



# Public Area Security National Framework

May 2017

# Table of Contents

Foreword.....2

Introduction.....3

## Key Tenets:

I. Information Sharing.....4

II. Attack Prevention.....8

III. Infrastructure & Public Protection.....12

Way Ahead .....15

List of Participants .....16

## Foreword

Beginning in mid-September 2016, a group of industry, government, academic, international, and public officials gathered at the Transportation Security Administration (TSA) Headquarters to devise a strategy to share information, prevent attacks, and protect infrastructure from emerging threats to public spaces of transportation venues. This Public Area Security Summit, co-hosted by TSA and the Department of Homeland Security (DHS) Infrastructure Protection, was the first in a series of meetings with the objective of creating an enhanced security environment in the public area through collaborative engagement with all stakeholders. Together, the group sought to leverage an entire network of transportation and security officials to devise a framework that could deter nefarious actors and, failing to deter, create a system that quickly and effectively responds to attacks in the public area to minimize loss of life and disruption of transportation.

This Summit was conceived in response to the atrocities at Brussels International Airport and Istanbul Ataturk Airport—highlighting the evolving tactics and techniques that adversaries are employing to attack civilian targets in public areas. This threat was further amplified after the 2017 attack at Ft. Lauderdale International Airport. Based on persistent threats, the group quickly evaluated security measures, gaps, and needs within aviation and other modes of transportation to begin the development of a national level framework to secure public areas. Input from international partners in the United Kingdom, Europe, and Israel on lessons learned and best practices, contributed to the formulation of the framework.

It was also evident that government, industry, and security stakeholders have a shared responsibility in developing this integrated framework because it requires a united effort to succeed and no agent can mitigate the threat alone. The participation of both government and industry executives provides a unique opportunity to leverage everyone's expertise and resources and ensure collective ownership of security plans moving forward enabling strategic alignment and unity of effort across numerous entities.

Several working groups were established to support various work streams to elevate public area security, including: Threat, Risk, and Intelligence—Education and Training—Meta Leadership —Building Design and Infrastructure—Public Area Detection Resources—Insider Threat—Law Enforcement—and Resumption of Trade. Collectively, the following recommendations are presented to enhance security in public spaces at airports and throughout the transportation system. Some recommendations may not apply to each operating environment, but are intended to serve as options that operators can select based on their unique circumstances.

## **Introduction**

The Public Area Security Summits are a new model for building and maturing partnerships. Instead of operating with competing authorities, funding streams, and areas of ownership, we sought to turn this approach on its head. Looking around the room at the first summit we realized that we had all the authorities needed, multiple funding streams to take advantage of, and the world's leading experts. The only thing that was missing was a collaborative framework, leveraging those authorities and independent efforts.

In the past, we focused on de-conflicting various security efforts in the public area. Now, with a comprehensive framework, we can align, synchronize, and integrate multiple security-focused agencies and programs that enable the protection of the public area. Each airport or transportation venue will be different, but the approach will be the same. Partnerships informed by awareness of connected efforts throughout the transportation system are the key to success in the public area.

The outpouring of support in the form of participation, ideas, recommendations, and collaboration was overwhelming. What started as an opportunity to spark a national dialogue on how best to secure public spaces, transformed into a united effort to dedicate all available resources to combat those who wish to do us harm.

# Information Sharing

During an incident, time is precious and a large-scale response to an incident involves multiple agencies with law enforcement playing a critical role in the preservation of security in the public area. The ‘golden hour’ is used in emergency medicine to describe when an individual receives medical care within the first hour of a traumatic injury, it significantly increases the likelihood of survival. For mass casualty incident responses, officials have the ‘platinum ten minutes’ to determine communications strategies, share information, and formulate a mitigation strategy. When responding to an incident, agencies must be able to communicate effectively with each other in order to relay updates and prevent duplicative work. Relationships that recognize and utilize the capabilities and responsibilities for any first responder, vendor, or party who can be integrated into a response will save time and prevent confusion.



**Unified command representation after the 2013 LAX shooting—including law enforcement, fire, air operations, TSA, CBP and other stakeholders**

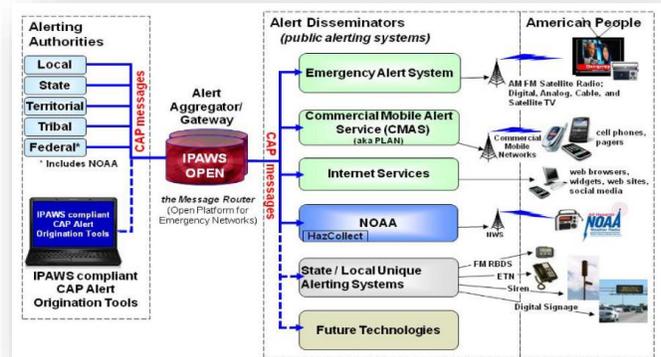
## **Recommendation 1: Cultivate Relationships**

Transportation system owners and operators should initiate discussions with relevant state, local, and federal law enforcement personnel to cultivate relationships and proactively identify areas of responsibility in the event of an incident. Transportation venues also should incorporate other first responders to address planning for all aspects of incident response. Venues should maintain relationships with emergency medical services personnel, as they may be needed for immediate treatment of injured persons. Finally, responsible federal, state, local, and tribal agencies should consider building relationships, and consequently trust, with local community partners, as they can offer insight and timely information in the event of an incident.

