



**NORTH AMERICAN AEROSPACE DEFENSE COMMAND  
AND  
UNITED STATES NORTHERN COMMAND**



2 December 2002

HQs NORAD/USNORTHCOM/CS  
250 South Peterson Boulevard, Suite 116  
Peterson AFB, CO 80914-3010

Mr. Edward R. Hamberger  
President and Chief Executive Officer  
Association of American Railroads  
50 F Street, N.W.  
Washington, D.C. 20001

Dear Mr. Hamberger:

Thank you for your personal efforts and briefing to the NORTHCOM Command Group and staff

The nearly three hours that we spent with you and your team decisively demonstrated that the National Railroads take security very seriously. The railroads execution of a voluntary, intense, and robust risk and vulnerability analysis has absolutely supported the security of our nation. The National Railroad "Terrorism Risk Analysis and Security Management Plan" is a model plan of action. The public and private sector should consider your security initiatives and efforts for wider adoption throughout the nation.

As we move forward, all public and private resources must be mobilized and integrated to ensure our national security. I believe we have embarked on establishing an extremely valuable relationship with the railroad industry. By developing this relationship, we can help ensure a more secure nation, population, and national economy.

Areas that we should explore include integrating railroad personnel into appropriate military planning and execution efforts. The railroads' physical asset database could provide great value to a force that may be called upon to protect these assets. We understand that the railroads' national plan is a plan of action that is driven by intelligence and information. We must foster and mature a strong, informative, and sharing relationship.

I applaud the railroads very significant security work! We look forward to working with you to fully integrate our efforts. Please call me directly at anytime.

Sincerely

H Steven Blum  
Major General, USA  
Chief of Staff