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Communications Subcommittee on “Protecting our Passengers: Perspectives on  
Securing Surface Transportation in New Jersey and New York,” June 21, 2016**

### **About the Port Authority**

The Port Authority of New York & New Jersey conceives, builds, operates and maintains infrastructure critical to the New York/New Jersey region's transportation and trade network. These facilities include America's busiest airport system, including: John F. Kennedy International, LaGuardia, and Newark Liberty International airports, marine terminals and ports, the PATH rail transit system, six tunnels and bridges between New York and New Jersey, the Port Authority Bus Terminal in Manhattan, and the World Trade Center. For more than ninety years, the Port Authority has worked to improve the quality of life for the more than 18 million people who live and work in New York and New Jersey metropolitan region.

### **The Office of the Chief Security Officer**

Created in 2012, the Office of the Chief Security Officer (OCSO) is a department within the Port Authority and is responsible for providing the highest quality public safety, facility security operations, security program management, emergency management, and airport rescue and firefighting training and services. Together, over 2,000 employees ensure the security and safe movement of the Port Authority's customers, partners, employees, and stakeholders every day.

#### **I. Port Authority New York and New Jersey Transportation Assets**

The Port Authority builds, operates, and maintains critical transportation and trade assets that fall under our five (5) lines of business:

- Aviation
- Rail
- Tunnels, Bridges and Terminals
- Ports
- Commercial Real Estate

Our aviation assets include six (6) airports: John F. Kennedy International Airport, LaGuardia Airport, Newark Liberty International Airport, Teterboro Airport and Stewart International Airport. In 2015, Port Authority airports moved an estimated 124 million passengers.

Our rail and surface transportation assets include the: Trans-Hudson Rail System (PATH), George Washington Bridge, Bayonne Bridge, Goethals Bridge, Outerbridge Crossing, the Port Authority Bus Terminal, George Washington Bridge Bus Station,

Journal Square Transportation Center, Holland Tunnel and Lincoln Tunnel. Over 115 million vehicles travel over PA's bridges and Tunnels annually.

Port Authority also manages ports that transport vital cargo throughout the New York and New Jersey region. The Port of New York and New Jersey is the largest on the east coast and in 2015 moved over 3.6 million cargo containers.

The Port Authority also owns and manages the 16-acre World Trade Center site, home to the iconic One World Trade Center.

## **II. Our Multi-Layered Approach to Securing Our Assets and Protecting the Public**

We utilize a robust multi-layered security approach to protect the Port Authority's customers, the general public, employees, and critical infrastructure by developing, implementing, and managing programs that preserve life and property, increase safety and security, and support the Agency's business objectives by strengthening our resilience and continuity of operations. With these measures in place – there is no single point of failure. Our multi-layered approach is explained in detail below.

### ***Intelligence-Led***

The Port Authority Police Department (PAPD) implements intelligence-led policing to ensure our resources are effectively deployed to prevent potential threats to our customers, employees, and facilities. The PAPD has presence in 28 Federal, state, and local law enforcement task forces, to include: the Federal Bureau of Investigation Joint Terrorism Task Force (FBI JTTF) in New York and New Jersey which allows for shared intelligence across many agencies; the New York and New Jersey High-Intensity Drug Trafficking Areas (HIDTA) taskforce and the New Jersey State Police Regional Operations Intelligence Center (ROIC) that allows for the immediate exchange of important, timely and actionable intelligence for both sides of the Hudson.

Additionally, we have a stakeholder representative assigned fulltime to the New York Police Department's Lower Manhattan Security Initiative. This unit is a key provider of day-to-day actionable intelligence relative to routine conditions like large events and demonstrations to current and emerging threats.

These combined resources result in the agile, flexible, effective and efficient deployment of security and law enforcement resources that are responsive to current and developing threats and conditions.

### ***Risk Assessments***

The protection of critical infrastructure is driven by all-hazards risk assessments which are performed on a regular basis to better understand changes in threats and vulnerabilities related to our facilities. Our periodic multi-hazard assessments look across all Agency assets and prioritize our risk so we can guide our security investments accordingly.

### ***Police Interdiction Activities***

The PAPD is comprised of over 1800 uniformed police officers operating across thirteen (13) Port Authority facilities. The department also includes a Criminal Investigations Bureau, Special Operations Division, which includes an Emergency Services Unit and a Canine Unit (K-9), and an Aircraft Rescue and Firefighting component at the Port Authority airports.

