



AN OPEN LETTER FROM CHAIRMAN KEVIN O'TOOLE AND EXECUTIVE DIRECTOR RICK COTTON TO OUR VALUED STAFF:

LAST MONTH, WE BOTH BEGAN OUR TENURES at the Port Authority by starting tours of agency facilities with common goals: Meeting directly with the employees who make this great agency run, gaining an on-the-ground understanding of facility operations and showing our workers the common purpose and unity of the Chairman and Executive Director as the agency looks to a bright future.



(Above, from left) Chairman Kevin O'Toole and Executive Director Rick Cotton toured the George Washington Bridge with TB&T Director Diannae Ehler.

This month, we set out again, this time for tours of the George Washington Bridge, the recently renovated George Washington Bridge Bus Station, as well as the Red Hook Container Terminal in Brooklyn. What we found again was a dedicated, hard-working professional staff attuned to serving the public and enhancing the Port Authority's core transportation mission.

We share your common goals and aspirations: World-class customer service. Global best practices in our operations. Relentless

investment in our core transportation infrastructure. A renewed dedication to transparency and integrity. And, most importantly, a resolute commitment to safety and security throughout the agency.

At the George Washington Bridge, we saw the immense pride the staff there has for this massive steel icon – the world's busiest bridge – which they call simply, but admiringly, "The George." We saw the commitment in the daily operations and the larger plans to keep the 86-year-old span going well into its upcoming second century.



(Above left) Mr. Durando (second from the right) and TB&T Director Diannae Ehler provide Executive Director Cotton and Chairman O'Toole with an overview of the renovations in the bus lanes at the George Washington Bridge Bus Station.

(Above right) Deputy General Manager Ken Sagrestano (center) shows Chairman O'Toole and Executive Director Cotton the newly renovated waiting area at the George Washington Bridge Bus Station.

We marveled at the utility and lifespan of the 592 suspender ropes that have supported the George since the bridge opened in 1931. State of good repair and planning for the future has necessitated a project in excess of \$1 billion to replace those aging, but still safe, twined-steel ropes in the coming years, a key element of the expansive \$1.9 billion “Restoring the George” project.

We also learned about the agency’s commitment to safety and caring, with the immediate installation of a temporary safety fence on the bridge’s south side walkway to help protect distraught individuals potentially bent on harming themselves. Permanent 11-foot-high fences will be erected as part of the larger multi-year restoration project.

On the waterfront in Brooklyn, we saw the Port Authority’s Red Hook Container Terminal and witnessed firsthand its importance to the Brooklyn community and the history of shipping in our great port network. Red Hook plays a key role in the region for warehouse and logistics operations, particularly for the distribution of beverages like imported beer and other energy drinks. Use of the waterways by the beverage industry plays a critical role in the efficient movement of freight in the metropolitan area, helping to minimize congestion and reduce truck traffic on our roadways. We also toured the Brooklyn Cruise Terminal, an important part of the regional tourism network.



(Left) New York Marine Terminals’ General Manager Jon Trutneff (right) shows Executive Director Cotton and Chairman O'Toole an aerial photo of the Brooklyn-Port Authority Marine Terminal and Red Hook Container Terminal during the visit to the Brooklyn Piers Administration Building.

Back at our 4 WTC headquarters, we had an extended meeting with our Chiefs and Directors of Line Departments, reinforcing our desire to further understand what is important to the agency's management and employees of all levels. We talked about the myriad challenges facing the Port Authority and our desire to move projects in our robust, \$32.2 billion capital plan with greater speed and efficiency, without compromising on quality.



Chairman O'Toole and Executive Director Cotton meet with the Authority's senior staff at 4 WTC Headquarters.

We also expressed our shared vision for enhancing this agency's immediate and long-term future by focusing on customer service enhancements, state-of-good repair and increased investments – at our airports, bridges, port terminals, Port Authority Bus Terminal, tunnels, the World Trade Center and PATH rail system, as well as the safety needs of our Port Authority Police Department and Chief Security Office.

We then met with the Port Authority's leaders in security and public safety and announced the well-deserved promotion of John Bilich to Chief Security Officer, after he proved himself as the acting and deputy CSO here over the past two years. John has had an outstanding law-enforcement career and was the ideal choice to oversee the safeguarding of our travelers, employees and facilities.

Our first six weeks at the helm of this agency with its enormous responsibility has presented a wonderful, hopeful and challenging opportunity for us to help shape the region's transportation future. We are committed to making our facilities once again the envy of the nation and world. We want you – our valued employees – to know that we are truly dedicated to global best practices in our operations, world-class customer service throughout our systems and a bi-state cooperative working relationship to further our collective goals of investing in this region's vital transportation and economic needs and ensuring the public's faith and confidence in this incredible institution.

Sincerely,

Kevin O'Toole, *Chairman*
Rick Cotton, *Executive Director*