Port of Stockton
CALIFORNIA



INTEGRATION OF RANDOM ANTI-TERRORISM MEASURES (RAM) INTO DAILY PORT POLICE OPERATIONS

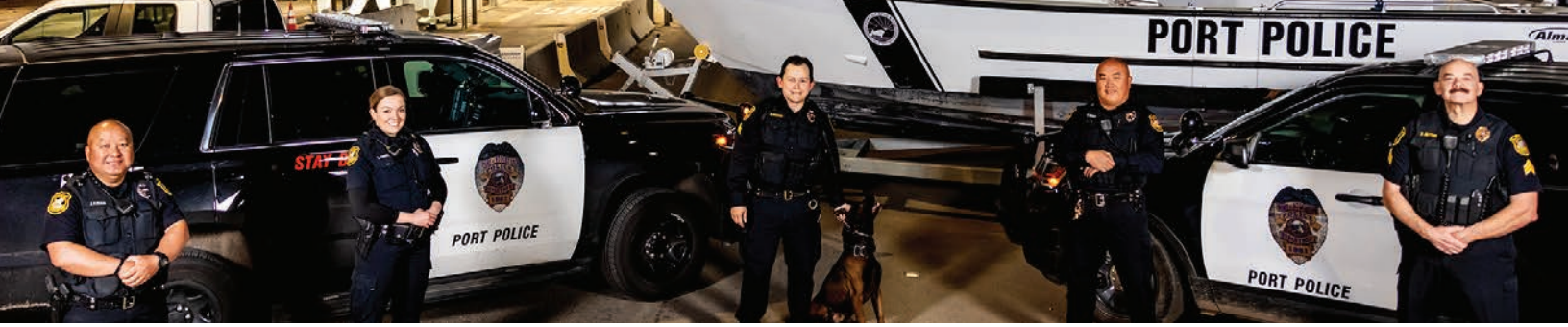
ADAPTIVE SECURITY. INTENTIONAL DETERRENCE.

AAPA 2026 LIGHTHOUSE AWARDS
Category: Excellence in Security Practices

PORT OF STOCKTON
Stockton, California

CONTACT
Chief Joshua Doberneck, Chief of Police
Port of Stockton, 315 Fyffe Avenue,
Stockton, California 95203
jdoberneck@stocktonport.com,
209.946.0246, ext. 8219

ENTRY SUBMITTAL DATE
June 16, 2026



1 | BACKGROUND, PURPOSE, AND GOALS

Security Environment and Operational Challenge

The Port of Stockton Police Department (Port Police), established in 1981, serves as the primary law enforcement and security authority for one of California's most complex maritime and industrial environments. The department is responsible for protecting critical maritime infrastructure, ensuring regulatory compliance, supporting the uninterrupted movement of commerce, and maintaining public safety across one of California's most complex industrial and transportation hubs. Staffed by California Peace Officer Standards and Training (POST)-certified law enforcement personnel, access-control systems, surveillance technologies, Transportation Worker Identification Credentials (TWIC) verification procedures, specialized K-9 and Marine Unit resources, and strong interagency partnerships, the department serves as a frontline defense for critical maritime infrastructure and supply-chain operations.

Unlike many inland ports, the Port of Stockton (Port) functions as both an operating port and a landlord port, requiring security oversight across maritime operations, rail systems, trucking networks, industrial tenants, hazardous materials operations, waterfront facilities, and public-facing access areas simultaneously. Spanning approximately 4,200 acres, the Port includes more than 50 miles of rail track, over 7.7 million square feet of warehouse space, and extensive waterfront infrastructure that facilitates the movement of goods in California and beyond. Maintaining security posture across this dynamic operating environment requires continuous coordination among Port personnel, tenants, regulatory agencies, and public safety partners while ensuring the uninterrupted flow of commerce.