## **Recommendation 2: Develop Communication Strategies to Enhance Information Exchanges**

When responding to an incident, commanders and involved parties should monitor the flow of information to maximize the proactive relay of real-time and accurate alerts to other first responders and the public; while minimizing or preventing the transmission of inaccurate information by an adversary. This should include communication with affected community members—industry owners and employees, who may not have a response role, but may have information regarding the situation, and will also have their own communication responsibilities and requirements.

Incident commanders should consider utilizing mass notification systems like the Federal Emergency Management Agency’s (FEMA) Integrated Public Alert Warning System (IPAWS), as well as social media platforms to disseminate information to transportation community employees, travelers, and the general public. When sharing information, venues should always consider the sensitivity of the content. Venues should prepare and have plans or Standard Operating Procedures during an event and generic incident-related announcements in advance of the event to save time and resources. Finally, personnel who communicate via radio should consider purchasing equipment capable of transmitting messages on multiple frequencies.

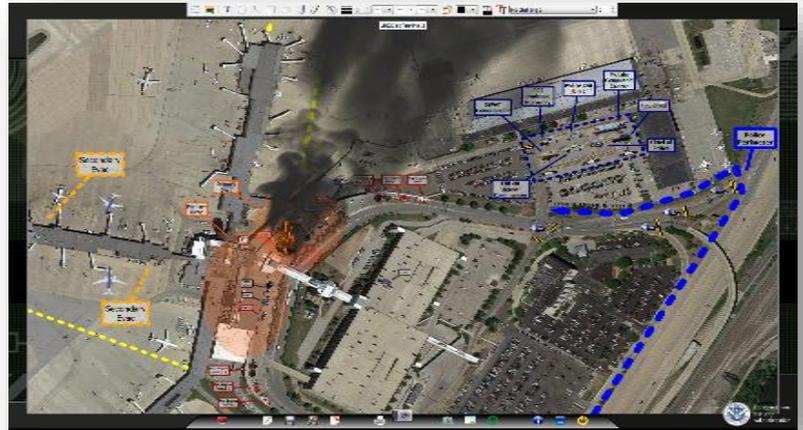


**FEMA's Integrated Public Alert Warning System (IPAWS)**

**Recommendation 3: Enhance Situational Awareness**

Having an effective peer-to-peer information sharing network—that enhances situational awareness on threats to transportation networks—is key to strengthening public area security across the transportation sector. Over the past year, TSA significantly increased face-to-face industry engagement, produced over 1,400 intelligence products and supported the dissemination of over 1,800 additional products from our Intelligence Community partners. In the field, TSA expanded its Field Intelligence Officer coverage (from 58 to 71 airports) to improve rapid coordination with governmental and private sector partners on evolving transportation threats. Additionally, TSA in conjunction with the Office of the Director of National Intelligence and industry partners are operationalizing the Air Domain Intelligence and Analysis Center (ADIAC) to enhance government and industry two-way aviation security information sharing on threat awareness. TSA will continue to disseminate Transportation Intelligence Notes (TINs), tear-lines, and related intelligence products to its transportation stakeholders. The agency will continue to facilitate classified briefings with both aviation and other transportation sector stakeholders.

Upon stakeholder request and funding, TSA can also develop the IVIEW program alongside local, city, state and federal transportation operators, first responders, law enforcement officials, and security personnel to prepare for emergency situations. IVIEW is a state-of-the-art interactive training response and exercise tool that utilizes a virtual 360-degree walkthrough of a transportation facility, such as an airport or subway, allowing first responders to place themselves in the operating environment. The technology allows for real-time discussions on approach, access, and obstacles for first responders.



**IVIEW demonstration of a combined response to a VBIED in the Public Area of the Cleveland Hopkins International Airport during training for the 2016 Republican National Convention**

#### **Recommendation 4: Expand Threat Awareness Education**

---

Threat awareness education that promotes the exchange of relevant information is an effective method of preventing incidents. Reporting of suspicious activity should be strengthened through situational awareness campaigns like “*See Something Say Something*”™ and local security awareness and reporting programs that preceded community outreach programs, like TSA’s “*This is My Airport*” training program, which encourage members of the community to take a more proactive role in security. Since some aspects of security training may be considered sensitive, each organization should determine the level of training necessary to raise awareness based on individual areas of responsibility. Delta Air Lines is rolling out a new training program for their employees and contractors, focused on defining “*See Something*”. This will further threat awareness by educating thousands of aviation workers on what is suspicious activity and what should be reported.

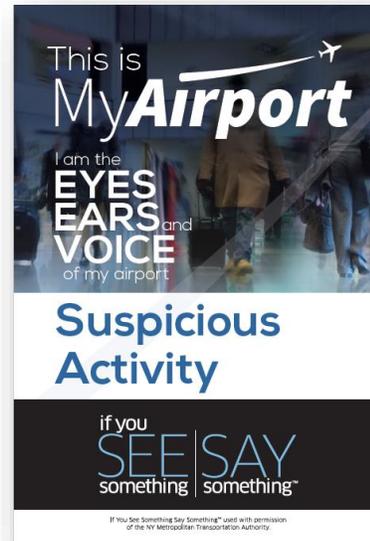
Extending elements of these campaigns to public area employees—airport and transportation vendors, local hotels, cab and limousine companies, Transportation Network Companies (TNC) such as Uber and Lyft, cleaning companies, gas station attendants, cargo operators, and general aviation members—can assist with increased threat awareness and education. It is important to educate individuals working in the public area of risks associated with threats and provide them with the tools and understanding of why it is imperative to protect critical information

and identify suspicious activity. Incorporating security awareness training material—including operational security, recognizing suspicious activity, and reporting methods—into existing campaigns can further grow its exposure and success.

