

CTSSR Survey Results as of June 19, 2018

There were 34 responses from 28 different states (plus District of Columbia).

States that Responded [(xx): Number of responses]

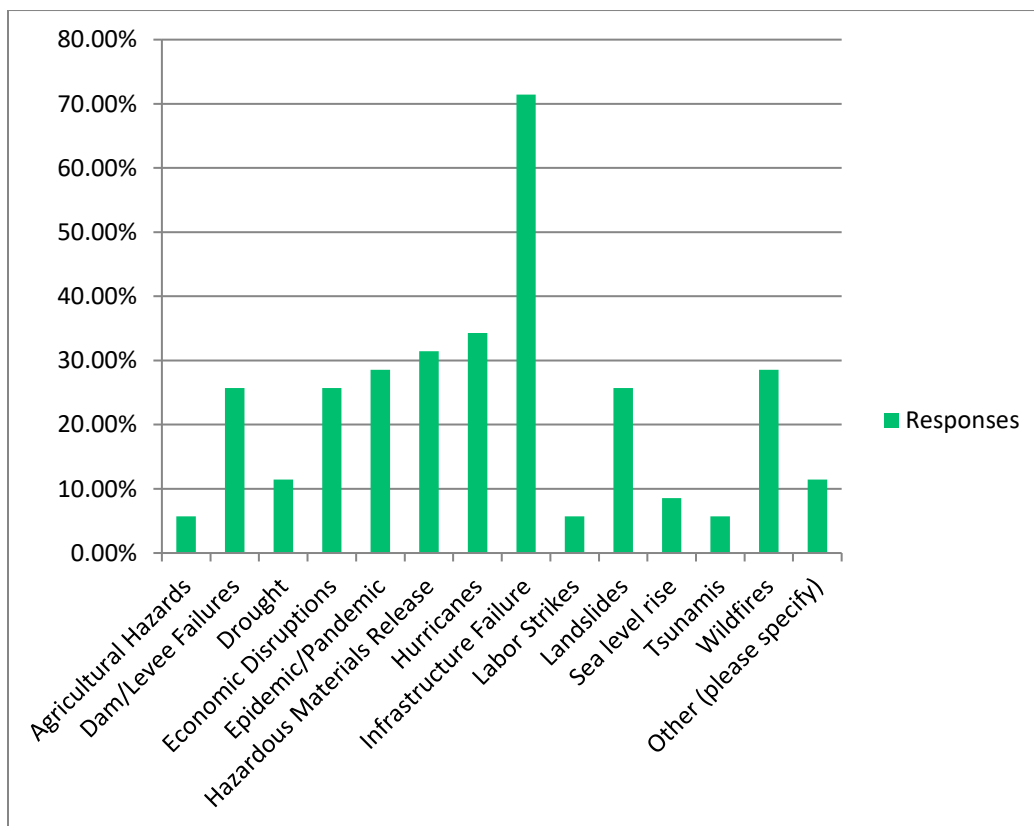
Alabama (2)	Missouri
Arkansas	Minnesota
Arizona	Nevada
California	New Jersey
Colorado (2)	New Mexico
District of Columbia	New Hampshire
Georgia	North Carolina
Hawaii	North Dakota
Idaho (3)	Ohio
Kansas	Pennsylvania
Louisiana	Rhode Island
Maryland	Tennessee
Massachusetts	Vermont
Michigan (2)	Washington (2)

The answers to the survey questions are found in the following pages. This information will be used to develop a draft Action Plan to be sent out prior to the conference call with the Leadership team.

1. In a survey conducted for the draft Strategic Plan, Committee members identified the following top five priorities for the types of hazards/disruptions the CTSSR should focus on (the priority in the listing below was determined by adding the “very important” and “somewhat important” votes from the Strategic Planning survey).

- Flooding
- Terrorism
- Cyber attacks (tied with winter storms)
- Winter storms (tied with cyberattacks)
- Earthquakes

We would like to expand this list in order to identify Strategic Plan activities over the next five years. Please identify three additional hazards/disruptions that should receive some level of attention by the CTSSR over the next five years.



Other suggestions: fuel disruptions, environmental sabotage, earthquakes, and protest activities.

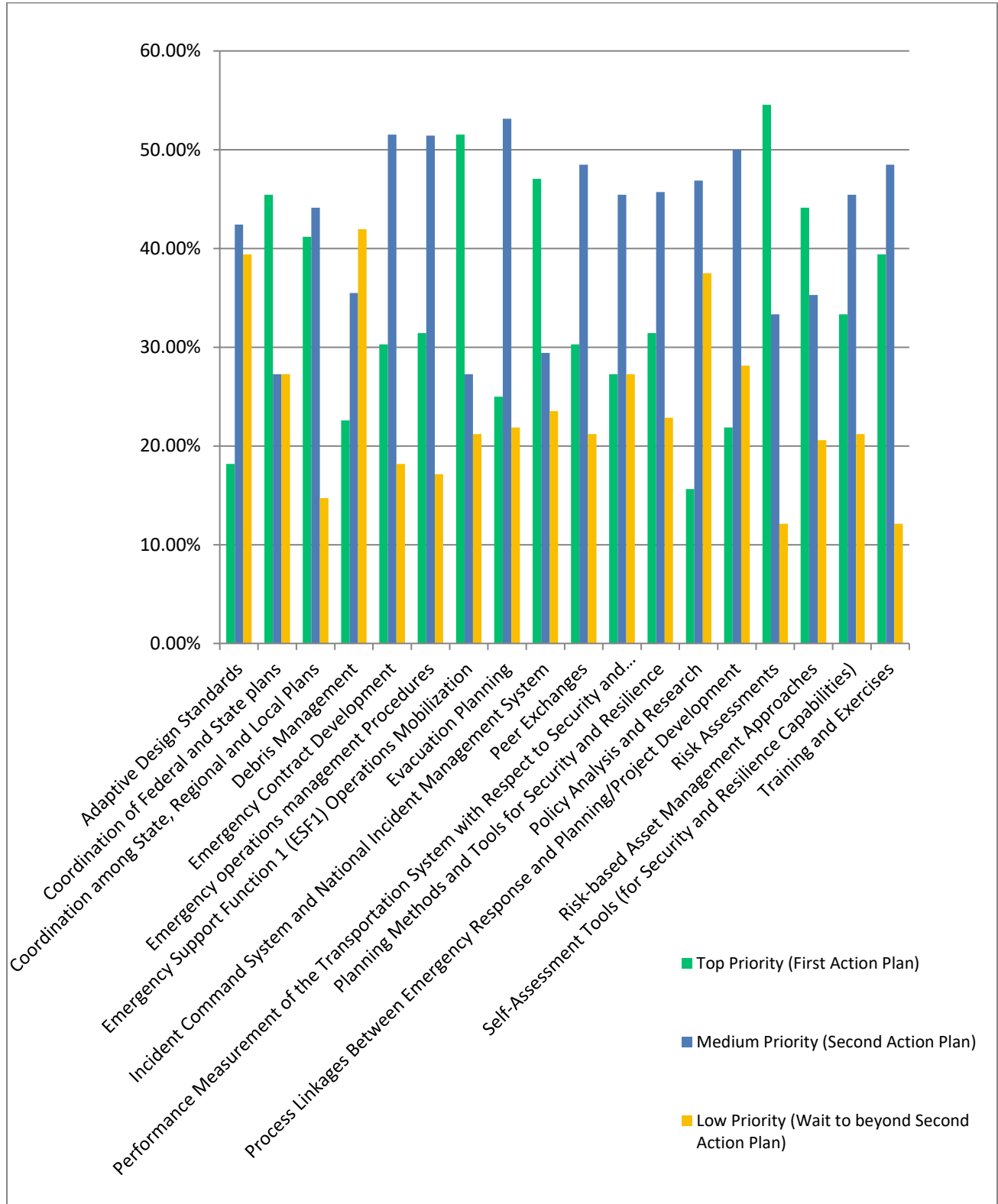
2. The draft Strategic Plan survey identified the following top five priorities for the types of tools/techniques/methods that the CTSSR should focus on with respect to information dissemination, research and peer exchanges (the priority in the listing below was determined by adding the “very important” and “somewhat important” votes from the Strategic Planning survey).

