



May 6, 2003

The Honorable Asa Hutchinson  
Under Secretary for Border and Transportation Security  
U.S. Department of Homeland Security  
Washington, DC 20528

Dear Under Secretary Hutchinson:

I am writing to thank you for the tremendous technical assistance that has been provided to The Port Authority of New York and New Jersey by the Office of Domestic Preparedness (ODP). With help from ODP, the Port Authority has successfully completed a comprehensive *Risk Assessment* effort that evaluated likely terrorist threats and target criticality and vulnerability, the results of which are now permitting us to identify and set priorities for needed improvements in security and emergency response capability.

The Port Authority of New York and New Jersey is a bistate public agency with a jurisdiction spanning 1,500 square miles across the New York / New Jersey metropolitan region. The agency operates and provides law enforcement and security for the region's seaports, airports, interstate tunnels and bridges and other intermodal and commercial facilities. These facilities included the World Trade Center. The Port Authority built and operated the complex for 30 years, and the agency lost 84 police and civilian employees in the terrorist attacks of September 11, 2001. The Port Authority still owns that property today and is heavily involved in the reconstruction effort. No other agency is more committed to Homeland Security. I believe ODP found the Port Authority to be a most willing and capable partner. We welcome future opportunities to partner with your agency to enhance first responder capabilities and be a test bed for transportation security measures.

We subjected ourselves to the rigor of the *Risk Assessment* to accomplish two objectives: 1) to establish priorities for security investment, permitting hard choices concerning the more than \$1 Billion in countermeasures we previously identified, as well as to demonstrate the justification for badly needed Federal assistance; and 2) to assist ODP in development of a national "best-practice" model for conducting *Risk Assessments* across business sectors as a universal method for more effectively targeting Homeland Security funding. With all of the interest in revising funding formulas, I hope you and Secretary Ridge will seriously consider the outstanding work of ODP and the application of that work to any future changes in funding allocation. In our view, ODP has the right solution at the right time.

We are grateful for the assistance ODP has provided and, in particular, the outstanding support of Mr. Andrew Mitchell, Mr. Timothy Beres, and especially Mr. Kerry Thomas. Without their vision and drive none of what we have achieved would have been possible.

Sincerely,



Joseph J. Seymour,  
Executive Director

cc: Secretary Tom Ridge, Department of Homeland Security  
Mr. Andrew Mitchell, Director, Office of Domestic Preparedness