Through visible uniformed police presence and in partnership with other law enforcement agencies, the PAPD suppresses crime and utilizes counterterrorism measures to thwart potential adversaries seeking to cause harm or disruption by way of an attack. PAPD also deploys high visibility patrols and specialized services to enhance basic patrol functions utilizing intelligence-led policing concepts.

### ***Operational Security Measures and Security Agents***

The Port Authority implements civilian security programs to supplement our police department activities and increase the levels of protection at our facilities. These programs safeguard Port Authority facilities from threats to physical infrastructure, unauthorized access to restricted areas, cybersecurity attacks, and breaches of protected security information.

Additionally, the Port Authority employs over 1000 unarmed Uniformed Contract Security Agents to guard our facilities and keep our employees and customers safe.

### ***Technology***

A critical element of a robust multi-layered approach is the development and maintenance of advanced technology systems to support both security and resiliency. Significant investments have been made in the areas of Closed Circuit Television (CCTV), access control systems, and our perimeter intrusion detection system (PIDS).

In addition, we have created a new Cyber Security program to better monitor and respond to suspicious activities occurring on our network, therefore strengthening our capability to protect our critical information and industrial control systems. The Port Authority operates a 24/7 cyber security operations center that can receive and respond to threats to our network and equipment.

### ***Engineered Hardening Solutions***

Since September 11, 2001, we have made over one billion dollars in asset hardening investments. Although faced with the challenge of retrofitting security features into existing facilities, we have implemented a multitude of hardening solutions such as bollard placement, fencing installation, tunnel and guard post hardening, floating barriers, facade glazing, flood mitigation systems and no trespassing signage. Prospectively, these protective measures are built into new developments or the renovations of existing assets.

## ***Office of Emergency Management***

The Port Authority enhances resiliency, response, and recovery through our Office of Emergency Management (OEM). The OEM champions programs that provide the Port Authority with the resources, support, and capabilities to prepare for, respond to, recover from, and mitigate against all-hazards. The OEM is organized into three core mission areas:

**Emergency Management.** Supports the Incident Command response structure at Port Authority during events or incidents. Additionally, responsible for all-hazard planning and training for agency personnel and regional partners who will support our response activities to emergencies at our facilities located in New York and New Jersey. Through the use of tabletop and full-scale exercise, over 27,000 Port Authority staff and regional partners have been trained on such topics as Active Shooter response, PATH rail emergencies, terror attacks and other hazards.

**Grant Management.** Administers and manages all federal and state Homeland Security Grants that allows us to harden our assets, invest in technology, initiate new programs, and provide for enhanced police protective services.

**Risk Management and Resiliency.** Responsible for coordinating and implementing the agency-wide all-hazard risk assessment and oversees the Port Authority Business Continuity program.

These programs are regularly adapted to meet the needs of the Port Authority with an impact range that stretches from individual employee preparedness to agency-wide, corporate-level resiliency.

### ***Federal, State, and Regional Partnerships***

The Port Authority understands the importance of maintaining strong relationships with our federal, state and local partners. These cooperative partnerships are integral to our intelligence, counterterrorism, cyber security, technology, and training efforts. The support received through these partnerships helps us better secure our assets and the information exchange is mutually beneficial to all partners.

### ***Measuring Effectiveness and Performance Assurance***

In order to maintain a prepared, unified, and accountable security operation, the Port Authority regularly measures, audits and inspects programs and systems. This practice instills a culture of evaluating the effectiveness and integrity of our systems and program performance. The OCSO also maintains its own Quality Assurance Inspections program that evaluates the physical protection strategies employed at the Port Authority. These internal auditing programs allow us to proactively identify and mitigate issues and concerns before our adversaries exploit them.

Furthermore, in an effort to ensure independent third party review of our security programs, the Port Authority actively participates in the U.S. Department of Homeland Security (DHS) Safety Act program. To date, Port Authority received six (6) awards for designation and one (1) for certification at various facilities.

### **III. The Application of the Multi-Layered Security Approach to PATH**

In 2015, the PATH system carried over 76.5 million passengers; an average of 265,000 passengers per day. The security of those passengers is paramount.

#### ***Human Assets***

We have a police command dedicated to patrolling the thirteen (13) stations and 26 miles of track. The PATH police command has grown by 45% since January 2002. Policing methods include: routine uniformed patrols, high visibility emergency service unit random anti-terrorism patrols, the deployment of dedicated Counterterrorism teams, as well as the assignment of explosive detection canine (K-9) units. Police officers assigned to these teams and patrols are trained and equipped in the use of tactical weapons and equipment to include radiation detection capabilities.