- Communication (tied with threat identification)
- Threat Identification/Assessment (tied with communication)
- Continuity of Operations Actions
- Best Practice Case Studies (tied with vulnerability assessments)
- Vulnerability Assessments (tied with best practice case studies)

We would like to expand this list in order to identify Strategic Plan activities over the next five years. Please indicate your opinion as to the level of priority that should be assigned to the following tools/techniques/methods. The priority should be thought of as top priority (first Action Plan 2018-2019); medium priority (can wait to the second Action Plan 2019-2020); and low priority (can wait beyond the second Action Plan). If you have other suggested actions, please put in the ‘other’ row.

On next page

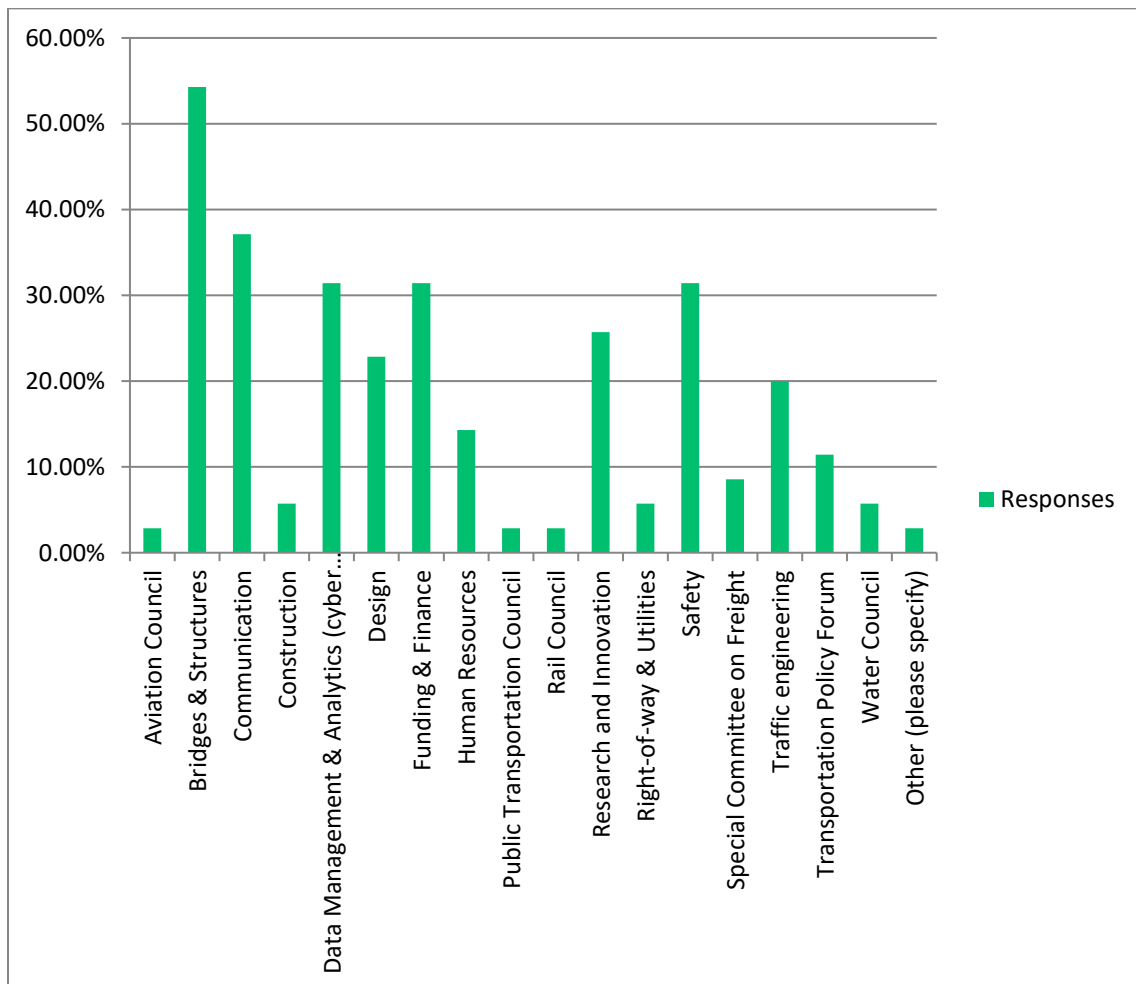
Priority for Types of Tools/Techniques/Methods



3. The CTSSR will serve as a forum for security and system resilience considerations within AASHTO. This suggests that the CTSSR should interact strategically with other AASHTO committees to achieve its goals. The Strategic Plan survey identified the following top five AASHTO committees that the CTSSR should initially collaborate with (e.g., permanent liaison representatives, joint sessions, white papers, joint research statements, etc.).

