AASHTO
The Voice of Transportation

STATE DOT ISSUES
and ACTIVITIES ROUNDTABLE

Meeting of the AASHTO
Special Committee on Transportation Security and the National
Cooperative Highway Research Program Project Panel 20-59

AUGUST 2007

Irvine, California
Meeting of the
AASHTO Special Committee on Transportation Security
and the
National Cooperative Highway Research Program Project Panel 20-59
Surface Transportation Security Research

Irvine, California
August 26-29, 2007

State DOT Issues and Activities Roundtable

Alabama DOT

Emergency Response Planning/Exercise Practices

- ALDOT, with the participation of the Alabama DPS, annually exercises its I-65 contraflow plan for hurricane evacuation. Each exercise takes two days and involves the field deployment of all ALDOT personnel who have contraflow assignments. All steps of the plan are executed during the exercise except for actually detouring and contraflowing traffic.
- ALDOT has implemented a department wide call-tree and exercises it at unannounced times during the year. Designated Bureaus and/or Divisions use their call trees to contact all their personnel and must report back response times and any gaps that may have occurred.
- ALDOT participates in exercises planned by the Alabama EMA such as:
  - Chemical Stockpile Incineration (Anniston, Alabama)
  - Brown’s Ferry Nuclear Power Plant (Decatur, Alabama)
  - Farley Nuclear Power Plant (Dothan, Alabama)
  - Governor’s Workshop on Hurricane Response, Evacuation and Recovery
- Challenges:
  - Incorporation of DHS Homeland Security Exercise and Evaluation Program (HSEEP) requirements.

Security/Response Training and Professional Capacity Building

- Responsibilities for emergency response are increasing.
- Requirements for emergency response (NIMS) established by DHS are being applied to the state DOT.
- Current ALDOT organizational structure and staffing does not match well with NIMS requirements.
- Incorporation of NIMS training requirements into ALDOT operations is a challenge.
Security Issues

August 22, 2007

Briefing Note

1. The following are some of the security issues that ADOT is currently dealing with:
   a. Establishing the ADOT Incident Management System;
   b. Institutionalizing operational security needs in all Divisions;
   c. Establishing a security and emergency operations annual training plan;
   d. Developing an information/intelligence sharing process for surface transportation; and

2. The details of these issues will be expanded on during the briefing.

Bill Tait
ADOT
Emergency Management
Contraflow: The California Department of Transportation (Caltrans) worked with California Highway Patrol (CHP), Fresno Police Department, Fresno Fire Department and Fresno County Office of Emergency Services to conduct a contra-flow drill in the City of Fresno. The objectives of the drill were to:

Evaluate the effectiveness of contra-flow plan template and implementation process
Determine the ability to communicate, coordinate and control traffic between multiple agencies

Identify gaps in planning and implementing contra-flow
Identify the differences between contra-flow and regular traffic control procedures and processes.

The contra-flow drill was conducted on State Route 168 where the East Bound Lanes were reversed to carry west bound traffic. Though real traffic was not placed on the contra-flow lanes, limited number of Caltrans and CHP vehicles were placed on the contra-flow lanes to simulate real traffic.

The contra-flow drill went well and immediately after the drill a "hot-was" was conducted to identify "what went well" and "what could be improved". Prior to the field implementation of the contra-flow drill a table top exercise was also conducted.

Caltrans and CHP have identified various routes that could potentially be used for contra-flow and is in the process of developing contra-flow plans for these routes. Future contra-flow drills are planned for other parts of the state.