### **Recommendation 5: Develop Joint Risk Frameworks & Enhance Joint Vulnerability Assessments**

---

Agencies should conduct joint vulnerability assessments and develop joint risk frameworks, to highlight locations that are at a potential higher risk. Frameworks can be developed at the national level and expanded locally. For example, TSA will expand collaboration on the Cities and Airport Threat Assessment (CATA) to ensure both public entities and private operators have an information-sharing based tool aimed at facilitating domain awareness on current threats. CATA is a risk-based assessment that examines the intent and capability of known terrorist actors in order to rank domestic airports from highest to lowest probability of threat from terrorist attacks. TSA also aims to integrate stakeholder feedback into its Transportation Sector Security Risk Assessment (TSSRA). TSSRA is a strategic risk assessment and learning tool for strategic risk analytics. TSSRA assesses the risk of real-world and hypothetical attack scenarios to transportation. It also addresses transportation concerns and provides threat, vulnerability, consequence, and risk data for those concerns, while identifying emerging threats and vulnerabilities. At present, TSSRA contains 491 scenarios across six modes of transportation, including: International Aviation, Domestic Aviation, Mass Transit, Freight Rail, Pipeline, and Highway & Motor Carrier. TSSRA enhances domain awareness, supports the identification of trends and vulnerabilities, and helps drive security priorities and requirements.



# Attack Prevention

Extremist propaganda, such as in al-Qa’ida in the Arabian Peninsula’s (AQAP) English-language magazine *Inspire*, and the Islamic State of Iraq and the Levant’s (ISIL) magazine *Dabiq*, explicitly calls for attacks on civilian targets. Furthermore, the 2016 attacks at Brussels International Airport and Istanbul’s Ataturk Airport, and the 2017 attack at Ft. Lauderdale International Airport, underscore the vulnerability of locations outside the secure areas of airports and the need to implement strategies to prevent and respond to such attacks.

A review of stakeholder resources—personnel, process, and technology—offers several opportunities to better align and strengthen resources, in order to respond to various threats and improve day-to-day operations. Aligning resources across agencies and stakeholders provides for stronger attack prevention; more consistent intelligence, information sharing, and communication; fortified infrastructure; and more responsive operations. The best manifestations of aligning resources across various domains are Airport Operations Centers.

## Recommendation 6: Establish Airport Operations Centers

Airport Operations Centers (AOCs) are designed to provide a collaborative shared space at airports for all transportation stakeholders, in order to improve communications and situational awareness, response times during security incidents, and in general, promote unity of mission.

Full-time AOCs—composed of system owners and operators, local law enforcement, CBP, TSA, and other stakeholders—can coordinate interagency responses for day-to-day operations, and most importantly, can facilitate instantaneous and coordinated responses to emergency situations. Many of these entities currently have their own independent operations centers. AOCs can enable real time community domain awareness to ensure multi-agency information sharing and coordinated operations and communications at both the local and national level. AOCs will provide decision makers the ability to make and execute system-wide decisions swiftly and more adeptly. Adopting a Unified Command approach during an incident ensures timely sharing of critical information and unity of effort when responding to an emergency.



The establishment of full-time AOCs will enable coordinated interagency responses for day-to-day operations, and most importantly, facilitate instantaneous and coordinated responses to emergency situations. Dallas-Fort Worth International Airport (DFW) is piloting this concept, which began in late 2016 and is currently in the process of constructing a new building to house the center. Several cities, including Miami and Charlotte, also expressed an interest in establishing an AOC, and TSA will continue to work with them and others to support the further establishment of joint AOCs.

## Recommendation 7: Conduct Background Checks & Threat Assessments of Public Area Workers

Individuals and vendors working in the public area, continue to expand and play an important role in maintaining security and safety. As this population expands, airports should consider conducting background checks and threat assessments to vet employees, which provides a more comprehensive picture of who is operating in the environment.

The image shows two pages of a form titled 'MASSPORT aviation security application for public side identification at Logan International Airport'. The left page is the 'APPLICATION FOR PUBLIC SIDE IDENTIFICATION AT LOGAN INTERNATIONAL AIRPORT' and the right page is the 'PUBLIC CHECKLIST TO AIRPORT'. Both pages contain various fields for personal information, employment details, and security-related questions. The form is designed to collect data on individuals working in the public area of the airport for security purposes.

**MASSPORT aviation security application for public side identification at Logan International Airport**

Some airports are already implementing this approach by issuing Public Side Identification (PSID) cards. At Boston Logan International Airport and Atlanta Hartsfield-Jackson International Airport, the airport authorities implemented vetting programs that include the issuance of PSID cards. These IDs are issued by the airport to public area employees and allow the airport to have better awareness of who is working within their domain, while reducing the number of employees that operate in the airport without vetting. The airport's decision to issue these IDs is based on the unique security factors and considerations of each airport and may trigger vetting of these individuals by TSA or other qualified parties. This combination of capabilities—each airport's knowledge of which public area personnel should be vetted based on the characteristics of that airport, plus TSA's vetting expertise and resources—provide an effective mitigation strategy by providing real-time situational awareness, knowledge of the public area workforce, and a greater capability to identify employees with intent to harm.