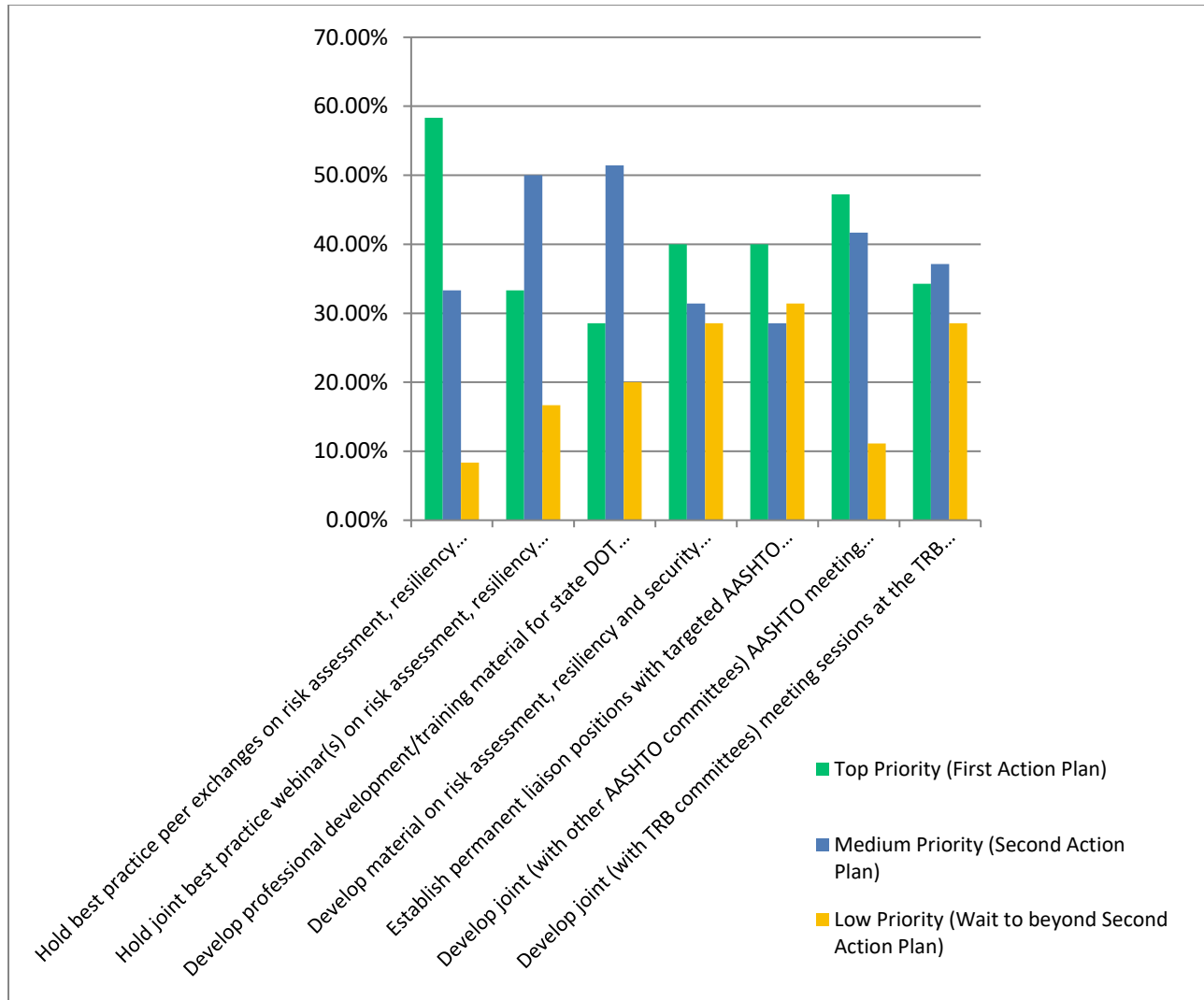
- Planning
- Transportation System Operations
- Environment and Sustainability
- Maintenance
- Performance-based Management/Risk Management Subcommittee

We would like to expand this list in order to identify Strategic Plan activities over the next five years. Please identify three additional hazards/disruptions that should receive some level of attention by the CTSSR over the next five years. Please choose three.