What went well:
• There was good preplanning.
• The plans and the drill was well organized.
• There was good communications between various agencies participating in the Drill.
• The response time for lane closures was good.
• There were no close calls during this event which indicates that all the procedures were planned and executed well.
• There was good communication with the media.
• Personnel deployed at strategic locations worked well to monitor and manage the Drill.
What can be improved:
- The communications and computer related equipment in the mobile control center is not up to date. As the mobile center is not used on a regular basis, the equipment in it is the last one to be updated. As an example the printers in the mobile center were not USB compatible.
- The mobile center did not have the latest technology to communicate.
- The staff assigned to the control center were trained on specific tasks and in prolonged incidents, staff might have to be rotated among various positions. Staff must be rotated through all possible positions during training and exercises so that they are familiar with various tasks and equipment.
- Radio should be the communication standard during incidents instead of cell phones. During major emergencies cell phone networks will be overloaded and may not be available. Also, unlike radios cell phone conversations could not be monitored by various people located at different locations.
- Identified communication "dead spots" in the area.
- Ensure media personnel are provided with up to date information so that it could be frequently communicated to the public.

.employee survey: The California Department of Transportation (Caltrans) conducted its third Employee Survey in the Fall of 2006. The objectives of the survey are to:
- Develop trend data on key performance measures established in the Caltrans 2002 and 1999 surveys.
- Benchmark the Department's organizational health against national norms for the general United States working population.
- Generate information that is usable for evaluating and for identifying strategic initiatives to improve the organizational climate of the Department as a whole, of specific geographic locations and of specific functional areas within the Department.
- Recommend follow-up actions to be taken based upon analysis of survey results.
- Gather feedback on improvements undertaken in response to findings of prior Caltrans Employee Surveys.

The survey covers 17 topic areas:
- Engagement & Support for Success
- Organization Effectiveness
- Caltrans Values & Mission / Vision
- Goals & Objectives
- Quality & Customer Focus
- Empowerment & Innovation
- Executive Management
- Caltrans Management
- District/Headquarters Management
- Immediate Supervision
- The Job Itself
- Ability to Get the Job Done
- Cooperation & Teamwork
- Physical Working Conditions
- Treatment & Equity
- Training & Career Development
- About the Survey Process
Security issues and activities should be related to the topic areas listed below:

a. Risk Management of Multimodal Transportation Infrastructure

Kevin Duffy visited Kansas and I helping to test pilot the new Guide to Risk Management of Multimodal Transportation Infrastructure, for NCHRP Panel 20-59.

I'm a panel member of NCHRP Project 20-59(22), A Guide to Emergency Quarantine and Isolation Controls of Roads in Rural Areas.

Keith Gates was also scheduled to visit Kansas in September but has since taken another job, so this is on hold for now.

b. Emergency Response Planning Practices

The State of Kansas Emergency Response Plan was updated Sept 2006 to be NIMS compliant. It is planned to be reviewed and updated on a yearly basis.

In 2007, there have been no ERP practices due to multiple statewide real emergencies occurring. Our Kansas Department of Emergency Management has said it best “there are no practices or exercises that can be developed as good as real emergencies back to back”.

In 2007, the State of Kansas experienced a 40 year winter/ice storm which affected nearly ½ of our state. We experienced an F-5 tornado, two miles wide, which completely removed a community of 1,800. Before the response to the tornado was completed extensive flooding has occurred over ¼ state washing out roads, bridges, and included a leaking petroleum processing plant.

In Kansas there are 105 counties. To date, a County, State or Presidential Emergency Declaration has been declared in 102 counties.

c. Training and Professional Capacity Building

At the DOT, efforts are still underway to train our personnel in NIMS, ICS 700 and ICS 100. Again, the real life emergencies have prevented time spent in attending the training.

The state Dept of Emergency Management has a new person in the lead trainer/coordinator position. One item identified through emergency after action reports and past experience is the need to get basic NIMS training to the local emergency manager. In Kansas, 75% of the county or city emergency managers are volunteers and do the job part time or less. Additionally, frequent turnover at the local and state levels is an continual issue. This is a focus for the future of training.
Kansas DOT Security Issues and Activities Report
SCOTS Meeting
August 2007

Irvine, CA

d. Changes in Management Structure
This year KDEM is in the process of adding Incident Management Teams &
Seven Regional Councils to assist counties in Emergency Management.
e. Human Resources Needs
Although our resources were extended to the limit we were not overwhelmed
during any of the events.
f. Other Issues and Challenges