PAPD efforts to secure the PATH system are further supplemented by a contract security guard force of over 100 security officers who are trained in behavioral recognition techniques and counterterrorism awareness. These security officers are posted at critical locations throughout the system. They also staff a 24/7 Security Operations Center whose core function is to monitor a multitude of CCTV cameras and access control and intrusion alarms that span the entire rail system. Suspicious activity or other emergency conditions are immediately dispatched to PAPD for response.

#### ***Physical Security***

As previously discussed, the Port Authority has made significant investments in capital security projects. Specific measures have been taken to harden and protect the PATH system from a variety of man-made and natural hazards. These projects include right-of-way fencing and perimeter protection through the use of bollards, as well as infrastructure strengthening to make the PATH tunnels more resilient to man-made threats. Redundancy is also a critical part of our methodology, and as such we have constructed a new train control center. The existing train control center serves as a redundant backup facility and is also used for training personnel.

#### ***Technology***

In addition to CCTV, the Port Authority has invested in other security technology such as:

- A laser intrusion detection system that helps protect against trespassers entering tunnels from the track.
- An extensive and robust card access control system, which restricts access to critical areas to authorized personnel only.

- The deployment of sensor and detection devices to help protect against chemical, biological and radiological threats.
- The use of detailed background and criminal history checks as part of a personnel assurance program to include outside contractors and service providers.
- The enhancement of public safety communication systems at PATH stations and underground portions of the system. PAPD's intra-operable 800MHz radio system has been installed throughout, enabling PAPD officers responding to an incident from a neighboring command (e.g. Holland Tunnel, Newark Airport, etc.) to talk seamlessly to other PAPD officers assigned to the PATH command. Further, we have deployed antenna networks carrying National Mutual Aid channels in both the UHF and 800MHz bands ("UTAC and 8TAC") into the PATH underground to assure radio inter-operability with our mutual aid partners, such as NYPD, FDNY, and the City of Jersey City first responder agencies.

### ***Quality Assurance and Independent Review***

In addition to our internal Quality Assurance Inspection program, the Port Authority participates in the Baseline Assessment and Security Enhancement (BASE) program, which is a voluntary program implemented by Transportation Security Administration (TSA). The BASE program assessment is composed of more than 200 questions that review a transit system's security and emergency preparedness posture regarding 17 Security and Emergency Preparedness Action Items. The TSA awards its "Gold Standard" to transit agencies and passenger railroads that achieve the highest rating on the BASE assessment and for building a strong security program.

For 2015, TSA has awarded the PATH Security program its Gold Standard for best practices in rail security.

Furthermore, in 2011, DHS awarded SAFETY ACT designation status to a protective system put in place to protect PATH underwater tunnels.

## **IV. How the Federal Government Can help?**

### ***Grant Funding.***

The Port Authority keeps security as a top priority as evidenced by the investments in resources it makes to that purpose. Currently, agency-wide, 24% of personnel and 22% of the operating budget is allocated to security. Since 2002, \$1.2 billion dollars has been spent in capital security projects and another \$900 million in capital security projects have been identified for the coming years. A critical resource is the Federal grant funding program. This funding source is essential to help us continue to protect our facilities from evolving threats.

A large source of funds for our capital security projects comes from the Transit Security Grant Program (TSGP). In 2016, the maximum amount of federal funding through this program was set at \$87 million nationwide for all transit operators. This amount, when distributed, can only fund smaller capital security projects. An increase in TSGP funding

would allow transit operators to pursue larger capital security projects that would better reduce the risk to those who use our facilities. Additionally, the period of performance for grant funding is limited to three (3) years, which hinders our ability to plan, design and construct larger scale projects. An increase in the period of performance from three (3) years to five (5) years would allow us to plan larger scale and more effective capital security projects.

### ***DHS Science and Technology***

It would be valuable if the DHS Office of Science and Technology would publish a guide for review by decision-makers that will aid in their selection of effective and proven technologies and equipment that would better protect the public and the infrastructure they depend upon.

## **V. Closing Remarks**

In closing, I would like to thank the members of the Emergency Preparedness, Response and Communications subcommittee for inviting me to testify on behalf of the Port Authority of New York and New Jersey regarding this critical topic of protecting our passengers.

The Port Authority operates the busiest and most important transportation facilities in the region, as such, we take on the tremendous responsibility of maintaining safety and security. The Port Authority will continue to make enhancements to its policing and security programs and systems in an effort to stay current and adapt to the ever-changing threat landscape. I would like to thank our congressional delegation for their continuing support that allows us to better serve our employees and customers and better protect our regional critical transportation infrastructure.