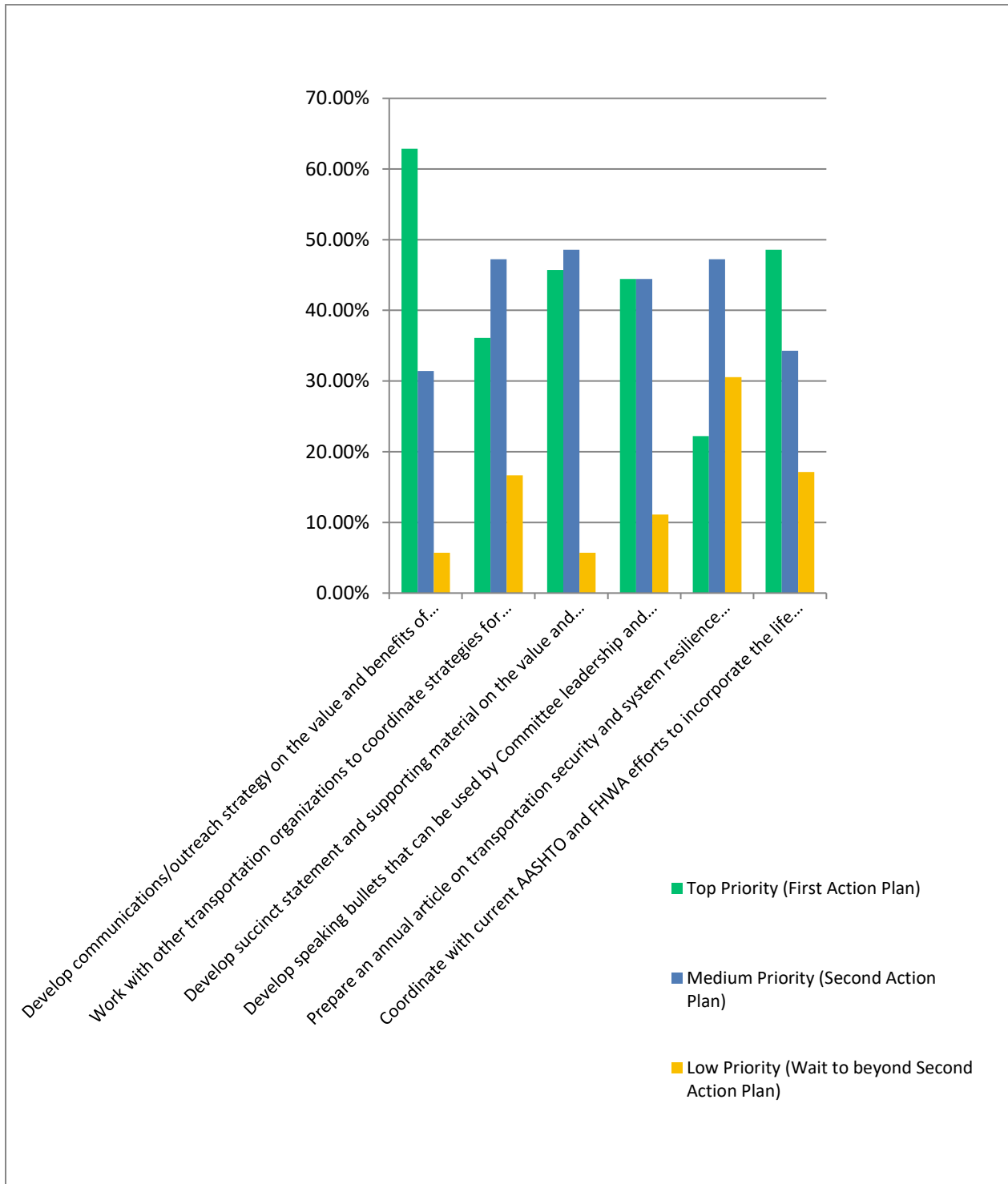
Comment: Coordinate with all committees

4. For the Strategic Plan and Action Plan priorities in COLLABORATE with key AASHTO committees, FHWA and key external partners to define and describe linkages needed to integrate risk assessment, resiliency and security planning, emergency operations management and life cycle into DOT processes.

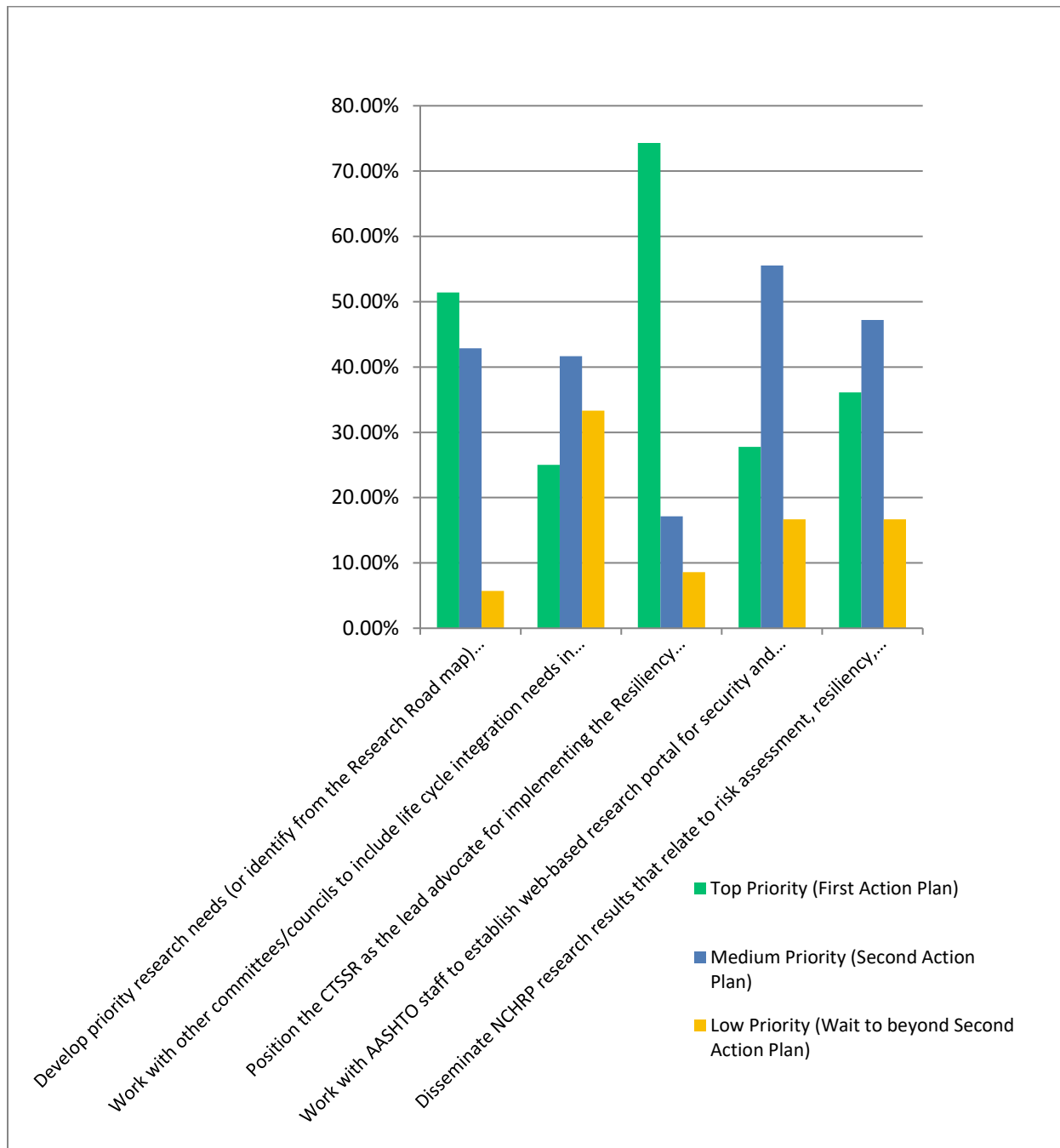


Comment: Coordination with FHWA in my opinion is critical. They play a major role with the DOT's. Especially when a disaster strikes and the DOT's have to work with FHWA on Emergency Reimbursement submittals, etc.