Due to the multiple emergencies experienced this year in Kansas, it has
identified that in addition to a State Emergency Response Plan, there is a need
for a State Emergency Recovery Plan.
MARYLAND DOT HOMELAND SECURITY ACTIVITIES & INITIATIVES

The Maryland Department of Transportation has conducted a broad risk assessment of its multi-modal transportation infrastructure. Of interest is the fact that we are one of the few true multi-modal transportation department in the country, with the Port of Baltimore, BWI Thurgood Marshall Airport, and the Motor Vehicle Administration (MVA) as part of our portfolio; in addition to the Highway (including tolls) and Transit Systems in Baltimore. Additionally, the Maryland Department of State Police, at the direction of the Governor’s Homeland Security Advisor and with the assistance of the Maryland Coordination and Analysis Center (MCAC), the State’s Fusion Center, are in the implementation phase of digitally capturing and analyzing each component of the State’s critical infrastructure, with transportation systems as an important focus.

The State will further serve as a pilot project looking at consequence management in terms of risk assessment of many of its key transportation assets. These include BWI Thurgood Marshall Airport, property under the care and control of the Maryland Port Administration, including the Baltimore World Trade Center, bridges and tunnels (including the Harbor and Ft McHenry tunnels and the Bay Bridge twin spans) all assets under the Maryland Transit Administration (including MARC commuter rail, light rail, buses and the subway system) MVA facilities and toll roads. Also included in this infrastructure assessment are the electronic systems that keep these agencies operational, including information systems, command centers, equipment and personnel safety issues.

All personnel receive training and regularly conduct tabletop exercises, limited and full-scale exercises and drills under the direction of the Maryland Emergency Management Agency and our Federal partners. Some of these include: “Nautical Shield” (at the Port of Baltimore), “Down Under” (transit) and “Road Rescue” (highways). Additionally, all first responders, supervisors and managers are being trained in various levels of ICS to ensure we are NIMS compliant. Organizationally, Management, has recently added a MDOT Homeland Security Advisor to the Secretary, as well as an Emergency Services Director. Both serve as direct reports to the Secretary of Transportation and assist the Governor’s Office of Homeland Security Advisor.

In an effort to improve operational effectiveness and homeland security efficiencies, the State of Maryland is looking at advanced technologies to include a robust CAD/RMS coupled to a statewide, trunked, portable based, interoperable communications system in the 700 mhz band. Additionally, an enhanced and expanded CCTV system is being developed for our critical infrastructures. This system will incorporate real-time reporting through a downlink mechanism. The incorporation of OCR for DOT readers, infrared license tag readers and AVL for mass transit vehicles and first responders is also in various states of implementation.

As a major hub for the ingress and egress of those working in our Nation’s Capital, coupled with our geographic importance to goods and services moving across the country and our tourist rich environment, the State of Maryland is at the forefront of the Nation’s homeland security efforts. Our ongoing biggest challenges are:

- Security funding
- Interoperable communications
- Critical infrastructure protection
- Transit and port security
- Real ID implementation
NEBRASKA DEPARTMENT OF ROADS
SECURITY ISSUES AND ACTIVITIES

Training

The Nebraska Department of Roads (NDOR) has been an active participate in the planning, logistics, coordination and conduct of statewide Terrorist Exercises (TERREX) for 10+ years. These exercises include:

Local Agencies: County and City Emergency Management
Law Enforcement
Emergency Fire/Medical Services

State Agencies: State Patrol
National Guard
Health and Human Services
Department of Agriculture
Environmental Quality
Game and Parks Commission
Over 25 Agencies

Federal Agencies: FHWA
TSA
EPA
DHS

We have conducted Tabletop, Functional and Full Scale TERREX exercises statewide. Topics of exercises include: Nuclear Power Plant events, Flooding, Agri-terrorism, Pandemic/Health incidents, Traffic Incident Management and others.

Staff at all levels of the NDOR participates in these exercises.