The Ram Program

Despite maintaining a robust security program, Port Police identified a challenge common to modern security environments: operational predictability. While traditional patrols, inspections, and compliance activities

RAM IMPLEMENTATION TIMELINE

2024
RISK ASSESSMENT & PLANNING

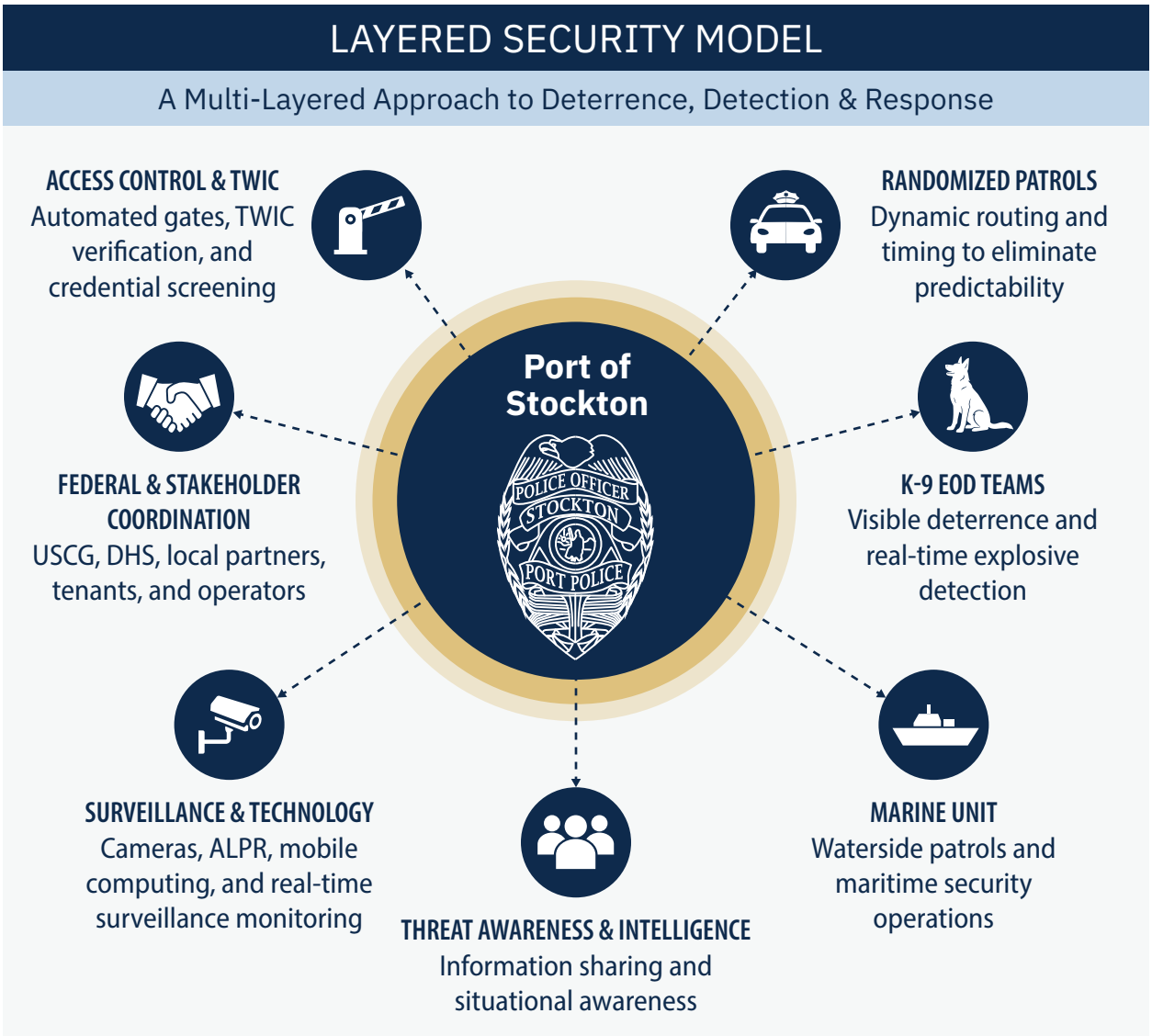
2025
PROGRAM DEVELOPMENT
TECHNOLOGY INTEGRATION
OFFICER TRAINING

2026
FULLY OPERATIONAL INTEGRATION & MONITORING

RISK-BASED PLANNING
↓
OPERATIONAL DEVELOPMENT
↓
SUSTAINABLE DAILY DEPLOYMENT

remained effective, predictable patterns can reduce deterrence and create opportunities for threat actors to observe and exploit routine operations. Recognizing that predictable security operations can create exploitable vulnerabilities, Port Police developed and implemented a Random Anti-Terrorism Measures (RAM) Program that embeds controlled randomness into daily security operations to strengthen deterrence, reduce predictability, and enhance protection of critical infrastructure.

