HOMELAND SECURITY EXPERTS GROUP (HSEG)

2022 HOMELAND SECURITY ENTERPRISE FORUM

PLENARY SESSION 7:

THE FUTURE OF INTERNATIONAL TRAVEL

Salamander Resort & Spa

Middleburg, Virginia

Wednesday, October 26, 2022

Plenary Session 7 - The Future of International Travel

 MR. TOMASULO: If we can, everybody take their seats, please. We're going to kick off the next session. All right.

 Good afternoon. My name is Gary Tomasulo, and I am the Chief Security Officer for American Airlines. American Airlines is honored to be a sponsor of the Homeland Security Enterprise Forum for a second year. And we look forward to continuing that relationship with this important security group.

 Every day American Airlines has approximately 6,000 flights. We carry 650,000 passengers to over 50 countries and here in the United States. We are constantly focused on the safety and security of not only our team members, but our passengers. So, we are particularly, American Airlines, excited about the next topic, the future of travel and security of travel. And our featured speaker today, Administrator Pekoske.

 I've known Administrator Pekoske for approximately 25 years. I had the honor of serving with him in the United States Coast Guard, where his leadership was critical to our organization. He rose to the ranks of Admiral and was Vice Commandant of the Coast Guard. And then most recently, during my time at the National Security Council had the opportunity to work with Administrator Pekoske and the TSA team on critical security issues to aviation.

 The theme of today's conference is security through partnerships, and no one epitomizes that more than Administrator Pekoske. I'll speak on behalf, I've got a number of carriers here in the room and those from the Airlines for America, there is no better partner when it comes to aviation security than Administrator Pekoske. He has done an exceptional job, whether it's policy issues, technology issue issues, he and his team work hand in hand in coordination with the industry.

 And the other thing I wanted to highlight, for those that were able to travel this summer, if you were at London, Heathrow, Schiphol, maybe up in Canada, their security agencies struggled. But I really have to, you know, on behalf of our President, Robert Isom, and CEO, he has said this at a number of forums. But it was exceptional, the job that TSA and CBP did for our country this summer. And I know TSA, people like to criticize I think, you know, it's a very difficult job. But they deserve our, you know, our gratitude, especially from the aviation industry, on the exceptional job that they did this summer.

 Administrator Pekoske just finished 5 years as administrator. That's the longest-serving administrator. And I don't know if I'll have to, you know, if I'll have to ask him about his mental health here, but he has decided to stay on for another 5 years which from an aviation carrier perspective, we could not be more pleased. His exceptional leadership of TSA and when needed, went over to the department a couple of times during his time as administrator, to serve as deputy secretary. So, couldn't be more pleased with the job he's done.

 Today we also have Patty Cogswell, is going to be our moderator. And Patty knows the administrator well. Patty was our deputy at TSA for a period of time during his time there. Patty has also served at the National Security Council. She's been part of the DHS Office of Intelligence and Analysis, and now Patty is a partner at Guidehouse.

 So, please join me in welcoming administrator Pekoske and Patty Cogswell. Thank you.

 (Applause)

 MS. COGSWELL: Thank you, Gary. It's always wonderful to have old home week. And I really feel like both with Gary introducing us and, frankly, looking out in the room, it is very much old home week. So, I just want to note for -- picking up on the theme where Gary just left off. Since the creation of DHS, we have had a couple of themes that have continued. One is the ever increasing volume of passengers, of cargo, as well as the evolving threat environment. The hallmark and watchword through all of that has been adaptation, innovation and partnerships.

 Coming into today's session, I said these are perfect topics for us to be able to discuss. But first, in order to get our things kicked off, we are going to do an audience poll. I think you all are used to this by now. So, first up, there it is, with aviation travelers indicating they are not only coming back, but planning to travel in new patterns, both internationally and domestically, where should government and industry focus. First, one stop; second, upgrading infrastructure; third, enhancing the traveler experience; or fourth, exploring and trialing emerging technologies. Somebody should play the Jeopardy music.

 MR. PEKOSKE: Yeah.

 UNIDENTIFIED SPEAKER: -- Patty.

 MS. COGSWELL: Let's not do that to anybody. I love watching this real time.

 MR. PEKOSKE: Yeah.

 MS. COGSWELL: Wow, switching it back and forth. Every time I think we're done, it keeps moving.

 All right, I think the good news is we're pretty much set. And the good news is I believe all of these topics will be on the discussion today. So, that worked out very, very well. So, what we're going to do now is we're going to go through a couple quick questions or not so quick questions, we're going to have a couple of discussions here. And then I will open it up for the audience to be able to ask your own questions and see where that takes us.

 That said, I know a number of you in the audience have questions, both humorous and serious, and it will be fun for all. So, with that, first question for you. I would love to hear, back to Gary's point, you have completed 5 years, you are on to the next 5 years. What did you learn from the first 5? And how is that influencing your start and your focus for the second 5?