Planning

The NDOR was a key player in the development of the State Emergency Operations Plan (SEOP). This plan is used by all state agencies. It is an “all Hazards” document that is used in the mitigation, preparedness, response and recovery of emergency events.

We have also developed a “NDOR Continuity of Operations Plan” (COOP) that ensures contingencies are in place to sustain operations and quickly recover from disasters that affect critical infrastructure. Elements of the plan include: Personnel Information, Delegations of Authority/Succession, Risk Assessment, Alternate Operating Facilities/Routes, Staffing Inventories, Recovery Plans, Reception Coordination and other specific Standard Operating Procedures.

Challenges change daily. One thing is certain: “All Emergencies lead to Roads”
A. Risk Management of Multimodal Transportation Infrastructure:
   Rail: Conducting a risk assessment to be reported to the TSA,
   Transit is conducting safety reviews (with a security component) of all rural transit system grantees,
   Many facilities, including office buildings, DMV offices, Ferry, etc. are installing card access systems and camera surveillance;

B. Emergency Response Planning Practices:
   Div of Highways: I-40 reversal plan from the coastal area in concert with the State Highway Patrol and NC Emergency Management,
   Transit: Working with NC Emergency Management to include buses as part of the Coastal regional evacuation and sheltering initiative,
   Rail coordinates with local emergency responders, Amtrak, CSX, and Norfolk Southern police and the State Emergency response team,
   NC has established a Statewide Interoperability Committee of which DOT is a member;

C. Training and Professional Capacity Building:
   Staff across all facets of DOT is receiving NIMS training,
   Div of Highways is partnering with NC Emergency Management, State Highway Patrol, and the National Guard to build a joint Operations Center;
   Transit sponsors periodic workshops for rural, urban and regional transit systems in the area of safety, security, and emergency response;

D. Changes in Management Structure:
   DMV created the Identity Lab with Driver License and License and Theft Bureau personnel to detect and prevent fraudulent documents and ID Theft.

E. Human Resources Needs:
   Funding for training resources

F. Other Issues and Challenges
   Timeliness of communications and responses
DATE: August 21, 2007

TO: AASHTO Special Committee on Transportation Security

FROM: Rose Gentry, CEM
Statewide Emergency Operations Manager (503) 986-3020
Oregon Department of Transportation (ODOT)

SUBJECT: Oregon Transportation Security Update

Risk Management of Multimodal Transportation Infrastructure
- ODOT participates in Oregon Domestic Preparedness Working Group, Oregon Infragard chapter, and Regional Maritime Security Coalition
- ODOT and partner agencies completed a bridge vulnerability/criticality study
- ODOT received $857,520 in State Homeland Security Program grant funds to purchase critical infrastructure protection equipment

Emergency Response Planning Practices
- State of Oregon Emergency Management Plan assigns ODOT as lead state agency for State Support Function #1, Transportation; and #3, Public Works and Engineering
- ODOT supports Oregon Health by serving as lead for Receipt, Staging, Storage and Distribution functions in Oregon’s Strategic National Stockpile program
- ODOT supports Oregon’s fire service by participating in the Oregon Urban Search and Rescue (USAR) Task Force 1 with transport, heavy equipment, and technical assistance
- ODOT Emergency Operations Plan also serves as agency Business Continuity Plan

Training and Professional Capacity Building
- ODOT highway maintenance employees receive First Responder Awareness and Operations Level training; Highway Watch training is in progress
- ODOT implemented National Incident Management System/Incident Command System (ICS) training; conducted rollout of ICS 300 and ICS 400 courses this year
- ODOT participates with Washington DOT, Idaho Transportation Department, and USDOT Region 10 in the Cascade Fury/Pacific Peril exercise series
- ODOT will participate in the U.S. Department of Homeland Security’s TOPOFF 4 Full Scale Exercise in Portland, Oregon in October 2007
South Carolina’s Key Issues, Activities, and Accomplishments
AASHTO Subcommittee on Safety Management
August 21, 2007

Key Issues:

- SCDOT is continuing to experience financial constraints. These constraints are impacting the agency’s ability to implement on-going safety programs and to let new safety projects.