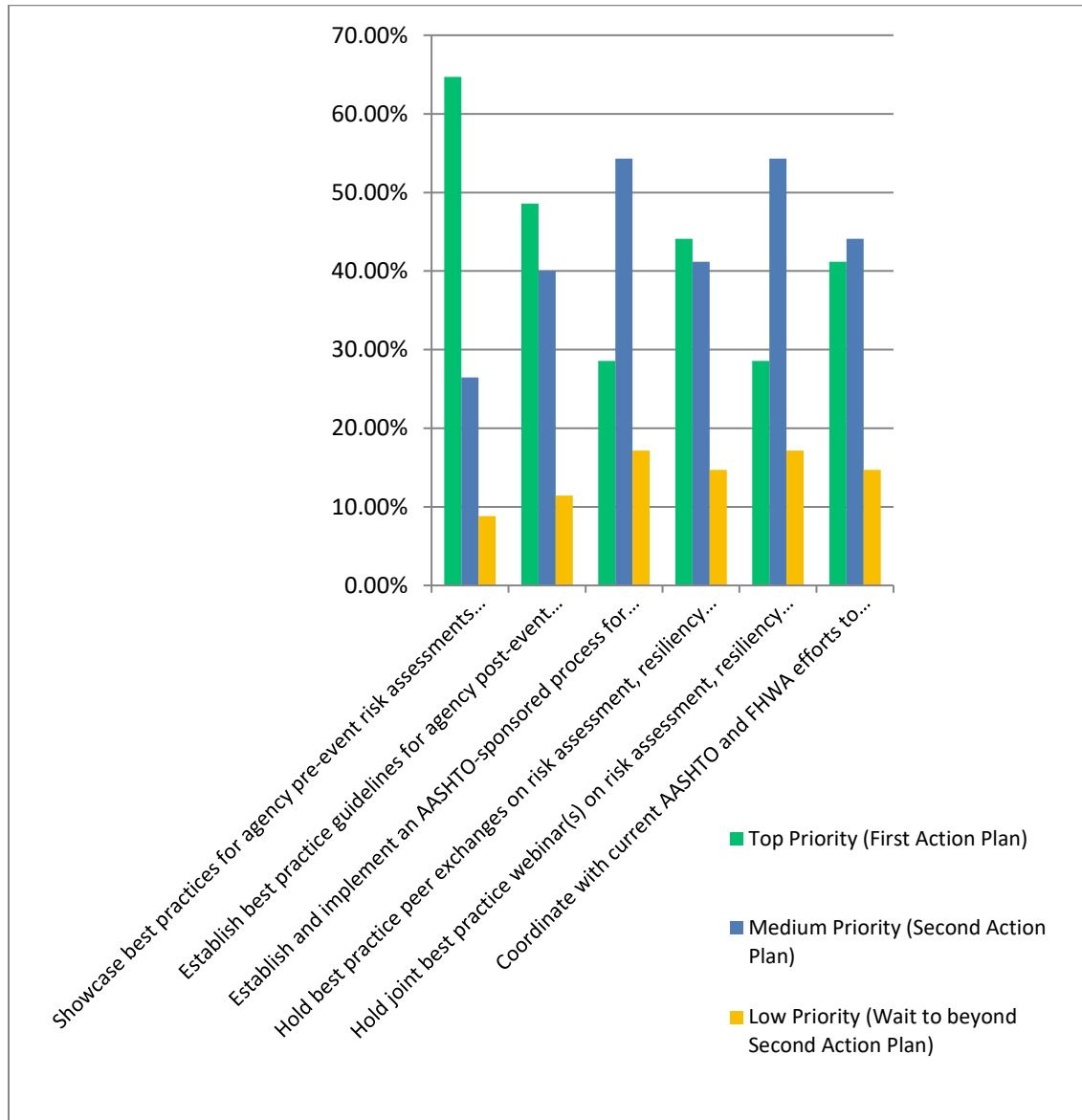
5. For the Strategic Plan and Action Plan priorities in COMMUNICATE benefits and business case for integration of risk assessment, resiliency or security planning and/or emergency operations management integration into DOT processes.



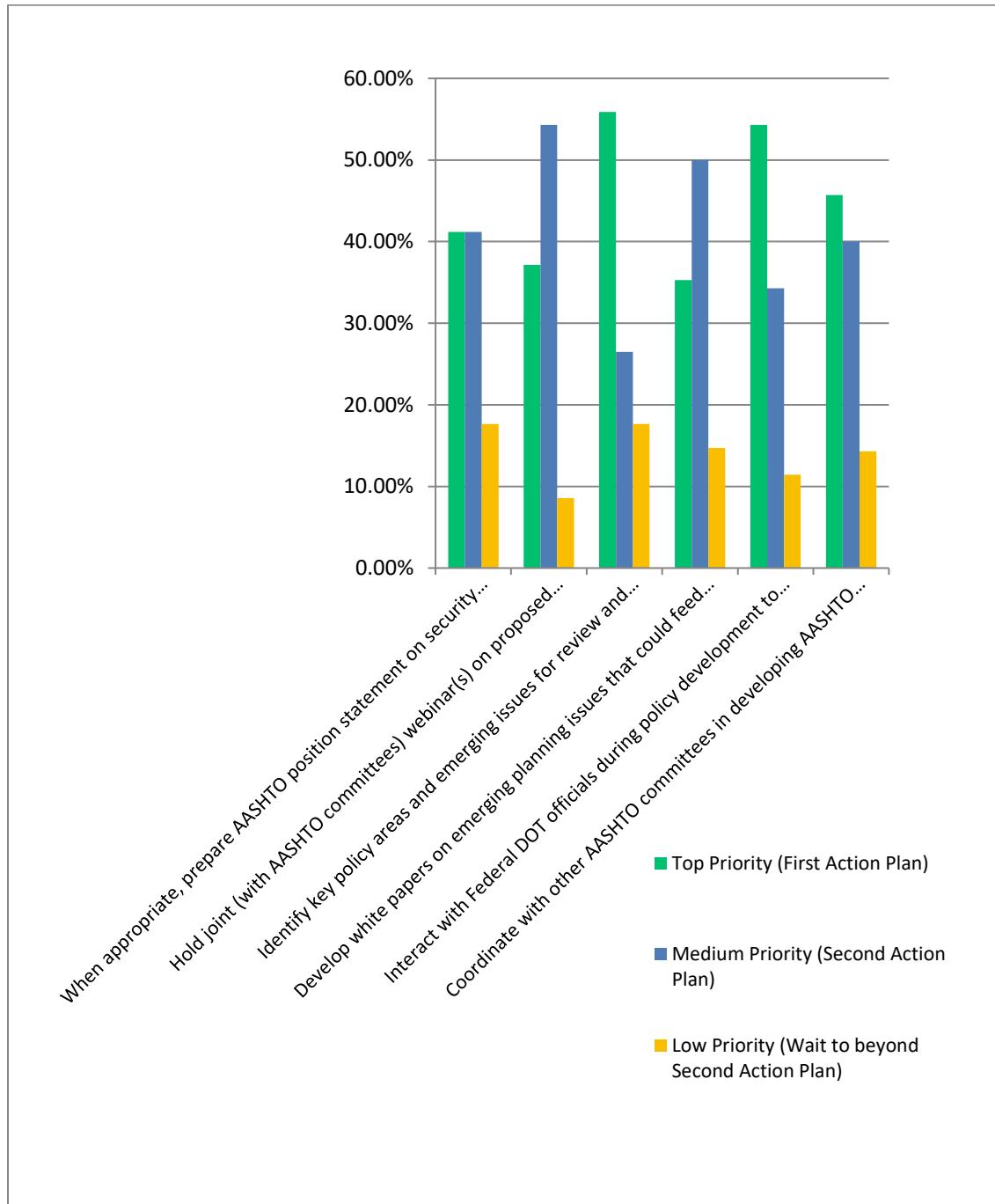
6. CTSSR Strategic Plan and Action Plan Priorities in the area of RESEARCH



