical positions.

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Chair Farmer concluded the overview with the Emergency Management and Resiliency Subcommittee. Significantly, this group is the only one of the four subcommittees not addressed in the Administrator’s tasking letter. As such, the subcommittee faced the combined advantage and challenge of defining its priorities without direction or guidance. The demonstrated foresight in forming the subcommittee and flexibility in setting its course of action proved their value with the onset of COVID-19.

On its own initiative, the subcommittee developed a two-page brief based on a COVID-19 best practices and lessons learned workshop. The brief summarizes lessons learned, effective practices, and opportunities for improvement. Surface transportation organizations can review the brief to identify additional measures for implementation or to determine gaps in their preparedness. The subcommittee set a solid foundation with that effort. Next, the group will look at other areas of emergency preparedness based on different scenarios for emergency preparedness and response and for operational resiliency.

Chair Farmer highlighted this because it mirrored the concept he wanted to stress—using information in productive ways to move forward without repeating past problems. With a goal of enhancing security and emergency preparedness, STSAC recommendations will revolve around those near-term actions.

Chair Farmer thanked TSA and his Committee counterparts for the opportunity to summarize their work and to speak on their behalf.

Public Comments

No requests to provide statements were received from the public.

Administrative Discussion

Minutes from the STSAC July 30, 2020 meeting were disseminated prior to the proceedings. Chair Farmer sought a motion to accept the minutes as an accurate summary of the Committee’s consultations on that date. Vice Chair Hanson moved to accept the meeting minutes; multiple seconds were recorded. The Committee voted in favor of approving the July 30, 2020 meeting minutes.

Dates for the STSAC’s 2021 meetings will be proposed via email and a consensus will be determined at a later date based on committee member feedback. Due to COVID-19 challenges, venues and locations are still being determined.

Closing Remarks

Executive Sponsor Newhouse provided closing comments. She thanked Chair Farmer and Vice Chair Hanson for a highly productive meeting. She thanked subcommittee members for their participation and acknowledged that members volunteer for STSAC work on top of already busy professional schedules. Ms. Newhouse concluded with an inspirational quote from Helen Keller, “Alone we can do very little, but together we can do so much more.”

Adjournment

Surface Transportation Security Advisory Committee (STSAC)

DFO Harroun-Lord sought a motion to adjourn the meeting. Vice Chair Hanson extended her gratitude, thanks and best wishes for the holiday season and made a motion to adjourn the meeting. It was seconded. The motion to adjourn was carried by a voice vote of the Committee.

DFO Harroun-Lord adjourned the sixth meeting of the Surface Transportation Security Advisory Committee at 3:07 p.m.

Certification of STSAC Meeting Minutes

I hereby certify that this is an accurate record of the activities of the Surface Transportation Security Advisory Committee on November 5, 2020.



Thomas L. Farmer
Surface Transportation Security Advisory Committee Chair