- The state’s primary safety belt law became effective on December 9, 2005. South Carolina has experienced a significant increase in safety belt usage rates. Survey data indicates a 69.7% usage rate in June 2005. The rate dropped slightly to 69.5% in April 2006, and climbed to 72.5% in June 2006. The June 2007 usage rate is 74.5%, the highest ever attained in the state, but below other primary law states.

- Motorcyclist fatalities have shown an increasing trend for the last five years in South Carolina. Motorcycle-related fatalities increased 22.4% between 2004 and 2006, with a record high of 104 fatalities in 2006. 2007 data is continuing to show an increasing trend. South Carolina does not have a universal helmet law; only riders under age 21 are covered by the law.

- Pedestrian fatalities in the state have increased by 40.7% since 2004, climbing from 86 in 2004 to 125 in 2006. The 2006 total represents the highest number of pedestrian fatalities since 1993 when 124 pedestrians were killed in traffic crashes in the state.

Key Activities:

- South Carolina’s primary safety belt law was found to be compliant with Section 406 of SAFETEA-LU. As a result, the state received a one-time incentive grant for $10,576,645. The majority of these funds are being used to upgrade the State’s Traffic Records System.

- The state’s first Strategic Highway Safety Plan was completed on February 23, 2007. The process to develop the plan was approved by FHWA. The Plan will be publicly released at a statewide highway safety conference in Charleston, SC on September 11 - 13, 2007.

- SCDOT and SCDPS executed an agreement for the establishment of Safety Improvement Teams (SIT). The Teams are comprised of six troopers each (total of 24 troopers) and are deployed throughout the state. The Teams are focusing 60% of their time on Work Zone enforcement and 40% of their time on speed enforcement in high speed-high crash corridors. First year results show a 39.1% reduction in work zone crashes. During FY 2006 – 2007, SIT Team members issued 50,424 citations, including 19,079 for speeding and made 33 DUI arrests.

Accomplishments:

- The state’s mileage death rate decreased by 0.4% from 2.11 in 2004 to 2.10 in 2006. Run-off-Road fatalities decreased by 5.2% from the baseline year of 2004, from 485 to 460. Pedalcycle fatalities dropped to a 10 year low with 14 reported in 2006, a decrease of 33.3% from 2004. Work zone fatalities have decreased by 28.6% since the 2004 baseline year.

- South Carolina was the host state for the first National Peer Exchange on Road Safety Audits.

- The state’s new primary safety belt law is saving lives. Compared with this same period the previous year, the state experienced 80 fewer fatalities in the year following passage of the law. The number of occupant fatalities per crash is down. For the period 12/9/05 – 12/8/06, compared with the comparable period in the previous year, a vehicle occupant was killed in one out of every 140 crashes as opposed to one out of every 124 crashes prior to the passage of the law.

- The SC General Assembly passed an Underage Drinking Reform Act and a strengthened DUI Ignition Interlock Law. Both should deter drinking and driving and reduce these types of crashes. The House of Representatives has also passed a DUI reform bill which includes greater penalties, especially high BAC violations, cleans up some existing loop holes and provides for treatment for problem alcoholics. It is in the Senate and will be debated this coming legislative session.
For additional information contact Dipak Patel, Deputy State Highway Engineer at pateldm@dot.state.sc.us or Max Young, Director, Office of Highway Safety at maxyoung@scdps.net
Tennessee DOT Issues and Activities Relating to Security