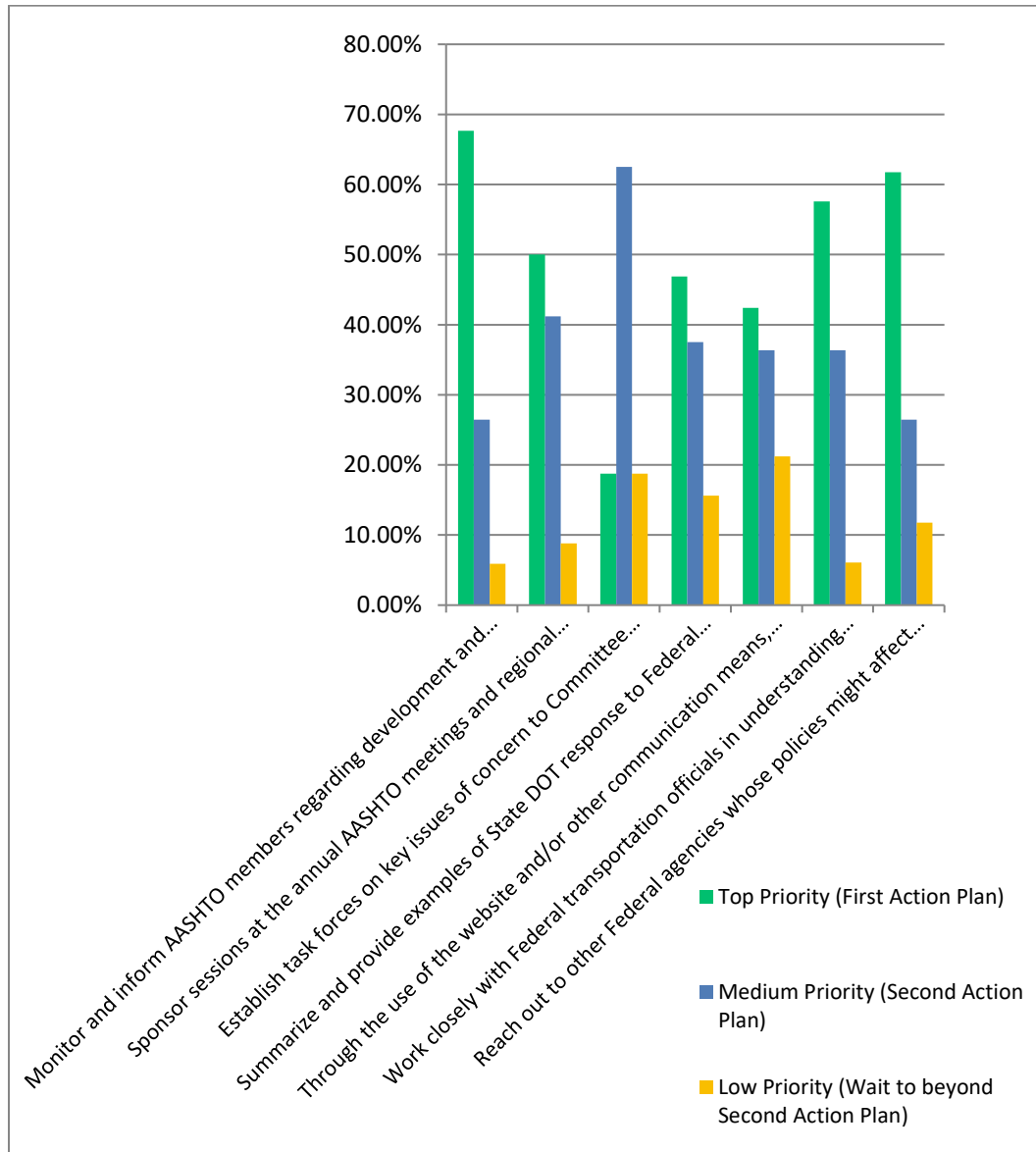
7. For the Strategic Plan and Action Plan priorities in ENHANCE the understanding of risk assessment, resiliency and security planning, emergency operations management and life cycle considerations in State DOTs



8. For the Strategic Plan and Action Plan priorities in VIEW AND PROVIDE INPUT on proposed Federal policies of national concern.



9. For the Strategic Plan and Action Plan priorities in COMMUNICATE proposed federal policies of national concern to member States



Other comments

While helpful to have some AASHTO involvement, in xx our Homeland Security and Emergency Management leads these efforts and xxHDOT is a very strong partner and supporter. Issues not mentioned include the constantly changing FEMA, FHWA and Forest highway reimbursement processes for DOT work as part of emergency response and permanent repair of damaged infrastructure. Also missing is what security tools are appropriate for critical vulnerable infrastructure such as bridges. This should include not just the current technologies, but what is appropriate, i.e. do we need to monitor bridge abutments with automatic left package detection etc. What priority is this high impact, low frequency security monitoring vs the daily medium impact, high frequency congestion and incidents we manage through TSMO? Is this DOT or Law enforcement's role to monitor the security of our infrastructure?

