

# Improving the Resilience of National Postal and Related Transportation Critical Infrastructure

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# What do you see here?



# Look Again!



A tree under operational stress,  
while achieving its business mission.

# Operational Resilience

The *emergent* property of an entity

- that can continue to carry out its mission in the presence of operational stress and disruption that does not exceed its limit



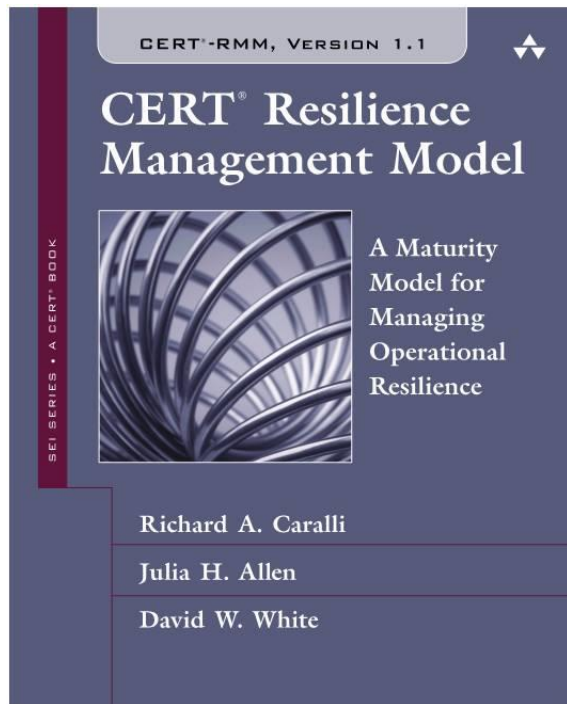
# An Analogy: Health

- Is there a place that you can purchase health?
- Is there a place where health is manufactured?
- How do you become healthy?



**Health & Resilience: They are both emergent properties.**

# CERT Resilience Management Model



<http://www.cert.org/resilience/>

Framework for managing and improving operational resilience

***“...an extensive super-set of the things an organization could do to be more resilient.”***

—CERT-RMM adopter

# Operational Stress on USPS?



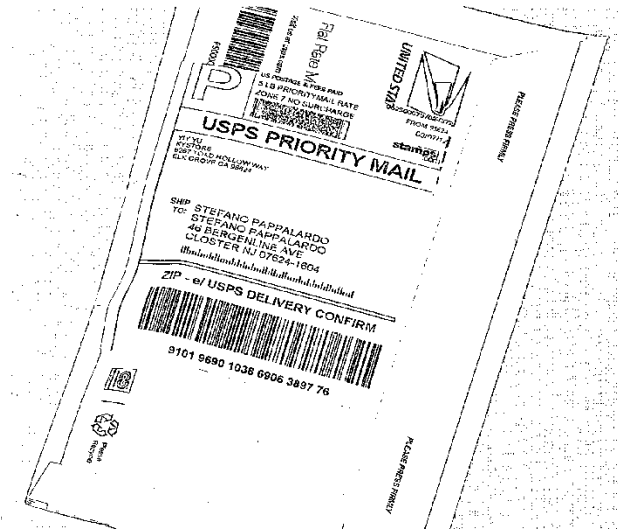
# Operational Stress – White Powder Incidents



Operational Risk: Safety & Availability of People Assets



# Operational Stress – Fraudulent Postage



- Short pay
- Reused
- Photoshopped
- Counterfeit
- Photocopied

Operational Risk: Operational Inefficiencies; Revenue Assurance

# Operational Stress – Natural Disasters



The image is a screenshot of a news article from the Chicago Tribune. At the top, the logo for the Chicago Tribune is displayed in blue, with the word "Chicago" on the left, a small graphic of a city skyline in the middle, and the word "Tribune" on the right. Below the logo, the word "NEWS" is written in large, bold, black capital letters. Underneath "NEWS", there is a horizontal navigation bar with several links: "Front Page", "News", "Sports", "Business", "Lifestyles", "Opinion", and "A&E". The "News" link is highlighted with a dark background. Below the navigation bar, the breadcrumb trail reads "Home > Featured Articles > U.s. Postal Service". The main headline of the article is "Mail delivery still lags after cold snap", written in a bold, black serif font. Below the headline, the date and author information are provided: "January 09, 2014 | By Wes Venteicher, Tribune reporter". The article text begins with a paragraph: "A dose of polar cold kept some Chicago-area letter carriers from completing their appointed rounds this week, causing delays that were still affecting delivery Thursday." This is followed by another paragraph: "Carriers were delayed when they had to clear snow from delivery vehicles and parking lots during the cold, and then faced snowy roads and icy walkways along their routes, Chicago U.S. Postal Service Spokesman Mark Reynolds said. Some drivers were unable to make it to work, Reynolds added." The entire screenshot is framed with a decorative, torn-paper edge effect.

**Chicago Tribune**  
**NEWS**

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## Mail delivery still lags after cold snap

January 09, 2014 | By Wes Venteicher, Tribune reporter

A dose of polar cold kept some Chicago-area letter carriers from completing their appointed rounds this week, causing delays that were still affecting delivery Thursday.

