

Security White Paper

Introduction

The 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 [2030 MI Transportation Plan \(MITP\) Security Technical Report](#) and the [2035 MITP Security White Paper](#) 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 incorporates MDOT's preparedness to address security and emergency situations caused by acts of terrorism and also acts of nature, like flooding or major winter storms.

Authority and Structure

The Michigan Homeland Protection Board, through the Michigan Homeland Security Advisory Committee and the Michigan Homeland Security Preparedness Committee, is responsible for the execution of the Michigan Homeland Security Strategy. As part of these groups, MDOT consults and coordinates with other state agencies to implement this strategy. Additionally, MDOT is responsible for developing the capability to carry out emergency assignments within the scope of the department's 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 to act as a liaison between MDOT and the Department of State Police in all matters of emergency management and homeland security.

Key components of MDOT's security and emergency preparedness are the department's Emergency Response Plan and Business Continuity Plan that provide 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 released to the public.

Strategies, Programs, and Activities

MDOT's transportation security strategies, programs, and activities are linked with the Michigan Homeland Security Strategy. The department's efforts continue to be focused on the national and international impacts of security threats related to MDOT facilities and structures. MDOT actively participates in the protection of critical infrastructure, working 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 prevention measures for security, MDOT developed a well-formulated and actionable portion to the state strategy to identify vulnerabilities and the 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 infrastructure protection 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.

The National Terrorism Advisory System (NTAS) replaced the color-coded Homeland Security Advisory System (HSAS) in April 2011. The NTAS system effectively communicates information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector. It recognizes that all Americans share responsibility for the nation's security and should always be aware of the heightened risk of terrorist attack in the United States and what to do.

Each alert provides information to the public about the threat, including, if available, the geographic region, mode of transportation or critical infrastructure potentially affected by the threat, protective actions being taken by authorities, and steps that individuals and communities can take to protect themselves and their families to help prevent, mitigate or respond to the threat. Citizens should report suspicious activity to their local law enforcement authorities. The [If You See Something, Say Something](#)TM campaign across the United States encourages all citizens to be vigilant for indicators of potential terrorist activity and to follow NTAS alerts for information about threats in specific places or for individuals exhibiting certain types of suspicious activity.¹

Resiliency and Managing Risk

As a part of enhancing and improving emergency preparedness and homeland security resiliency 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

¹ Reference: U.S. Department of Homeland Security, www.dhs.gov/national-terrorism-advisory-system

outreach capacity to assist in an emergency situation. A comprehensive approach to emergency management requires detailed planning by MDOT and other governmental agencies, as well as private sector and non-governmental organizations. MDOT focuses capabilities toward its greatest risk to reduce potential impacts of an emergency situation.

The fundamental interdependencies of infrastructure, social, and economic resiliency are components of ongoing work at local, state, and federal agencies, such as FHWA's Framework effort intended to prepare states, metropolitan planning organizations (MPO), and cities for disruptions to their transportation systems from extreme weather or other events. MDOT participated in this effort through a pilot program to assess the risks that have the potential to impact MDOT-owned infrastructure. Additional efforts are supported by The National Academies of Sciences, Engineering, and Medicine through the Transportation Research Board and the National Research Council, as well as MDOT's active participation as a sub-committee chair on the American Association of State Highway Transportation Officials (AASHTO) Special Committee on Transportation Security and Emergency Management.

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 [AASHTO](#) 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 that, together with education and hands-on experience, bring 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 levels.

The 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. The Federal Emergency Management Agency (FEMA) offers [online training opportunities](#) that are available 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. While these two goals can be in conflict, the strategies and approaches presented in this White Paper reflect a balance between these competing goals.

MDOT's support of 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.