



## Security

### Introduction

Michigan Department of Transportation (MDOT) is responsible for a large number of critical transportation facilities. These facilities support supply chains, passenger movements and assets so vital to Michigan citizens, businesses and the nation that their incapacity or destruction would have a debilitating impact on and seriously weaken the state's security and economic stability, as well as threaten the public's health, safety and welfare.

MDOT recognizes it is essential to provide the public with confidence that they are traveling on a safe and secure transportation system. MDOT also recognizes that by design and purpose, its transportation systems must remain open and accessible. The transportation system cannot be "locked down" and secured like a building.

This White Paper updates the [Security Technical Report](#) published in 2006 and focuses on activities currently in place by MDOT and the State of Michigan to ensure that the Michigan transportation system continues to operate without interruption. It address MDOT's preparedness to deal with security and emergency situations caused by acts of terrorism and also acts of nature like flooding or major snow and ice storms.

### Authority and Structure

In recent years, the Michigan Homeland Protection Board and the Michigan Infrastructure Coordinating Council were created as two of the governing bodies responsible for execution of the Michigan Homeland Security Strategy. As part of both groups, MDOT consults and coordinates with other state agencies to implement the strategy. Additionally, MDOT is responsible for developing the capability to carry out emergency assignments within the scope of our normal area of operations, or as requested by the Director of the Department of State Police. In addition, MDOT is required by the Michigan Emergency Management Plan to provide input to that plan and must employ or appoint an emergency management coordinator who acts as a liaison between MDOT and the Department of State Police in all matters of emergency management and homeland security.

A key component of MDOT's security and emergency preparedness is the department's Emergency Response Plan that provides for MDOT actions during all hazards and incidents that indirectly or directly affect the traveling public and/or MDOT resources, particularly as these incidents escalate. This includes significant events affecting the readiness and capabilities of MDOT infrastructure. For security reasons, some details of strategies and plans are not being released to the public.

### Strategies, Programs, and Activities



MDOT's transportation security strategies, programs, and activities focus on the department's highest priorities, using effective and efficient methods. The State of Michigan developed and recently updated the Michigan Homeland Security Strategy. As part of that strategy, MDOT continues to actively participate in the protection of critical infrastructure within the state. The department's strategy continues to be focused on international and national impacts as it relates to MDOT facilities and structures. Safety and Security Administration assisted in the development of the strategy and directs the transportation-related implementation steps. MDOT actively participates in the protection of critical infrastructure with state and federal partners in homeland security. The critical infrastructure component of the strategy remains focused on protective measures.

#### *Prevention Measures*

When looking at preventive measures for security, MDOT developed a well-formulated and actionable portion to the state strategy to identify vulnerabilities and risk to critical infrastructure and key resources (CIKR). All sectors within the state, including transportation, look at conducting assessments and providing recommended actions to enhance hardening of CIKR facilities/systems. Annual follow-up surveys evaluate work completed to reduce risk.

MDOT uses information sharing mechanisms with federal, tribal, state, and local agency partners to target threats through intelligence and analysis. This allows law enforcement to manage and control, as opposed to simply reacting in order to break cycles.

At a national and statewide level, Americans share responsibility for the nation's security. Situational awareness and knowing the appropriate actions to take are important components of this responsibility. The United States Department of Homeland Security has implemented the [National Terrorism Advisory System \(NTAS\)](#) to replace the color-coded threat level designation. The goal is to communicate information about credible terrorist threats more effectively. National Terrorism Advisory System Alerts will only be issued when credible information is available. These alerts will provide a clear statement that there is an imminent threat or elevated threat and will include a summary of the threat, details of actions being taken for public safety, and recommended steps to take. Distribution will be focused, such as directly to law enforcement, affected public and private sectors, and/or widely issued through many forms of media.<sup>1</sup>

#### *Manage Risk*

As a part of enhancing and improving emergency preparedness and homeland security to citizens and visitors, MDOT uses "best practice" methodologies to perform assessments to reduce vulnerabilities and potential threats with known or received information. MDOT analyzes assessments to determine when and where to use its capabilities (such as technology, infrastructure, and personnel). This resource-based approach allows MDOT to expand or reduce its work and outreach capacity to assist in an emergency situation. A

<sup>1</sup> Reference: U. S. Department of Homeland Security, <http://www.dhs.gov20>



comprehensive approach to emergency management requires detailed planning by MDOT and other governmental agencies, as well as private sector and nongovernmental organizations. MDOT focuses capabilities towards its greatest risk to reduce potential impacts of an emergency situation.

#### *Whole State Approach*

MDOT builds coalitions within the transportation network to develop a common operational approach in the emergency management and homeland security environment. This approach requires continued integration within all of MDOT's varied roles and responsibilities and a unity of effort from the combined resources with the other state departments. MDOT and other state department emergency management coordinators at the State Emergency Operations Center work together in a seamless and integrated way to protect the state. This cooperation builds a strong statewide network with transportation elements.

#### *Increase Community and Stakeholder Engagement*

MDOT is proactive in stakeholder involvement through a variety of meetings and communications with incident management/local law enforcement and outreach. It continues to achieve a higher level of homeland security and emergency management coordination between federal, tribal, state, local partners, and private agencies by participating in workshops, drills/exercises, committees, conferences, and councils.

By establishing a stronger working relationship with other state departments of transportation, MDOT increased regional outreach to include efforts from national best practices. MDOT promotes strategic alliances between governmental agencies, private entities, and other transportation partners, such as the [American Association of State Highways and Transportation Officials](#) and the [Transportation Research Board](#).

#### *Strengthen Investment in People and Improving Organizational Structure*

To safeguard our investment in transportation emergency management, MDOT provides specific training and skill development to employees statewide which, together with education and hands-on experience, brings together the right people with the right skills for this type of work. Many internal and external workshops, conferences, drills and exercises, and seminars are available to MDOT employees to develop and improve emergency management skills from the novice to professional level.

Michigan State Police developed a training series for students interested in a [professional emergency management certification](#). MDOT's emergency management coordinator and the first alternate coordinator maintain this level of certification. Federal Emergency Management Agency, commonly known as FEMA, [offers online training opportunities which are open to the public](#).

With a wide variety of trained employees, MDOT aligns emergency management internally through the Emergency Operations Steering Committee. This committee



provides a forum for operational information and strategy relating to emergency management and homeland security for the department.

### **Summary and Conclusion**

MDOT's transportation security preparedness efforts must be designed to address the physical security enhancements while continuing to facilitate mobility. These two goals can be in conflict at times. The strategies and approaches presented in this White Paper reflect a balance between these competing goals.

MDOT's support for programs for improved traffic management and strong protective measures reflect an understanding of and creative approach to balancing these competing needs. The businesses and citizens of Michigan, as well as the motoring public, can feel confident that they travel on a safe and secure system because of MDOT's comprehensive, multi-modal security strategy.