Carriers were delayed when they had to clear snow from delivery vehicles and parking lots during the cold, and then faced snowy roads and icy walkways along their routes, Chicago U.S. Postal Service Spokesman Mark Reynolds said. Some drivers were unable to make it to work, Reynolds added.

Operational Risk: Service Availability; Business Continuity

## Yemeni Bombs Target U.S.

Packages Were Bound for Chicago Synagogues; Obama Accuses al Qaeda

By EVAN PEREZ and ADAM ENTOUS in Washington and MARGARET COKER in San'a, Yemen

Updated Oct. 29, 2010 12:01 a.m. ET



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### Foiled Parcel Plot: World Scrambles to Tighten Air Cargo Security

As authorities around the world are reviewing ways to improve the security of air cargo, analysts are warning that a new system of rigorous checks could seriously hurt world trade. Meanwhile, German officials have admitted that they wouldn't have spotted the parcel bombs, even if they had checked them.



Operational Risk: Safety and Security of Air Transportation

# Operational Stress - October 2013

## To Move Drugs, Traffickers Are Hacking Shipping Containers

October 21, 2013 // 06:45 PM CET



*The port of Antwerp. Flickr ([Dominic Sommers](#))*

The scheme sounds like a work of near science fiction. But police in the Netherlands and Belgium insist it's true, and say they have the evidence to prove it: two tons of cocaine and heroin, a machine gun, a suitcase stuffed with \$1.7 million, and hard drive cases turned into hacking devices.

Operational Risk: Cybersecurity; Information & Technology Assets

# Successful Applications of RMM at USPS



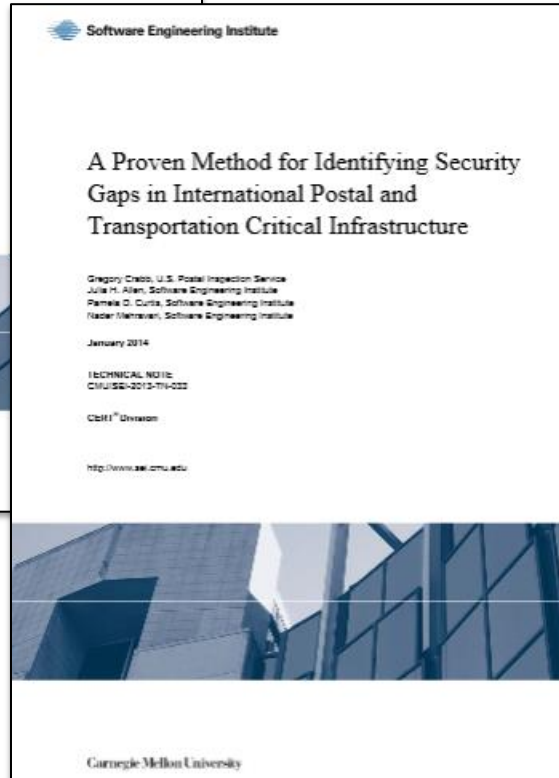
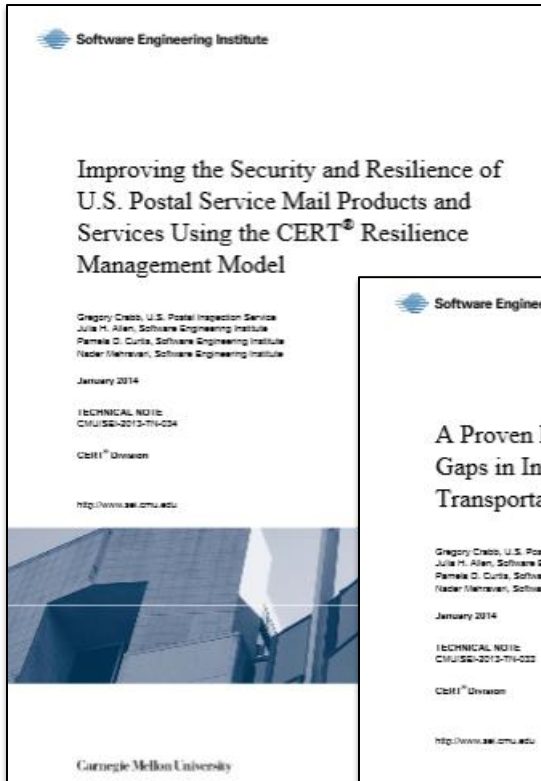
- Export control screening
- New product security
- Measuring and monitoring risks associated with revenue and fraud
- Physical security
- Aviation screening for international mail
- Improved processes for investigative response to network security incidents
- Mail induction, revenue assurance, and international mail transportation

# Application of CERT-RMM ...



# More Details

[resources.sei.cmu.edu/library/asset-view.cfm?assetID=77277](http://resources.sei.cmu.edu/library/asset-view.cfm?assetID=77277)  
[resources.sei.cmu.edu/library/asset-view.cfm?assetID=77265](http://resources.sei.cmu.edu/library/asset-view.cfm?assetID=77265)



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