 MR. PEKOSKE: Sure. Thanks, Patty. And appreciate the comments. And Gary, thank you very much for the introduction. And to Gary's point, you're right, I mean, our partnerships are really, really strong. And that's because our interests are largely aligned. And we want to work as hard as we can together to address some of the issues that we see on the poll everywhere results.

 So, 5 years in TSA. As all of you I think would appreciate, when you get into a job, particularly one as complex as TSA is, and one of the interesting things about TSA is what you see as a passenger is only a small fraction of what the agency does. And there is never a day that even after 5 years that I'm not learning something new. That's not insignificant, not trivial. You know, these are things they kind of look at and go, okay, now I can see putting these two dots together how things work best. But for me, you know, I really enjoy working with the TSA team.

 And you got to think that, you know, 60,000 people in an organization that stood up right after 9/11, President George W. Bush signed the law that put TSA in place 69 days after 9/11, so pretty remarkable in terms of speed in our government. There are still a lot of people in TSA that joined the agency in 2001 and 2002. And then, in 2002, the task for the agency was to federalize 430 airports from private screening into federalized screening. And that was all done in the course of 1 year.

 And so, we're still around the country, celebrating the 20th anniversary of the federalization of certain airports. I was just up in Boston last week where they were doing that very event, was just remembering the work that was done. And so, for me, you know, I really appreciate the work that the men and women of TSA do. I think they are some of the unsung heroes in this country, don't get nearly enough credit for the job they perform. I mean, it's a national security position. They make decisions that have significant impact on the safety and security of our aviation system and now, increasingly, our surface transportation system.

 So, my privilege really is to be able to work with them for 5 more years to see if we can continue to further define what the culture of TSA is as an agency. You know, one of the poll everywhere responses was on passenger experience. Our officers have a lot to do with the passenger experience. And conversely, passengers have a lot to do with the workplace morale for TSA. And so, I'm just really looking forward to 5 more years of opportunity.

 And when you're trying to do things that really bend the culture of an organization and when you have a relatively young agency, 21 years old as of the 19th of November this year, there's a lot of opportunity to look at things that we need to do as an agency to better deliver on the next 10, next 20 years of mission performance. So, I'm looking forward to the opportunity. Thanks.

 MS. COGSWELL: Very good. And I know one of your particular focus points for this coming year is really about taking care of people. In particular, looking at pay parity, pay equity. Maybe you might spend a few minutes just talking about why that's so important to you.

 MR. PEKOSKE: Yeah, pay equity is critically important. And if you just take the label, pay equity, that says it all, because if you look at the pay for anybody that works in TSA, it is quite different from the pay of every other Federal employee. And what we did was, we took one of our frontline officer positions and just used the OPM classification guidance and tried to figure out, hey, given the classification guidance, where would this position class out in the general schedule? Would it be a GS-7, GS-9, GS-11? How would it class out?

 When we went through that exercise, and that's fairly easy to do, we got some validation from OPM we were doing it correctly. What we found is, those frontline officers that, you know, show up at 2:30, 3:00 o'clock in the morning, for the early morning shift, which really sets the tone for the rest of the day, they were getting paid 30 percent less than their counterparts in other federal agencies. And, you know, we, like all Federal agencies, participate in the Federal employee viewpoint survey every year.

 Great instrument because it asked the same questions year after year, you can really develop trend lines, you can figure out if some of the interventions that you're making are working not just year-to-year, because that's, I wouldn't necessarily bank on something changing year-to-year, but what I would look at is a 5- to 10-year trend. And one of the things that the Fed survey says consistently about TSA is the number one dissatisfier in the agency is the pay level. And even the Partnership for Public Service, which looks much more carefully at these results than I think anybody else does, came back and said, hey, pay is an issue, it's an issue for all Federal employees. But for TSA is a particularly impactful issue on workplace morale.

 So, you know, my effort, secretary's effort, the President's effort, because this is in the President's budget for the very first time in our agency's history, is to just fix the pay system, to make -- we're not asking for better pay, we're just asking for pay that's equitable with any other Federal employee. That will absolutely improve employee morale, it will facilitate our ability to recruit and allow us to retain at a much higher level than we've historically been able to retain.

 That is my number one priority. And I talk about it all the time. I've been as clear and direct on this topic, with the Congress as I possibly can, because it's in the President's budget. It's been reviewed by the House Appropriations Committee, the Senate Appropriations Committee. Both committees thankfully have included in their marks for consideration in the full FY '23 appropriation.

 But from where I sit, we just need to keep talking about this, we cannot lose the focus. It is absolutely critical to this workforce. And really, as the administrator, as the leader of this workforce, it's my obligation to make sure that I tell that story that I ensured that this stays front and center in the national debate.

 MS. COGSWELL: I will just echo how important I have always thought this was as well. I think many people don't understand that not only do they come in potentially at a lower level, they don't get step increases the same way that the regular general schedule does, in part -- not in part, in large part, because historically the budget caps did not allow it. And that is part of why we got to where we are today.