The RAM Program integrates controlled randomness into daily security operations while maintaining operational efficiency and uninterrupted Port activities. Randomized deployments are incorporated into patrol operations, inspections, TWIC verification activities, K-9 Explosive Ordnance Disposal (EOD) deployments, Marine Unit operations, and other security functions. By varying the timing, location, and nature of security activities, the program reduces operational patterns and creates a more resilient security posture throughout the Port.



PROGRAM GOALS

The RAM Program was designed to transform security operations from a largely compliance-driven model into a proactive, intelligence-informed framework that strengthens deterrence, improves readiness, and reduces operational predictability. The program also supports improved situational awareness, officer readiness, and coordination among Port personnel, tenants, and security partners while maintaining the efficient movement of commerce.

PROGRAM COMPONENTS

To achieve its goals, Port Police embedded RAM directly into daily security operations using a risk-based approach to guide deployments and activities. Core program components include:

- Randomized TWIC verification operations
- Variable patrol routes and patrol timing
- Randomized inspections and security checks
- K-9 EOD deployments
- Marine Unit participation in security operations
- Coordinated security activities throughout the Port environment

These activities are integrated into existing security operations and infrastructure to strengthen protection of critical infrastructure, transportation networks, and supply-chain operations.

2 | IMPLEMENTATION AND RESOURCES

The RAM Program was implemented using a phased, risk-based approach that combined vulnerability assessment, operational planning, personnel training, technology integration, and continuous program evaluation. Planning began in 2024, with the program becoming fully integrated into daily Port Police operations in 2026.

Phase 1 – Risk Assessment and Planning

The Port's inland location, multimodal transportation environment, and proximity to major transportation corridors required a security strategy capable of addressing maritime, rail, trucking, roadway, and industrial operations simultaneously.

The United States Coast Guard (USCG) selected the Port as one of 50 to 55 ports nationwide considered vital to the country's strategic and economic interests for a Security Assessment Team review. The review provided recommendations to further strengthen existing security capabilities.

As part of this effort, Port Police worked closely with the USCG's Port Security Resiliency Assessment Team to evaluate critical infrastructure, access-control procedures, operational patterns, TWIC compliance, historical incidents, and potential vulnerabilities.

The assessment concluded that the Port's primary security vulnerability was not a lack of personnel, technology, or capability, but the potential for predictable operational patterns to be

observed and exploited over time. Existing personnel, technologies, and security measures were effective; however, routine patrol and enforcement patterns could become observable over time, creating opportunities for adversaries to identify and exploit operational routines.

Phase 2 – Program Development

Assessment findings informed development of a risk-based RAM framework specifically designed to introduce controlled unpredictability into daily operations while maintaining security coverage, regulatory compliance, and operational efficiency.

Port Police developed standard operating procedures, deployment protocols, and documentation requirements to guide implementation. Digital scheduling and tracking tools were introduced to support operational randomness while ensuring adequate security coverage and accountability.

The resulting framework incorporated randomized patrols, credential-verification activities, inspections, specialized resource deployments, and other security activities into a coordinated operational model that could be sustained using existing personnel and infrastructure.

Phase 3 – Training and Deployment

RAM principles were incorporated into existing Port Police training programs and operational procedures. Personnel received instruction on threat recognition, situational awareness, intelligence sharing, randomized deployment methodology, documentation requirements, and coordination among specialized resources.

Training emphasized adaptability, critical thinking, and avoidance of predictable operational routines while maintaining a visible and effective security presence. Officers were also encouraged to strengthen engagement with tenants, employees, contractors, truck drivers, and other Port stakeholders to support information sharing and improve situational awareness.

Phase 4 – Full Implementation and Monitoring

RAM operations were fully integrated into daily Port Police operations and patrol assignments. Supervisors routinely reviewed deployment patterns, activity logs, and operational outcomes to ensure effectiveness and prevent routine patterns from emerging over time.

This ongoing evaluation process allows the program to remain responsive to changing operational conditions, security priorities, and emerging threats while maintaining its core objective of operational unpredictability.

Human, Technological, and Financial Resources

The RAM Program was implemented primarily using existing POST-certified Port Police personnel, K-9 EOD teams, Marine Unit personnel, supervisory staff, technology, infrastructure, and funding

resources. Rather than creating a stand-alone enforcement unit, the Port incorporated RAM responsibilities into existing patrol, inspection, access-control, credential-verification, and response functions, allowing the program to be deployed without significant increases in staffing or operating costs.