## Recommendation 8: Conduct Workforce Employee Training

In order to effectively counter threats a two-pronged approach of initial and recurrent training coupled with reinforced strategic communications should be part of every agency's investment in their workforce. Both government and private sector entities currently provide a measure of training to their workforce. However, varied and inconsistent forms of communication are used to reach different sectors of the workforce, but a shared lexicon with consistent and strong communications could strengthen training and response. By providing a common vocabulary and understanding of how to solve problems through education and training, agencies can work together more seamlessly. For example, TSA's senior leadership learned meta-leadership principles at Harvard's National Preparedness Leadership Initiative. These principles provide skills and a common lexicon for leading during a time of crisis. Sharing this information with TSA leadership teams—along with key stakeholders—is a critical focus. A

pilot will be conducted by MASSPORT in Boston, Massachusetts in the spring of 2017, and after evaluating the results, sessions at additional airports may be conducted.



Training should occur across multiple agencies—including public area vendors and employees—and from top to bottom. A key aspect of that training should include education for employees to enhance their ability to recognize and communicate potential threats to law enforcement. Learning should be applied through training exercises that incorporate every entity that plays a role during an incident. Exercises should make participants familiar with the layout of an airport so that, in the event of an incident, first responders and others will be oriented to their surroundings.

Recommended training scenarios include active shooter, disaster response, insider threat, and the use of trauma emergency casualty care (TECC) kits. Training also should incorporate cultural and religious awareness aspects to better equip and empower the workforce. Such training, used with U.S. Customs and Border Protection’s (CBP) Tactical Terrorism Response Teams and other law enforcement organizations, helps the workforce understand certain communities that are specifically targeted for radicalization to violence.

### **Recommendation 9: Develop, Conduct, and Practice Exercises & Response Drills**

---

Exercise and response drills provide law enforcement and other first responders the opportunity to identify obstacles to incident response. This practice should expand to include all community members—every individual or organization that would respond to an actual threat. All must work as one to resolve realistic attack scenarios in order to prepare for real-world events. These collaborative engagements help develop strategies for incident management and identify areas requiring additional partnerships or resources.

Training, drills, exercises, and strategic planning are particularly important to surface transportations systems such as: freight rail, highway and motor carrier, mass transit and passenger rail, and pipeline. These systems are generally open environments, where very little is known about the travelers. Security challenges unique to these open-by-nature transportation systems can be mitigated by collaborating with surface transportation industry and security stakeholders.

TSA's Intermodal Security Training and Exercise Program (I-STEP) provides exercise, training, and risk-based security planning support to the transportation community. Stakeholders receive direct benefits of enhanced security preparedness while building a higher level of trust and learning amongst operators, law enforcement and emergency responders to improve their collective capability to respond more effectively to transportation security incidents.

For example, in October 2016, I-STEP convened a Mass Transit & Passenger Rail (MT&PR) Security Strategy Workshop in Denver, Colorado to leverage the collective experience of senior leaders in law enforcement and counterterrorism to discuss how MT&PR systems can increase security preparedness against new and emerging threats. Participants identified the most relevant security challenges facing MT&PR systems and determined actions necessary to increase their ability to deter, detect, and interdict against evolving attack types. Participants then discussed how they could implement those prevention and protection measures, and prioritized implementation into short-, medium-, and long-term goals. Proximity policing, community policing, and frontline employee training were identified as valuable tactics to mitigate identified probable threats. Drills and exercises are effective tools to prevent, protect, mitigate, respond, and recover from real-world attacks.



**Mass Transit and Passenger Rail (MT&PR) Security Strategy Workshop leveraged 550+ collective years of experience possessed by the participants**

# Infrastructure and Public Protection

## **Recommendation 10: Invest in Innovative Construction Designs**

---

As transportation venue infrastructure seeks to keep pace with trends in the travel industry, technological changes, and security requirements, it is imperative that construction designs are reviewed. Designs should incorporate more than just an aesthetic perspective; they should facilitate effective security while remaining sensitive to stakeholder needs. Future airport designs need to balance between depicting the feel of an open and welcoming environment while increasing the overall security measures of the airport. To achieve that balance, airport designers need to build in security measures within their designs, not bolt on after the design is created.

During the onset of designing an airport, airport designers should convene and interview all airport stakeholders to get a better understand of vulnerabilities across the aviation enterprise. This will allow airport designers to think holistically at all aspects of what an airport needs. There are locations within an airport where security—like cameras, guards, and metal detectors— should be visible, in lobbies and other open area locations security may be more discreet.

The initial conversation between stakeholders should be the start of ongoing conversations and collaboration. Since threats evolve and nefarious actors are extremely agile, corresponding technology and designs to thwart those threats should also evolve and be agile. To achieve this, security goals need to be discussed and shared. Airport designers, working with security stakeholders, should think ten to fifteen years down the road. Putting the right infrastructure in place now, saves time, energy, and financial resources in the future.