In general TDOT has made short strides toward higher levels of security in several areas of our organization. We have provided and continue to expand NIMS training to field personnel as well as now having one of our own (TDOT) people in the TEMA office for quick response and coordination efforts in any emergency. We have also completed a tabletop and on-ground exercises involving earthquake response by TDOT bridge inspection personnel traveling to the western side of the state in the New Madrid fault area. We have developed a 511 Program to provide information to the public while in transit. Our HELP program has now expanded into all four major metropolitan areas of the state and will soon have ITS, including cameras and message boards, in those areas too. These cameras are used to monitor traffic flows as well as surveillance along the major routes in these large cities. Some of our truck weigh stations have installed radiation detection equipment as a monitoring tool for truck traffic into and through the state. We have now completed the installation of security cameras on our most vulnerable bridge, I-40 over the Mississippi River, and have them constantly monitored by the weigh station at the west end of the structure. We also have bridges and roadways spread throughout the state wired and monitored for RWIS so that quick responses can be pinpointed to needed areas. And finally, the Department has purchased 25 additional satellite phones for use in emergency situations. Additional needs are in the form of funding for earthquake preparedness programs that would support more regional coordination, i.e. CUSEC

Bridge Vulnerability in Tennessee

In July/August of last year (2006) the FHWA and TDOT went through a Vulnerability Assessment Study on the state’s bridge inventory. The guidelines document used to conduct the study was “A Guide to Highway Vulnerability Assessment for Critical Asset Identification and Protection”, May 2002. The outcome of that study identified Tennessee’s 31 most vulnerable bridges with the Shelby County, I-40 bridge over the Mississippi River topping the list.

The I-40 bridge over the Mississippi River in Memphis is a vital link of the nation’s main east/west interstate system as was identified in the assessment. This bridge is jointly owned by Tennessee and Arkansas and is currently undergoing a seismic retrofit. As part of one of the contracts recently on the bridge involving ITS, cameras were installed as mentioned above. Also, ladders and all fixed access from the deck to the piers and catwalk were removed to discourage anyone from getting below the deck of the bridge. There are very small shoulders on the bridge which preclude anyone from stopping on the bridge without obstructing a lane of traffic. With the state police monitoring the bridge from the West end of the structure, any unusual traffic interruption can quickly be addressed with state police and state maintenance “help trucks”.

Other higher risk bridges in Tennessee are primarily located in major metropolitan cities in Tennessee. Regular camera monitoring through ITS and state highway assistance
trucks regularly monitor these roads and bridges to insure good quality traffic flow but also watch for suspicious actions of persons or vehicles.

While TDOT does not have people to solely monitor the security of bridges in Tennessee, we do have a good line of communication, especially at the region level between different disciplines in the department. Therefore if a person goes out to check on some paint striping and finds something different about a bridge, he will notify the “bridge contact person.” This works very well across the state in all districts as well as regions. We have our maintenance people out on the roads and bridges every day along with our own bridge inspection personnel doing their job. Our field folks are quick to report anything out of the “ordinary”.
TEXAS Department of Transportation
Key Security Issues and Activities

- Homeland Security Training – 10,000 employees
- Homeland Security Reporting Procedures
- Risk and Vulnerability Assessment to determine 75 most critical ridges
- Contraflow and evacuation planning
- Disaster/Emergency Coordination with other agencies
- State DOT emergency manager synthesis with all DOT operations
  - E.g. Turnpike Authority, Motor Carrier, Aviation, etc.
- Ferry Operations
• Preparation for the 2002 Olympics raised our awareness and readiness.
• Field personnel are trained to look for suspicious items and activities.
• We have identified and prioritized critical infrastructure; ie: bridges with difficult or little detour options.
• Are primarily focused our efforts in emergency response, with the most likely scenario a 7.0 earthquake on the Wasatch Front.
• Have developed a draft Emergency Operations Plan.
• In our state EOP, we are the lead agency for ESF 1 (Transportation) and ESF 3 (Public Works). We have developed the partnerships with support agencies to define roles, expectations, and responsibilities for each.
• Have exercised several times; including table tops; communication practice; and held limited field exercises.
• Worked closely with state DHS in exercises and planning.
• Have trained personnel in NIMS.
• Have not made significant changes in management or personnel.
• Still need to work with some areas within UDOT on Incident Command. The importance of having a presence in the decision making at the incident command center.
  - In July, a wildfire closed I-15 in southern Utah for two days. The field people exercised their plan for all closures and detours very quickly. However, there was no presence at the incident command center to relay information to the Traffic Operations Center and be involved in decisions to close/open I-15. As a result, information wasn’t timely enough to the public and available additional resources didn’t get supplied to the area.
WEST VIRGINIA
SCOTS/NCHRP 20-59 SUMMARY – SECURITY ISSUES AND ACTIVITIES