Implementation also relied on ongoing professional development focused on situational awareness, intelligence sharing, after-action reviews, and adaptive decision-making.

The program leveraged existing security infrastructure, including digital scheduling and tracking tools, access-control and credential-verification technologies, surveillance systems, mobile reporting platforms, and Automated License Plate Reader (ALPR) technology.

The Port further strengthened program effectiveness through Federal Emergency Management Agency (FEMA) Port Security Grant funding, which supported cybersecurity enhancements, deployment of 10 Flock Safety ALPR cameras, expansion of the Port's surveillance network by approximately 40 cameras, and future mobile surveillance capabilities. Since 2019, the Port has received grants totaling more than $6,000,000. By strategically integrating existing personnel, technology, infrastructure, and grant-funded improvements, the Port enhanced security effectiveness while maximizing operational efficiency and long-term program sustainability

IMPLEMENTATION TIMELINE

PHASE 1
RISK ASSESSMENT & PLANNING
- USCG Security Assessment Team review
- Vulnerability assessment
- Threat and operational analysis
- Identification of predictable security patterns

PHASE 2
PROGRAM DEVELOPMENT
- RAM framework development
- Standard operating procedures
- Digital scheduling and tracking tools
- Integration with existing security programs

PHASE 3
TRAINING & DEPLOYMENT
- Officer training
- TWIC enforcement procedures
- K-9 and Marine Unit integration
- Stakeholder coordination

PHASE 4
IMPLEMENTATION & CONTINUOUS DEVELOPMENT
- Daily RAM operations
- Performance monitoring
- After-action reviews
- Program refinement