Appendix A: Survey Instrument

State: _____

Name of Person Filling out Survey, email address, and phone number (in case there are questions):

Strategic Plan and Action Plan Priorities

The following questions relate to the draft CTSSR Strategic Plan and supportive actions by the Committee that should be incorporated into the 2018-2019 Action Plan and be part of a longer-term implementation of the Strategic Plan.

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1. In a survey conducted for the draft Strategic Plan, Committee members identified the following top five priorities for the types of hazards/disruptions the CTSSR should focus on (the priority in the listing below was determined by adding the “very important” and “somewhat important” votes from the Strategic Planning survey).

Top 5 Hazard Priorities from Strategic Planning Survey

Hazard/Disruption Type by Priority	
1.	Flooding
2.	Terrorism
3.	Cyber attacks (tied with #4 winter storms)
4.	Winter storms (tied with #3 cyberattacks)
5.	Earthquakes

We would like to expand this list in order to identify Strategic Plan activities over the next five years. Please identify three additional hazards/disruptions that should receive some level of attention by the CTSSR over the next five years.

Pick 3	Hazard/Disruption Type
<input type="radio"/>	Agricultural Hazards
<input type="radio"/>	Dam/Levee Failures
<input type="radio"/>	Drought
<input type="radio"/>	Economic Disruptions
<input type="radio"/>	Epidemic/Pandemic
<input type="radio"/>	Hazardous Materials Release
<input type="radio"/>	Hurricanes
<input type="radio"/>	Infrastructure Failure
<input type="radio"/>	Labor Strikes
<input type="radio"/>	Landslides
<input type="radio"/>	Sea level rise
<input type="radio"/>	Tsunamis
<input type="radio"/>	Wildfires
<input type="radio"/>	Other
<input type="radio"/>	Other

2. The draft Strategic Plan survey identified the following top five priorities for the types of tools/techniques/methods that the CTSSR should focus on with respect to information dissemination, research and peer exchanges (the priority in the listing below was determined by adding the “very important” and “somewhat important” votes from the Strategic Planning survey).

Top 5 Priorities for Tools/Techniques/Methods from Strategic Planning Survey

Tool/Technique/Method by Priority	
1.	Communication (tied with #2)
2.	Threat Identification/Assessment (tied with #1)
3.	Continuity of Operations Actions
4.	Best Practice Case Studies (tied with #5)
5.	Vulnerability Assessments (tied with #4)

We would like to expand this list in order to identify Strategic Plan activities over the next five years. Please indicate your opinion as to the level of priority that should be assigned to the following tools/techniques/methods. The priority should be thought of as top priority (first Action Plan 2018-2019); medium priority (can wait to the second Action Plan 2019-2020); and low priority (can wait beyond the second Action Plan). If you have other suggested actions, please put in the ‘other’ row.

Top Priority (First Action Plan)	Medium Priority (Second Action Plan)	Low Priority (Wait to beyond Second Action Plan)	Tools/Techniques/Methods
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Adaptive Design Standards
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Coordination of Federal and State plans
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Coordination among State, Regional and Local Plans
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Debris Management
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Emergency Contract Development
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Emergency operations management Procedures
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Emergency Support Function 1 (ESF1) Operations Mobilization
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Evacuation Planning
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Incident Command System and National Incident Management System
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Peer Exchanges
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Performance Measurement of the Transportation System with Respect to Security and Resilience
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Planning Methods and Tools for Security and Resilience
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Policy Analysis and Research
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Process Linkages Between Emergency Response and Planning/Project Development
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Risk Assessments
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Risk-based Asset Management Approaches
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Self-Assessment Tools (for Security and Resilience Capabilities)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Training and Exercises
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____

-
3. The CTSSR will serve as a forum for security and system resilience considerations within AASHTO. This suggests that the CTSSR should interact strategically with other AASHTO committees to achieve its goals. The Strategic Plan survey identified the following top five AASHTO committees that the CTSSR should initially collaborate with (e.g., permanent liaison representatives, joint sessions, white papers, joint research statements, etc.).
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Top Five AASHTO Committees to Collaborate With	
1.	Planning
2.	Transportation System Operations
3.	Environment and Sustainability
4.	Maintenance
5.	Performance-based Management/Risk Management Subcommittee

We would like to expand this list in order to identify additional Strategic Plan implementation steps. Please identify **three** additional committees that the CTSSR should collaborate with over the next five years.

Pick 3	Committees
<input type="radio"/>	Aviation Council
<input type="radio"/>	Bridges & Structures
<input type="radio"/>	Communication
<input type="radio"/>	Construction
<input type="radio"/>	Data Management & Analytics (cyber security)
<input type="radio"/>	Design
<input type="radio"/>	Funding & Finance
<input type="radio"/>	Human Resources
<input type="radio"/>	Public Transportation Council
<input type="radio"/>	Rail Council
<input type="radio"/>	Research and Innovation
<input type="radio"/>	Right-of-way & Utilities
<input type="radio"/>	Safety
<input type="radio"/>	Special Committee on Freight
<input type="radio"/>	Traffic engineering
<input type="radio"/>	Transportation Policy Forum
<input type="radio"/>	Water Council
<input type="radio"/>	Other
<input type="radio"/>	Other

The following questions relate to the CTSSR Strategic Plan goals and how they relate to subsequent Action Plans.

Strategic Plan Goal 1: Integrate the risk assessment, resiliency and security of all aspects of the transportation system, emergency response and life cycle into transportation development and delivery.

4. Please indicate your opinion as to the level of priority that should be assigned to the following actions to implement this goal **for the next two years**. The priority should be thought of as top priority (first Action Plan 2018-2019); medium priority (can wait to the second Action Plan 2019-2020); and low priority (can wait beyond the second Action Plan). If you have other suggested actions, please put in the 'other' row.