Identifying the people, process, and technology elements of an effective security system and establishing a framework for incorporating these areas into facilities should be a high priority when designing for security. Additionally, the development of flexible guidance—identifying security risks and corresponding mitigation plans—should be incorporated into design efforts for both new construction and renovation of pre-existing facilities. Recently, the National Safe Skies Alliance released a guidebook titled, “*Recommended Security Guidelines for Airport Planning, Design & Construction.*” Although this document needs to be updated to account for the most recent changes in checkpoint designs, it is a good starting point for all to read.



In January 2017, Public Area Security Summit members convened in Chicago to observe real world examples of renovation and new construction projects at Chicago Midway International Airport and O’Hare International Airport. Members met with industry subject-matter experts to identify areas of need and security focus. The Chicago airports serve as “field labs” to discuss and review best practices for Public Area Security design and infrastructure changes.

**Chicago Site Visit of Midway Main Terminal (above) and O’Hare Terminal (right) which included observations of renovation and future construction**



### **Recommendation 11: Coordinate Response Planning**

---

The most basic form of deterring, detecting, and defeating potential attacks is through the performance of daily security operations. The presence of law enforcement and security personnel provides a visible deterrent against adversaries. Doing so may prevent attacks, or in the event of an attack, allow first responders to respond more adeptly. Furthermore, given the potential for fixed-post law enforcement officers to be the first target of an attack, individual airports should help strategize on the appropriate deployment of law enforcement officers.

When performing routine operations in the public area, law enforcement personnel should deploy a variety of tactics, including the use of both fixed posts and random patrol areas, as well as canines. Depending on the venue’s need (e.g., high-visibility presence to deter attackers, surveillance operations), law enforcement may elect to conduct patrol operations in plain clothes or uniform. When feasible, law enforcement should deploy canines in a manner which increases visibility, minimizes response times to incidents, and deters individuals from engaging in criminal activity. Canine handlers should develop procedures for resolving canine

alerts, balancing law enforcement's responsibility to take action with the civil rights of passengers.

When responding to an incident, law enforcement should utilize non-traditional locations (e.g., shuttles) as shelters during evacuations. However, first responders should consider the conditions of such locations (e.g., weather, capacity) and their vulnerability to coordinated ambushes.

Law enforcement response plans must be flexible to deploy specialized tactics in response to varied situations. To maintain these capabilities, law enforcement must have adequate access to resources, including manpower and funding for equipment and training.



**K-9 Patrol at Washington-Reagan National Airport (DCA)**

## Way Ahead

The partnerships established by the Public Area Security Summits do not cease with this framework. The group is committed to engaging and collaborating with partners, which includes identifying organizations or individuals who have not traditionally been incorporated into either aviation or other transportation security plans. Meetings will continue, in order to affirm partnerships and continue reviewing solutions to improve public area security. Our work continues.

After the active shooter incident at Ft. Lauderdale International Airport, first responders gathered in Florida to discuss how to improve security operations and incident responses through strengthened partnerships. The Public Area Security Summit commissioned a new working group, “Resumption of Trade,” to address incident response, recovery, and reconstitution. The group continues to evaluate solutions to this question.

As aviation is a global industry, airport stakeholders around the world continue to grapple with the multiple challenges of landside security. DHS, along with industry association partners, plans to create and maintain regular forums for U.S. and international counterparts to communicate and strategize regarding best practices and lessons learned in landside security. Discussions between U.S. and international airport managers are already occurring as a result of the Public Area Security Summits.

Finally, the group will continue to incorporate additional stakeholders to ensure additional aspects of public area security are represented.



## Participants

### **Airline Stakeholders**

---

**Karen Bohn**

Security Director  
Alaska Airlines

**Jose Freig**

Managing Director of Corporate Security  
American Airlines

**Phil Gilbert**

Director Security Operations & Compliance  
American Airlines

**Randy Harrison**

Managing Director of Corporate Security  
Delta Air Lines

**Charles Sitkoff**

Manager, Intelligence & Risk Assessment  
Delta Air Lines

**Christian Terry**

Director, Internal Security Programs  
Delta Air Lines

**Eric Kaler**

Security Director  
Hawaiian Airlines

**Michael Peters**

Manager, International Security &  
Facilitation  
Hawaiian Airlines

**Jose Figueroa**

International Security Director  
JetBlue

**Jack Cohen**

Manager Security Compliance  
JetBlue

**John Chaussee**

Security Director  
Southwest Airlines

**Rich Davis**

Security Director  
United Airlines

**Missy Sraga**

Director, Global Aviation  
United Airlines

**Laura Gimlett**

Manager, Corporate Security  
United Airlines

**Lisa Krzywicki**

Senior Analyst, Geo-Political Analysis &  
Intelligence  
United Airlines

**Jennifer Sickels**

Manager, Facilitation & Cargo Security  
United Airlines

**Yannick Lachapelle**

Senior Regional Manager, Security  
United Airlines

**Pooneh Mianabi**

Senior Staff Representative  
United Airlines

### **Airport Stakeholders**

---

**Jim Crites**

Vice President, Operations  
Dallas-Fort Worth International Airport

**Phillip Mongeau**

Assistant Vice President, Airport Security  
and Emergency Management  
Dallas-Fort Worth International Airport

