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“A great deal has been accomplished through FTA’s Security and Emergency Management Technical Assistance Program (SEMTAP) to date. FTA’s Office of Safety and Security is currently developing a Five-Year Strategic Plan. The Plan’s comprehensive, all-hazards scope, which encompasses safety, security, and emergency management, and its data-driven, continuous-improvement focus, places it in sync with FTA’s exciting new Baldrige customer service approach. A strategic planning process and vision such as this, developed in partnership with key industry stakeholders, provides the blueprint for FTA’s next-generation safety and security program.”

Leadership. FTA’s Office of Safety and Security provides vision and leadership for initiatives that improve the safety and security of passengers, employees, and all who interface with the public transportation system. Each initiative is ultimately measured against USDOT’s top strategic goal: *Enhance public health and safety by working toward the elimination of transportation-related deaths and injuries.*

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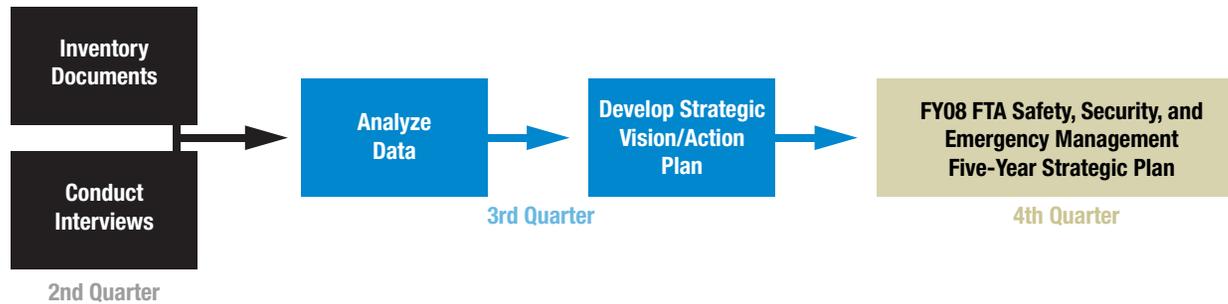
Five-Year Strategic Plan

The Five-Year Strategic Plan:

- Takes a long-term view of FTA’s integrated safety, security, and emergency management activities.
- Defines the ever-changing safety, security, and emergency management roles for FTA in relation to its Federal partners.
- Builds on the success of the original Security Emergency Management Technical Assistance Program (SEMTAP), incorporating an all-hazards approach into new programs and products targeted to specific needs of the transit industry.
- Catalogs current Office of Safety and Security programs to determine areas of new and continuing focus.
- Identifies other Federal agencies, such as DOT, DHS, and TSA, that are involved in complementary activities.

Strategic Plan Development

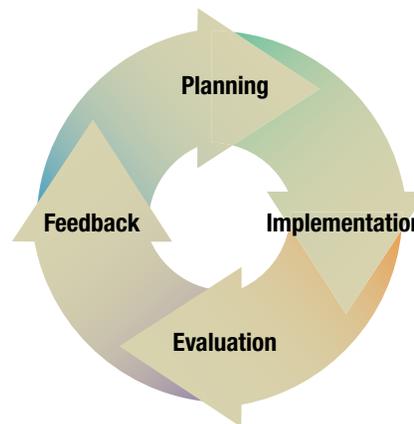
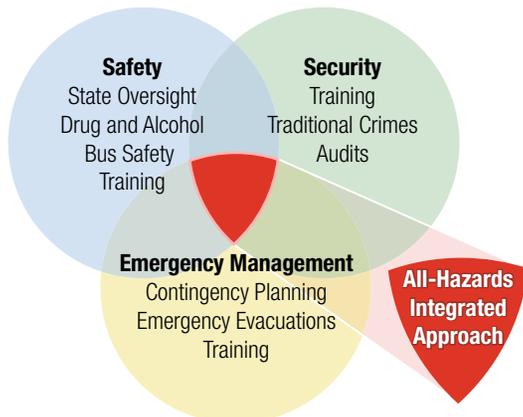
A key outcome of the first-generation SEMTAP was an acute understanding that transit agency security initiatives are at different levels of maturity. In keeping with the original program, all activities, technical assistance, guidance documents, and reference materials of the Five-Year Strategic Plan will be tailored to specific transit agency needs.



The Process. The Five-Year Strategic Plan will help to delineate the ever-changing transit safety, security, and emergency management roles of FTA in relation to its Federal partners.

The Approach. A key lesson learned in the last several years is the need for an all-hazards integrated approach to safety, security, and emergency management. The Five-Year Strategic Plan will use this approach to ensure continued improvements for the safety and protection of transit customers, employees, and critical infrastructure.

Continuous Improvement. Security and emergency management procedures must be reviewed regularly to determine status and identify needed improvements. This requires a continuous cycle of planning, implementation, evaluation and feedback.



The Five-Year Strategic Plan will address the following converging transit concerns:

Comprehensive Training Programs. Security and emergency management training must reach every level of the organization. Alternate methods of training need to be explored with the goal of reducing overall cost.

Intelligence and Information-Sharing. Transit agencies receive a massive amount of security-related information. Deciphering this information and its relevance to specific transit operations poses a challenge. Many agencies now use intelligence/information professionals to help assess and prioritize these data.

Technology. Transit agencies need tools that are:

- *Proven* to be reliable in the transit environment.
- *Justifiable* from a security-risk-assessment-derived cost-benefit viewpoint.
- *Balanced* between human resources and technology applications.

Security Design. New procurements and capital project design related to revenue service vehicles, passenger terminals and stations, and infrastructure must take into account security and emergency management concepts. New project details must be shared with all involved staff.

Emergency Management. Transit agencies need to continue to coordinate with their internal stakeholders and regional partners. To maximize their value, drills and exercises must have clear objectives; focus on the testing of plans, procedures, and equipment; and be credible and well executed. The Incident Command System (ICS) and National Incident Management System (NIMS) must be applied to meet the specific needs of transit operations in a wide variety of situations.

Transit Security at All Levels. All transit agencies, regardless of size and location, must continue to provide a safe and secure environment for their customers. Security measures to address non-terrorist transit crime are important in providing a systematic, balanced approach to transit security.