A. Risk Management of Multimodal Transportation Infrastructure
   Constantly reviewing conventional threats and hazards, as well as natural hazards posed toward the State’s Transportation Interests. Reviewing and advancing specific countermeasures in deterring, detecting, or denying threats by increasing response preparedness. Challenges continue relating to cost-effective countermeasures and resources, but we are exploring the possibilities of combining resources and applications statewide and nationally. The state has employed a Chief of Emergency Operations and Homeland Security to coordinate transportation interests with other public/private factions.

B. Emergency Response Planning Practices
   Initiated the U2R (Urban to Rural) task force in response to a ‘Western Migration’ counter. Our State has integrated and is expanding the NIMS (National Incident Management System) by training over 1600 response members. A critical infrastructure plan is in place for the transportation system, while constantly updating this plan. The DOH is working hand-in-hand with response teams placed strategically across the State. The State has set in motion an interoperable communications system for response teams across the State. Continuous updates for evacuation plans and mass emergency response actions. We have initiated a Statewide ITS Smart Transportation Management Center to coordinate various communications with various stakeholders relating to transportation interests. We will also include a Disaster Recovery/Training Center as a mirrored center to our Smart Management Center. In addition, the DOH will incorporate maritime, air and rail transportation security interests with these management centers.

C. Training and Professional Capacity Building
   The State is continuously looking at its training in program regarding its planned response to mitigation and recovery from man made and natural incidents. We have incorporated Marshall University’s Rahall Transportation Institute in developing capacity building for professional interests relating to mobility.

D. Challenges in Management Structure
   Our State is progressive in that our various management structures parallel our transportation interests. Other separate agencies have combined their interests with transportation needs in order to eliminate duplicity and efforts.

E. Human Resources Needs
   Always a challenge...experienced transportation professionals are limited...transportation officials with security experience is even more limited. Training and economic challenges are always on the forefront.

F. Other Issues and Challenges
   One of the larger challenges that West Virginia faces due to its rural, mountainous terrain is that of communications. In this day and age, practically all platforms utilize communications in some format...many with increased bandwidth restrictions. There are agendas across the country in the private sector to promote 3G cellular telemetry communications, but at this point, it appears that this protocol will not be available for several years to come. If this protocol should arrive, there should be some measure to prioritize bandwidth for security needs.
Wisconsin Department of Transportation
State DOT Issues and Activities

Risk Management of Multimodal Transportation Infrastructure

WisDOT has completed a security assessment of its highway, rail, GA airports and maritime infrastructures. An outcome as a result of these assessments, is that WisDOT is performing mitigation on the most critical and vulnerable infrastructures.

Emergency Response Planning Practices

WisDOT includes State Patrol so we have experienced resources available for emergency response and COOP activation efforts. Also, we have State Traffic Operation Center, for coordination in an event or emergency.

Training and Professional Capacity Building

WisDOT provides training to staff and consultants on Incident Command System (ICS) and National Incident Management System (NIMS). This includes tabletops and exercises.

Also, we provide training to WisDOT and consultants on security, IED, explosives, evacuations, pandemic, etc.

Changes in Management Structure

The management structure has been aligned to function with ICS and NIMS. Also, security and COOP positions have been created to support Wisconsin infrastructure protection and security efforts.

Human Resources Needs

Staffing adjustments continue to be made to meet departmental security and COOP needs. This continues to be a challenge.

Other Issues and Challenges

Funding for highway infrastructure mitigation and security enhancements continues to be a challenge.