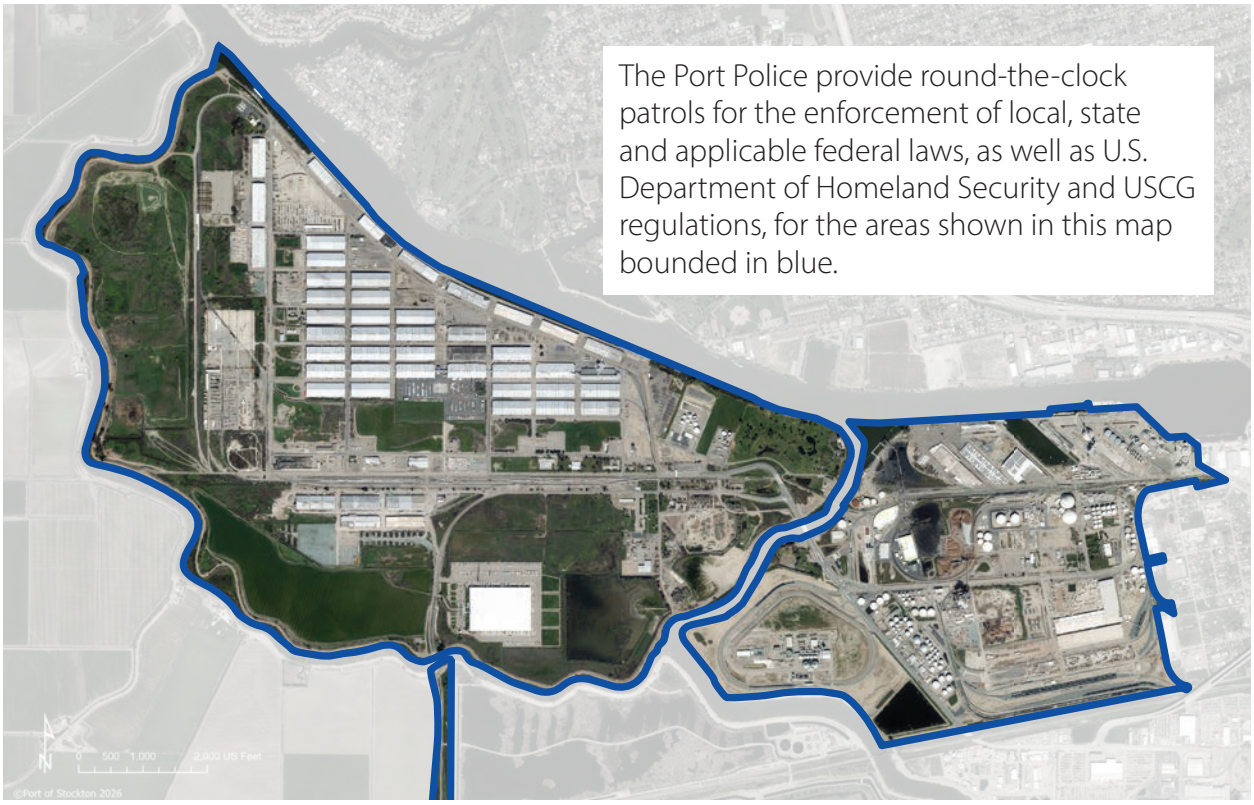
Implementation Challenges and Solutions

A primary implementation challenge was increasing security effectiveness without disrupting cargo movement, tenant operations, or the efficient flow of commerce. The Port addressed this challenge by embedding RAM activities into existing operational workflows rather than creating separate enforcement details.

Additional challenges included maintaining operational randomness while ensuring adequate

security coverage, coordinating activities across multiple stakeholders and partner agencies, and maintaining compliance with maritime security requirements.

These challenges were addressed through standardized procedures, digital scheduling tools, supervisory oversight, and integration of RAM activities into existing security operations. By leveraging existing personnel, technologies, infrastructure, and partnerships, the Port successfully enhanced security capabilities while maintaining uninterrupted operations and long-term program sustainability.



The Port Police provide round-the-clock patrols for the enforcement of local, state and applicable federal laws, as well as U.S. Department of Homeland Security and USCG regulations, for the areas shown in this map bounded in blue.

3 | INNOVATION AND RELEVANCE

The RAM Program represents a significant evolution from traditional compliance-based security practices by integrating controlled randomness into daily port security operations to reduce predictability and strengthen deterrence. Rather than relying solely on fixed patrol schedules, routine inspections, or predictable enforcement activities, Port Police developed a layered approach that integrates controlled randomness into daily law enforcement and maritime security operations.

The program was developed to address a recognized vulnerability within port security environments: predictability. While access-control systems, surveillance technologies, credential-

verification procedures, specialized resources, and regulatory compliance programs remain essential components of port security, predictable operational patterns can create opportunities for adversaries to observe, anticipate, and potentially exploit security activities over time. While Random Anti-Terrorism Measures are recognized within maritime security guidance, the Port's innovation lies in fully integrating RAM into routine daily operations using existing personnel, technology, and infrastructure.

Intelligence-Informed Randomization

A distinguishing feature of the RAM Program is its use of data-supported deployment strategies. Digital scheduling and tracking tools, operational analysis, historical incident trends, threat information, and supervisory oversight are used to support randomized deployment of patrols, inspections, credential-verification operations, and specialized security resources. This approach ensures security activities remain unpredictable while still focusing resources on areas of operational importance and elevated risk.

Comprehensive TWIC Verification Through Randomized Enforcement

Rather than relying exclusively on fixed checkpoints or predictable credential inspections, Port Police integrated TWIC verification directly into RAM operations. This approach strengthens compliance with federal maritime security requirements while reducing predictability.

TWIC verification activities have resulted in identification of canceled, expired, and otherwise invalid credentials, demonstrating the effectiveness of integrating compliance verification into a dynamic security framework.



Integration of Specialized Security Resources

Port Police incorporated specialized resources—including EOD K-9 teams and Marine Unit personnel—directly into routine and randomized security operations rather than treating them as stand-alone capabilities. This integrated approach enhances visibility, deterrence, operational flexibility, and response capability across both landside and waterfront environments.

Operational Integration Without Significant New Resources

Another innovative aspect of the program is its ability to enhance security effectiveness without requiring significant increases in staffing, equipment purchases, or operational costs. Rather than creating a separate enforcement unit or stand-alone security program, Port Police embedded RAM into existing patrol, inspections, access-control, and response functions.

This approach leverages existing personnel, technology, infrastructure, and specialized resources to achieve meaningful security improvements while minimizing operational disruption and ensuring long-term sustainability.

Relevance to the Maritime Industry

The RAM Program directly addresses a challenge faced by ports and critical infrastructure facilities throughout the maritime industry: maintaining an effective security posture in environments where routine operational patterns can become predictable over time.