**Alan Black**  
Director, Public Safety  
Dallas-Fort Worth International Airport

**Deborah Helton**  
Emergency Management Administrator  
Dallas-Fort Worth International Airport

**Jeff Redding**  
Deputy Commissioner, Security  
Chicago Department of Aviation

**Tracy Walsh**  
Project Administrator, Building Design &  
Infrastructure  
Chicago Department of Aviation

**Jonathan Leach**  
Managing Deputy Commissioner, Chief  
Operating Officer  
Chicago Department of Aviation

**Jan Lennon**  
Director of Security  
Hartsfield-Jackson Atlanta International  
Airport

**Jeanne Olivier**  
Assistant Director, Aviation Security &  
Technology  
Security Operations and Programs  
Department  
Port Authority of New York & New Jersey

**Chris Browne**  
Airport Manager (Ret.)  
Dulles International Airport

**Kevin Pelachick**  
Acting Airport Security Manager  
Dulles International Airport

**Neal Griffin**  
Airport Bureau, Admin Division  
San Francisco International Airport

**Michele Freadman**  
Deputy Director, Aviation Security  
Operations  
Massachusetts Port Authority (MASSPORT)

**George Naccara**  
Chief Security Officer  
Massachusetts Port Authority (MASSPORT)

**Frank McGinn**  
Major, State Police—Director of Aviation  
Security  
Massachusetts Port Authority (MASSPORT)

**Joe Laweless**  
Director, Maritime Security  
Massachusetts Port Authority (MASSPORT)

#### **Law Enforcement Partners**

---

**Mike Everson**  
Chief of Police, MSP Airport Police  
President—Airport Law Enforcement  
Agencies Network

**Lane Hagin**  
Major, Airport Division, Atlanta Police  
Department  
2<sup>nd</sup> Vice President—Airport Law  
Enforcement Agencies Network

**Kevin Murphy**  
Executive Director  
Airport Law Enforcement Agencies  
Network

**Pat Gannon**  
Deputy Executive Director, Public Safety  
and Security  
Los Angeles World Airports (LAWA)

**E.J. Prokop**  
Commander, Counter-Terrorism & Special  
Operations Bureau  
Los Angeles Police Department (LAPD)

**Nicole Alberca**  
Captain III, Pacific Division  
Los Angeles Police Department (LAPD)

**Eric Smith**  
Deputy Chief, Special Services Bureau  
Orlando Police Department

**Joseph Sullivan**  
Chief Inspector  
Philadelphia Police Department

**Harold A. Pretel**  
Commander, Bureau of Homeland Services  
Cleveland Police Department

**Raymond Melcon**  
Major, Miami International Airport District  
Miami-Dade Police Department

**Frank Roig**  
Major, Seaport Operations Bureau  
Miami-Dade Police Department

**Edgardo Caneva**  
Major, Special Patrol Bureau  
Miami-Dade Police Department

**Shawn Sexton**  
Captain  
Alameda County Sheriff's Office

**Chuck DeWitt**  
Senior Policy Advisor  
Major Cities Chiefs Association

**Dinesh R. Patil**  
Commander  
Montgomery County Police

**Mike Ferrence**  
Executive Director  
Major County Sheriffs' Association (MCSA)

**Kevin Kelley**  
Captain, Kent County Sheriff's Department  
Major County Sheriffs' Association (MCSA)

**Scott Booth**  
Chief of Police  
Metropolitan Washington Airports  
Authority

**Kevin Gaddis**  
Deputy Chief of Transit Police  
Washington Metropolitan Area Transit  
Authority

**George Nader**  
Homeland Security Bureau  
Washington Metropolitan Area Transit  
Authority

**James Rice**  
Amtrak Police Department  
Inspector in Charge of Intel &  
Counterterrorism

**John Joyce**  
Chief of Police and Director of Security  
Greater Cleveland Rapid Transit Authority

**Alex Nguyen**  
Lieutenant, Airport Division  
San Jose Police Department

## **Security & Transportation Stakeholders**

**Colleen Chamberlain**  
Vice President, Transportation and Security  
Policy  
American Association of Airport Executives  
(AAAE)

**Stephanie Gupta**  
Senior Vice President, Security &  
Facilitation  
American Association of Airport Executives

**Eric Thacker**  
Director, Security Operations  
Airlines for America (A4A)

**Chris Bidwell**

Vice President, Security  
Airports Council International- North  
America (ACI-NA)

**Sean Cusson**

Director, Public Safety & Security Airports  
Council International- North America (ACI-  
NA)

**Candace Kolander**

Coordinator Air Safety, Security, Health  
Association of Flight Attendants—CWA

**Christopher Witkowski**

Director, Air Safety, Health & Security  
Association of Flight Attendants—CWA

**Captain Joe DePete**

First Vice President/ National Safety  
Coordinator  
Air Line Pilots Association, International

**Captain Wolfgang Koch**

Aviation Security Chairman  
Air Line Pilots Association, International

**Bridger Newman**

Safety & Security Specialist  
Air Line Pilots Association, International

**Randy Williams**

Aviation Security Specialist  
Air Line Pilots Association, International

**Kay Olive**

Director  
Washington Homeland Security Roundtable

**John Magaw**

Domestic and International Security  
Consultant  
Homeland Security Advisory Council  
Former TSA Administrator