Top Priority (First Action Plan)	Medium Priority (Second Action Plan)	Low Priority (Wait to beyond Second Action Plan)	Actions
COLLABORATE with key AASHTO committees, FHWA and key external partners to define and describe linkages needed to integrate risk assessment, resiliency and security planning, emergency operations management and life cycle into DOT processes.			
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Hold best practice <u>peer exchanges</u> on risk assessment, resiliency and security planning, emergency operations management and life cycle integration into DOT processes
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Hold joint best practice <u>webinar(s)</u> on risk assessment, resiliency and security planning, emergency operations management and life cycle integration into DOT processes
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Develop <u>professional development/training material</u> for state DOT personnel
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Develop <u>material</u> on risk assessment, resiliency and security planning, emergency operations management and life cycle to <u>include in the new state DOT CEO workshop material</u>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Establish permanent liaison positions</u> with targeted AASHTO committees (e.g., top five committees as per survey results)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Develop joint (with other AASHTO committees) <u>AASHTO meeting sessions</u> on risk assessment, resiliency and security planning, emergency operations management and life cycle integration into DOT processes
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Develop joint (with TRB committees) meeting sessions at the <u>TRB annual meeting</u> on risk assessment, resiliency and security planning, emergency operations management and life cycle integration into DOT processes
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
COMMUNICATE benefits and business case for integration of risk assessment, resiliency or security planning and/or emergency operations management integration into DOT processes.			
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Develop communications/outreach strategy</u> on the value and benefits of risk assessment, resiliency or security planning, emergency operations management and life cycle integration into DOT processes.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Work with other transportation organizations</u> to coordinate strategies for communicating the value of transportation security and system resilience to society.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Develop succinct statement and supporting material</u> on the value and benefits of risk assessment, resiliency or security planning, emergency operations management and life cycle integration into DOT processes.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Develop speaking bullets</u> that can be used by Committee leadership and members focusing on the value and benefits of risk assessment, resiliency or security planning, emergency operations management and life cycle integration into DOT processes (the “elevator” speech).
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Prepare an annual article on transportation security and system resilience</u> that can be disseminated through AASHTO outreach channels.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Coordinate with current AASHTO and FHWA efforts</u> to incorporate the life cycle concept into existing communications related to the value and benefits of risk assessment, resiliency or security planning, emergency operations management and life cycle integration.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
RESEARCH			
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Develop priority research needs</u> (or identify from the Research Road map) related to risk assessment, resiliency, security, emergency operations management and life cycle integration (this year’s research statements due November 1, 2018).
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Work with other committees/councils to include life cycle integration needs in their <u>research statements</u> .
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Position the CTSSR as the <u>lead advocate for implementing the Resiliency Research Road Map</u> being developed by NCHRP and AASHTO.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Work with AASHTO staff to establish <u>web-based research portal</u> for security and resilience research.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Disseminate NCHRP research results</u> that relate to risk assessment, resiliency, security, emergency operations management and life cycle integration.
OTHER			
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____

Strategic Plan Goal 2: Assist in shaping policy and helping to implement legislation and funding.

5. Please indicate the level of priority for the following actions to implement this goal **for the next two years**. The priority is ranked as top priority (first Action Plan 2018-2019); medium priority (can wait to the second Action Plan 2019-2020); and low priority (can wait beyond the second Action Plan). **Note that some of the candidate actions are the same as found in Strategic Plan Goal 1. They are repeated here because such action might not be considered high priority to achieve Goal 1 but might be to achieve Goal 2.**

Top Priority (First Action Plan)	Medium Priority (Second Action Plan)	Low Priority (Wait to beyond Second Action Plan)	Actions
ENHANCE the understanding of risk assessment, resiliency and security planning, emergency operations management and life cycle considerations in State DOTs			
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Showcase best practices</u> for agency <u>pre-event</u> risk assessments and resiliency planning.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Establish best practice</u> guidelines for agency <u>post-event</u> debriefing that includes feedback on pre-event risk assessment, resiliency, security and emergency response planning in addition to real time emergency response.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Establish and implement an AASHTO-sponsored process for sharing post-event experiences with the AASHTO community that includes all aspects of pre-event planning, event response and post-event feedback.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Hold best practice <u>peer exchanges</u> on risk assessment, resiliency and security planning, emergency operations management and life cycle integration into DOT processes
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Hold joint best practice <u>webinar(s)</u> on risk assessment, resiliency and security planning, emergency operations management and life cycle integration into DOT processes
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Coordinate with current AASHTO and FHWA efforts</u> to incorporate the life cycle concept into existing communications related to the value and benefits of risk assessment, resiliency or security planning, emergency operations management and life cycle integration.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
OTHER			
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____

Strategic Plan Goal 3: Assist in shaping and implementing Federal policy, legislation and funding related to risk assessment, resiliency and security of the transportation system, and emergency management.

6. Please indicate the level of priority for the following actions to implement this goal **for the next two years**. The priority is ranked as top priority (first Action Plan 2018-2019); medium priority (can wait to the second Action Plan 2019-2020); and low priority (can wait beyond the second Action Plan)

Top Priority (First Action Plan)	Medium Priority (Second Action Plan)	Low Priority (Wait to beyond Second Action Plan)	Actions
REVIEW AND PROVIDE INPUT on proposed Federal policies of national concern			
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	When appropriate, <u>prepare AASHTO position statement</u> on security and system resilience for Federal legislative reauthorization.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Hold joint (with AASHTO committees) <u>webinar(s)</u> on proposed Federal policies and regulations relating to security and system resilience.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Identify key policy areas and emerging issues</u> for review and discussion by the Transportation Policy Forum.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Develop white papers</u> on emerging planning issues that could feed into national transportation policy development.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Interact with Federal DOT officials</u> during policy development to convey State DOT concerns/issues as they relate to security and system resilience.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Coordinate with other AASHTO committees</u> in developing AASHTO policy positions on national policy development.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
COMMUNICATE proposed federal policies of national concern to member States			
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Monitor and inform AASHTO members</u> regarding development and adoption of key laws, regulations and guidance related to these topics

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Sponsor sessions at the annual AASHTO meetings and regional association meetings</u> on key security and system resilience issues that will likely be included in future Federal policies and regulations.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Establish task forces</u> on key issues of concern to Committee members as they relate to Federal policies.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Summarize and provide examples</u> of State DOT response to Federal policies and regulations.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Through the use of the website and/or other communication means, <u>provide advance notice</u> to CTSSR members of emerging national policy positions.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Work closely with Federal transportation officials</u> in understanding new and emerging issues relating to transportation security and system resilience.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<u>Reach out to other Federal agencies</u> whose policies might affect State transportation programs (e.g., Department of Homeland Security) and provide opportunities to interact with relevant officials.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
OTHER			
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Other _____

Other Comments

7. Please provide other suggestions for CTSSR actions to implement the Strategic Plan. These can be ideas or actions not already considered or edits to actions presented above.