The Port Police approach demonstrates how existing personnel, technologies, compliance programs, and specialized resources can be integrated into a flexible security framework that strengthens deterrence, enhances situational awareness, and improves operational readiness without requiring substantial new investments. The model is practical, scalable, cost-effective, and adaptable to ports of varying sizes and operational complexity.



THE MARINE UNIT'S RAPID RESPONSE DOCK

As part of the Port's broader commitment to risk-based security and emergency preparedness, the PSGP-funded Rapid Response Dock transformed an outdated waterside facility into a dedicated two-bay response hub. The project reduced police boat deployment times from 30–45 minutes to less than 5 minutes, strengthening the Port's ability to respond to incidents on local waterways.

Potential for Setting New Standards

As threats to critical infrastructure continue to evolve, maritime facilities are increasingly challenged to move beyond compliance-focused security models toward more adaptive and resilient approaches. The Port's RAM Program demonstrates how controlled randomness, risk-based deployment strategies, specialized resource integration, and operational flexibility can be combined into a comprehensive security framework that supports both security and commerce.

The Port's RAM Program demonstrates a practical framework that can be adapted by ports of varying size, complexity, and operating models. Its successful implementation provides a replicable blueprint for maritime facilities seeking to strengthen deterrence, resilience, and operational readiness while maintaining efficient commerce.

SECURITY LEADERSHIP PERSPECTIVE

Lacy Edwards, Port Security Manager

Q. Why is the RAM Program essential to the Port's security?

"Port Police officers operate in a uniquely complex environment that requires specialized training, adaptability, and a dynamic security posture. Unlike traditional municipal law enforcement agencies, our officers are responsible for securing critical infrastructure while supporting the continuous movement of commerce. On any given day, officers may encounter unauthorized access attempts, suspicious activity reports, hazardous material incidents, vessel-related emergencies, drone incursions, or cybersecurity concerns. These situations require rapid assessment, coordination with multiple agencies, and the ability to adapt security measures to changing conditions while minimizing impacts to Port operations."

Detection of problematic access credentials during routine screening operations, requiring knowledge of maritime security regulations and access control procedures.

Responses to suspicious activity reports involving photography, surveillance, unattended property, vessel activity, or other behaviors that could indicate criminal or security concerns.

Maritime incidents requiring **coordination** with federal, state, and local partners, including the USCG, Customs and Border Protection, emergency management, and other agencies.

Security challenges associated with a diverse tenant population, including vessel operations, bulk cargo facilities, warehouses, rail operations, trucking activity, and industrial facilities, each presenting unique security and safety considerations.

Emerging threats involving unmanned aircraft systems (drones), cyber-related concerns, and evolving tactics that require officers to continually adapt their awareness and response capabilities.

Large-scale incidents such as hazardous material releases, fires, medical emergencies, vessel incidents, infrastructure disruptions, or other emergencies that require coordinated multi-agency response and rapid decision-making.

These examples demonstrate why port security cannot rely solely on static measures such as fences, gates, and cameras. Effective maritime security requires trained personnel who can assess changing conditions, identify emerging risks, respond to unexpected incidents, and work collaboratively with industry and government partners. A dynamic security posture ensures that security measures remain responsive to evolving threats while supporting the safe and efficient movement of commerce through the Port.



4 | RESULTS, EVIDENCE, AND IMPACT

The RAM Program has strengthened deterrence, operational readiness, regulatory compliance, and overall security effectiveness while maintaining uninterrupted Port operations and avoiding significant increases in staffing or operating costs. By integrating randomized security activities into daily law enforcement functions, Port Police has enhanced situational awareness and reduced operational predictability without significant increases in staffing or operational disruption.

Quantitative Outcomes

The RAM Program has produced measurable operational and compliance-related outcomes, including:[1]

- Successful implementation of randomized patrols, inspections, access-control activities, and specialized deployments throughout the Port's 4,200-acre operating environment
- Zero discrepancies identified during USCG Annual Inspection
- Successful completion of a USCG Security Assessment Team review conducted as part of a national assessment of strategically significant ports
- Since 2019, the Port has secured more than $6 million from the FEMA Port Security Grant Program to support security infrastructure, technology advancements, surveillance expansion, ALPR deployment, cybersecurity enhancements, and other initiatives that strengthen the Port's overall security framework.
- Continued investment in security infrastructure and technology supports situational awareness, deterrence, and operational effectiveness, including:[2]
  - Completion of a surveillance camera expansion project that added approximately 40 cameras throughout Port facilities
  - Installation of 10 Flock Safety ALPR cameras at public vehicle entrances
  - The ALPR cameras have assisted in numerous investigations, including identifying suspects and making arrests.