**Bill Livingood**

Homeland Security Advisory Council  
Former Sgt. At Arms—U.S. Congress

**Steve Alterman**

President  
Cargo Airline Association

**Ken Dunlap**

Vice Chairman  
Aviation Security Advisory Committee

**Dr. Lenny Marcus**

Co-Director  
National Preparedness Leadership  
Initiative, Harvard University

**Rich Serino**

Distinguished Visiting Fellow  
National Preparedness Leadership  
Initiative, Harvard University

**Ken Rapuano**

Senior Vice President, and Director of the  
Homeland Security Studies and Analysis  
Institute  
ANSER Corporation

**Philip R. Hammar, Ph.D**

Analyst-Studies and Analysis Group  
ANSER Corporation

**Richard Vanderlinden**

Security Policy Division Manager  
ANSER Corporation

**TJ Schulz**

President  
Airports Consultants Council

## **International Partners**

---

### **Wilfred Covent**

Senior Advisor  
Brussels National Airport

### **Zohar Gefen**

Head of Security  
Israeli Airport Authority

### **Carlos Mestre**

Director General for Mobility and Transport  
European Commission

### **Monika Maglione**

Counsellor-Justice and Home Affairs  
Delegation of the European Union to the  
United States of America

### **Peter Nilsson**

Head of AIRPOL

### **Alexis Long**

Head of Intelligence  
London Heathrow International Airport

### **James Bradbury**

Transport Counsellor  
Delegation of the European Union to the  
United States of America

## **Congressional Participation**

---

### **Congresswoman Debbie Wasserman Schultz**

### **Senate Committee on Commerce, Science, and Transportation Staff**

### **Senate Appropriations Committee Staff**

### **House Homeland Security Committee Staff**

## **U.S. Government Partners**

---

### **Karen Zareski**

Director for Homeland Security  
Department of State

### **Mary Beth Kelliher**

Foreign Affairs Officer, Bureau of  
Counterterrorism  
Department of State

### **Claudio Manno**

Associate Administrator for Security &  
Hazardous Materials Safety  
Federal Aviation Administration (FAA)

### **Joshua Holtzman**

Director, Office of National Security  
Programs and Incident Response  
Federal Aviation Administration (FAA)

### **Michael Paul**

Section Chief, Domestic Terrorism  
Operations  
Federal Bureau of Investigation

### **Colonel Glen Christensen**

Mission Assurance Division  
US Transportation Command  
(USTRANSCOM)

### **Lt. Commander Frankie S. Colvin**

Branch Chief- Mission Assurance Division  
US Transportation Command  
(USTRANSCOM)

### **Monte Hawkins**

Senior Director for Transborder Security  
Policy  
National Security Council

### **Lucian Sikorskyj**

Director for Aviation and Surface  
Transportation Security Transborder  
Directorate  
National Security Council

## **DHS Participants**

---

### **Caitlin Durkovich**

Former Assistant Secretary  
Department of Homeland Security—  
Infrastructure Protection

**Robert Kolasky**  
Acting Deputy Under Secretary  
Department of Homeland Security—NPPD

**Jud Murdock**  
Executive Director, Operations-Office of  
Field Operations  
Customs and Border Protection

**Dan Calonder**  
Office of Field Operations  
Customs and Border Protection

**Daryle Hernandez**  
Program Director Interagency Security  
Committee (ISC)  
Department of Homeland Security—  
Infrastructure Protection

**Lindsey Blair**  
Staff Director Interagency Security  
Committee  
Department of Homeland Security—  
Infrastructure Protection

**John Stafford**  
Assistant to NPPD Deputy Under Secretary  
Department of Homeland Security—NPPD

**Wilson 'Dave' Crafton**  
Manager- Aviation and Surface  
Transportation  
Department of Homeland Security—NPPD

**Jack Anderson**  
Department of Homeland Security—  
Infrastructure Protection

**Jaysen Goodwin**  
Vulnerability Assessment Branch  
Operations Chief  
Department of Homeland Security

**William J Ryan**  
Protective Security Advisor  
Department of Homeland Security—  
Infrastructure Protection

**Eric Choy**  
Chief, Chemical Sector  
Department of Homeland Security—  
Infrastructure Protection

**Auco Ho**  
Management and Program Analyst,  
Chemical Sector  
Department of Homeland Security—  
Infrastructure Protection

**Custrina Reeves**  
Management and Program Analyst,  
Chemical Sector  
Department of Homeland Security—  
Infrastructure Protection

**Tom Siedel**  
Management Program Analyst  
Department of Homeland Security—NPPD

**Nancy Pomerleau**  
Team Lead and Infrastructure Analyst  
Department of Homeland Security—NPPD

**Arthur 'Greg' Gibson**  
Security Specialist  
Department of Homeland Security—NPPD

**Joe Scott**  
Program Manager—Explosives Division  
Department of Homeland Security—  
Science & Technology

**Pamela Friedmann**  
Director, Threat Prevention and Security  
Policy  
Department of Homeland Security

**Ted Sobel**  
Deputy Assistant Secretary, Screening  
Coordination Office  
Department of Homeland Security

**Steve Yonkers**  
Director, Identity Management &  
Biometrics Policy  
Department of Homeland Security—Policy

**Heather Fong**

Former Assistant Secretary for State and  
Local Law Enforcement  
Department of Homeland Security