[1]Certain performance metrics associated with Port security operations, screening activities, vulnerability assessments, and enforcement actions are considered sensitive security information and are not publicly disclosed. Accordingly, this submission emphasizes documented compliance outcomes, operational achievements, technology enhancements, inspection results, and qualitative indicators of effectiveness while protecting the integrity of the Port's security program.

[2]https://www.portofstockton.com/wp-content/uploads/2025/06/FY2025-26-Adopted-Operating-Budget.pdf

Qualitative Outcomes

IMPROVED OFFICER ADAPTABILITY AND SITUATIONAL AWARENESS

> Officers report increased situational awareness and operational adaptability resulting from varied assignments, changing patrol patterns, intelligence sharing, and ongoing engagement with stakeholders throughout the Port environment. The RAM Program has reinforced critical thinking and reduced reliance on predictable operational routines. These outcomes are supported by the department's broader commitment to training, policy compliance, and professional standards, reflected in its achievement of the Lexipol Readiness Recognition Program's Elite status in 2025—the highest level of recognition this program offers. This recognition is awarded to agencies that demonstrate excellence in police management, officer training, and organizational accountability, reinforcing the department's culture of continuous improvement and operational readiness.

ENHANCED DETERRENCE

> A visible and unpredictable law enforcement presence has reduced operational predictability and strengthened deterrence throughout Port facilities, making it more difficult for potential threat actors to identify routine security patterns. Although deterrence can be difficult to quantify directly, officers consistently report improved ability to identify anomalies, suspicious activity, and other irregularities through varied patrol patterns and targeted security activities.

INCREASED STAKEHOLDER ENGAGEMENT

> Employees, tenants, truck drivers, contractors, and visitors regularly provide information regarding suspicious activity and safety concerns during routine interactions with officers. These engagements have contributed to a more proactive security environment.

Partner and Industry Impact

The Port has received positive engagement and feedback from multiple security partners, including the USCG, Naval Criminal Investigative Service (NCIS), Central California Intelligence Center (CCIC), and regional law enforcement and emergency response agencies.

Routine coordination with partner agencies supports inspections, exercises, security assessments, information sharing, and incident-response activities, strengthening readiness while reinforcing the Port's overall security posture.



THE K-9 EOD UNIT

To keep pace with an evolving threat environment, Port Police recently welcomed K-9 Jade, a certified explosives-detection canine. The K-9 unit supports risk assessment and emergency response efforts while partnering with local, state, and federal agencies on training exercises and regional security operations.



Short-Term and Long-Term Impact

SHORT-TERM

- Increased visible law enforcement presence throughout Port facilities
- Enhanced deterrence through operational unpredictability
- Improved credential-verification and compliance activities
- Expanded use of specialized security resources
- Increased officer adaptability and situational awareness

LONG-TERM

- Establishment of a sustainable, risk-based security framework
- Strengthened resilience of critical infrastructure and maritime operations
- Enhanced regulatory compliance and inspection readiness
- Improved integration of personnel, technology, and specialized resources
- Greater ability to adapt to evolving threats and security challenges

Lessons Learned

Several key lessons emerged during implementation:

- Meaningful security improvements can be achieved without significant increases in staffing or capital investment when existing resources are strategically integrated and deployed.
- Comprehensive training, communication, and supervisory support are essential for successful implementation and long-term sustainability.
- Integrating TWIC verification into daily security activities strengthens compliance while avoiding operational bottlenecks.
- Visible deployment of specialized resources significantly enhances deterrence and public confidence.
- Technology, data analysis, and continuous monitoring are critical to maintaining operational randomness and preventing predictable patterns from emerging.
- Strong relationships with tenants, stakeholders, and partner agencies improve information sharing, situational awareness, and overall security effectiveness.

Collectively, these results demonstrate that the RAM Program delivers measurable security benefits while strengthening compliance, operational readiness, deterrence, and long-term resilience throughout the Port.

5 | INTEGRATION, ADAPTABILITY, AND SCALABILITY

The Port designed the RAM Program to integrate seamlessly with existing law enforcement, security, and maritime operations while remaining flexible enough to address evolving threats, changing operational conditions, and future technology enhancements. Rather than creating a stand-alone security program, the Port embedded RAM principles into established policies, procedures, patrol activities, compliance programs, and operational workflows, enhancing security effectiveness without disrupting commerce or requiring significant new resources.

Integration

RAM activities are fully integrated into daily Port Police operations, including patrols, inspections, emergency response activities, access-control procedures, credential-verification efforts, and waterfront security operations. The program leverages existing security infrastructure, including surveillance systems, access-control technologies, TWIC verification procedures, incident reporting platforms, ALPR technology, K-9 EOD resources, Marine Unit operations, and established maritime security protocols.

By integrating RAM into existing systems and workflows, the Port strengthened security coverage while avoiding duplication of effort and minimizing operational impacts.

Adaptability

The RAM framework is intentionally flexible and can be adjusted in response to changing threat conditions, intelligence information, operational demands, regulatory requirements, or emerging technologies. Deployment patterns, inspections, credential-verification activities, and specialized resource assignments can be modified as conditions change while maintaining the program's core principle of operational unpredictability.

Ongoing training, intelligence sharing, after-action reviews, and coordination with partner agencies help ensure the program remains effective and responsive to evolving security challenges.

Scalability

A key strength of the RAM Program is its practicality and replicability. The framework relies primarily on strategic deployment of existing personnel, infrastructure, technologies, and specialized resources rather than significant increases in staffing or capital expenditures. As a result, it can be expanded, modified, or replicated without substantial organizational changes.

Because the model is built around risk-based deployment and controlled randomness, it can be adapted to ports of varying sizes and operational complexity, as well as other critical infrastructure

environments seeking to strengthen deterrence, improve resilience, and enhance security effectiveness. The Port's experience demonstrates that meaningful security enhancements can be achieved through better integration and deployment of existing resources rather than significant new investment.

6 | STAKEHOLDER ENGAGEMENT AND COLLABORATION

The success of the RAM Program depends on strong collaboration among Port personnel, tenants, regulatory agencies, emergency response partners, and the broader Port community.

Internal Collaboration and External Partnerships

Successful implementation of the RAM Program requires coordination among Port Police personnel, security coordinators, and operational staff, as well as strong partnerships with regulatory agencies, emergency response organizations, and law enforcement partners. Key partners include:

- USCG
- Transportation Security Administration
- U.S. Customs and Border Protection
- NCIS
- CCIC
- Local law enforcement agencies and fire departments
- Emergency management organizations

These partnerships support information sharing, joint exercises, inspections, emergency response planning, and coordinated efforts, helping maintain security and operational readiness.

Tenant and Stakeholder Engagement

This program depends heavily on collaboration with terminal operators, industrial tenants, contractors, truck drivers, employees, and other Port users. Port Police regularly engages stakeholders—these interactions enhance security by encouraging reporting of suspicious activity, safety concerns, and operational irregularities that might otherwise go unreported. This exchange of information strengthens situational awareness, expands the Port's security network beyond law enforcement personnel, and supports a shared culture of security responsibility.

A key outcome of the RAM Program has been the development of a shared culture of security responsibility throughout the Port community. Through regular communication and stakeholder engagement, the Port has strengthened trust, improved information sharing, and enhanced overall security awareness.

This collaborative approach supports regulatory compliance, operational readiness, and the long-term relationships necessary to sustain an effective security program. As a result, tenants,

operators, government agencies, and community stakeholders share responsibility for protecting critical infrastructure and supporting continuity of operations.

7 | CONCLUSION

The RAM Program demonstrates how innovative thinking, strategic deployment of existing resources, and a commitment to continuous improvement can strengthen maritime security. By integrating controlled randomness into daily security operations, the Port enhanced deterrence, improved situational awareness, strengthened compliance , and reinforced protection of critical infrastructure while supporting the efficient movement of commerce.

Equally important, the program fostered a culture of shared responsibility among Port Police, tenants, operators, regulatory agencies, and emergency response partners. Through ongoing collaboration and information sharing, the Port strengthened operational readiness and built long-term partnerships that support effective security operations.

As security threats continue to evolve, the RAM Program demonstrates that meaningful security improvements do not always require significant new resources. By strategically integrating controlled randomness into daily operations, the Port has created a practical, scalable, and replicable model that strengthens deterrence, enhances resilience, and protects critical infrastructure while supporting the efficient movement of commerce.