**Mel Carraway**

Director, State and Local Law Enforcement  
Department of Homeland Security

**David Hampton**

Policy Analyst, State and Local Law  
Enforcement  
Department of Homeland Security

**TSA Participants**

---

**Dr. Huban Gowadia**

Acting Administrator  
Transportation Security Administration

**Peter V. Neffenger**

Former Administrator  
Transportation Security Administration

**Gary Rasicot**

Transportation Security Administration  
Chief of Operations

**Aaron Roth**

Chief of Staff to the Chief of Operations  
Transportation Security Administration

**Kim Johnson**

Senior Advisor to the Chief of Operations  
Transportation Security Administration

**Rebecca Smith**

Program Analyst to the Chief of Operations  
Transportation Security Administration

**Chad Wolf**

Chief of Staff  
Transportation Security Administration

**Alan Metzler**

Former Chief of Staff  
Transportation Security Administration

**Francine Kerner**

Chief Counsel  
Transportation Security Administration

**Kelly Wheaton**

Deputy Chief Counsel, Enforcement  
Transportation Security Administration

**Susan Prosnitz**

Deputy Chief Counsel for Regulations and  
Security Standards  
Transportation Security Administration

**Tom Bush**

Assistant Administrator, Office of  
Intelligence & Analysis  
Transportation Security Administration

**Russ Vieco**

Executive Advisor, Office of Intelligence &  
Analysis  
Transportation Security Administration

**Jim Bamberger**

Brach Chief, Risk Analysis Division, Office of  
Intelligence & Analysis  
Transportation Security Administration

**Darby LaJoye**

Transportation Security Administration  
Assistant Administrator, Office of Security  
Operations

**Stacey Fitzmaurice**

Deputy Assistant Administrator, Office of  
Security Operations  
Transportation Security Administration

**Paul Leyh**

Director of Compliance, Office of Security  
Operations  
Transportation Security Administration

**Eddie Mayenschein**

Assistant Administrator, Office of Security  
Policy & Industry Engagement  
Transportation Security Administration

**Victoria Newhouse**

Deputy Assistant Administrator, Office of Security Policy & Industry Engagement  
Transportation Security Administration

**Rod Allison**

Director, Office of Law Enforcement—  
Federal Air Marshal Service  
Transportation Security Administration

**Eric Sarandrea**

Deputy Director, Office of Law  
Enforcement—Federal Air Marshal Service  
Transportation Security Administration

**Colleen Callahan**

Former Deputy Director, Office of Law  
Enforcement—Federal Air Marshal Service  
Transportation Security Administration

**Paul Fujimura**

Assistant Administrator, Office of Global  
Strategies  
Transportation Security Administration

**Joe Terrell**

Deputy Assistant Administrator, Office of  
Global Strategies  
Transportation Security Administration

**Craig Lynes**

Director, International Operations, Office of  
Global Strategies  
Transportation Security Administration

**Tony Monreal**

Director, Global Compliance  
Transportation Security Administration

**David Bassett**

Regional Director Europe, Africa, and the  
Middle East, Office of Global Strategies  
Transportation Security Administration

**David Mickalonis**

Branch Manager, Capacity Development,  
Office of Global Strategies  
Transportation Security Administration

**Zach Landis**

Europe, Africa, Middle East Regional  
Analyst, Office of Global Strategies  
Transportation Security Administration

**Elizabeth Neal**

Global Affairs, Multilateral Engagement  
Branch, Office of Global Strategies  
Transportation Security Administration

**Darren Wright**

Executive Assistant, Office of Global  
Strategies  
Transportation Security Administration

**Steve Karoly**

Acting Assistant Administrator, Office of  
Requirements & Capabilities Analysis  
Transportation Security Administration

**Dan Ronan**

Acting Deputy Assistant Administrator,  
Office of Requirements & Capabilities  
Analysis  
Transportation Security Administration

**Brett Gunter**

Former Assistant Administrator, Office of  
Training and Development  
Transportation Security Administration

**Kim Hutchinson**

Acting Assistant Administrator, Office of  
Training and Development  
Transportation Security Administration

**Karen Shelton Waters**

Assistant Administrator, Office of Human  
Capital  
Transportation Security Administration

**Kim Walton**

Assistant Administrator, Office of Civil  
Rights & Liberties, Ombudsman, and  
Traveler Engagement  
Transportation Security Administration

**Christine Griggs**

Deputy Assistant Administrator, Office of  
Civil Rights & Liberties, Ombudsman, and  
Traveler Engagement  
Transportation Security Administration

**Richard Ades**

Former Assistant Administrator, Office of  
Public Affairs  
Transportation Security Administration

**Marian Gibson**

Acting Assistant Administrator, Office of  
Legislative Affairs  
Transportation Security Administration

**Kim Le**

Office of Legislative Affairs  
Transportation Security Administration

**David T. Young**

Director, Administrator's Action Group  
Transportation Security Administration

**Jenel Cline**

Federal Security Director, Honolulu  
International Airport  
Transportation Security Administration

**Dereck Starks**

Federal Security Director, Philadelphia  
International Airport  
Transportation Security Administration

**Michael Donnelly**

Federal Security Director, Dallas Fort  
Worth International Airport  
Transportation Security Administration

**John Beckius**

Liaison to Department of State  
Transportation Security Administration