 MR. PEKOSKE: Yeah. And the other part too is that for employees, you know, the starting pay for a transportation security officer is about $36,000 a year. What we've necessarily had to do over the past several years is provide all kinds of incentives, retention incentives. We put a summer incentive in place this year to further financially incentivize people to volunteer for overtime. But all those incentives don't count towards your TSP matching contribution, your final retirement multiple and things like that. And so, you know, that's an inequity that is not necessarily visible on its face, but all of us that work in the Federal government, who have worked in the Federal government know that's very real. And so, you're taking the entry level of a very large workforce. The screening workforce is almost 50,000 people of the 60,000 in TSA. And you're making them not just not have the same base pay levels, but all of the other contributions that go into it are not matched at the same level for them.

 MS. COGSWELL: Diverting to a different topic. Last week you released your innovation doctrine, very exciting, and I know a while coming and something you've been interested in for quite some time. Maybe you could share a little bit why that has been of importance to you.

 MR. PEKOSKE: Sure. Innovation doctrine, I signed it out and we released it last week. It's the first -- as far as we're aware, it's the first and still the only innovation doctrine for a Federal agency in the government. And one of the things that we saw is, and I think John Pistole, one of my predecessors as administrator would validate this, is TSA is an incredibly innovative organization. We're always looking for ways to put better technology in place, to improve our processes and procedures, to put better policy in place.

 But we've been dealing with innovation as a startup agency, you know, beginning 20, almost 21 years ago, really as more of a hobby than as a built-in part of the system of the agency. And so, what we did in the innovation doctrine was we were explicit about the need for innovation from the ground up within the organization, working with our external partners, whether they are airports, air carriers or other technology vendors, or just organizations that do similar kinds of work that might have some good recommendations for us. And so, what this innovation doctrine does is it, one, reinforces the priority of innovation in the agency. And secondly, really tries to build it into the core business of TSA.

 I mean, we had an innovation task force, it's still in existence, it's responsible for a lot of the new X-ray technology that you see, the new credential technology, some of the new person technology. And we want to continue that effort, but we don't want all of our innovation just out of that one cell, we want innovation to be across the organization.

 And importantly, as all of you know, when you when you sit down and have a discussion with people that are at the point of service delivery, no matter what the service is, they have sometimes very different views as to how to do the job better. And we ought to pay a lot of attention to that.

 And, you know, from my perspective, when you ask somebody, hey, you're doing this job, day in, day out, and there's so a whole set of procedures that you need to follow, is there a better way? When you ask that question, you better be prepared to take the answer and do something with it, and provide them feedback as to what you decided. So, this innovation doctrine stands for that premises. It's embedded in the organization, embedded in the business processes. It's a top priority.

 And we do have a chief innovation officer in TSA, we started that in 2018. We've now had two chief innovation officers, they report directly to me in the organization. But they don't do all the organization. The job of the chief innovation officer is just to set the environment under which innovation can thrive within the agency and have a direct line to me so that we can course adjust as we need to. So, I'm really excited about having this released.

 The next doctrinal pub that we'll release is like a pub one for TSA, it's time. It's time to just say, hey, this is how we work, this is how we do things in the agency, these are our values, these are our ethos going forward. So, that will come out hopefully in the, probably in the first quarter of calendar '23.

 MS. COGSWELL: Very exciting. I will say, one of the elements that has been in your innovation toolbox for a while has been the push for open architecture. I think there's probably some people in the room who are intimately involved and understand open architecture, many others who will not.

 But really that idea of changing the environment, the standards, the agreement across both domestic and international partners about how we want to see the future of screening technology so that more energy enthusiasm goes into those markets. Maybe you can talk a little bit about some of your engagement with our overseas partners as part of that, as well as what you are hoping you'll see out of the next year or two.

 MR. PEKOSKE: Yeah, thanks, Patty. And then Open Architecture, a key priority for us. And basically it stands for the premise that when you buy a piece of technology, that technology has a system that uses as its operating system, a set of software for its operating system, and then particularly in our detection technology, then there are other software elements that provide the detection capability for the machine.

 Where we'd like to go is to get to the point where the data that the machine is generating to feed into the software programs that will help us detect the threats that we need to detect is all in a standardized format.

 So, that we can take data, for example, from another country system and apply our own software models on top of it to determine if there's a threat in that carryon bag, in that piece of checked luggage, and that's called Open Architecture. It's basically common data standards, and then importantly, a software library that allows different applications to talk to each other, the APIs, the application programming interfaces.

 So, we're, in our procurements now are specifying both that data architecture and the API interfaces, so that whatever a piece of hardware we buy, we can literally go out into the open market if we want to put a another layer of software into the detection capability of that hardware and just ask vendors to bid an open architecture scenario for that software solution.

 That will give us a lot more agility. It will provide a lot more competition. And it will also, I think, open that market up to more small businesses. To Patty's point, we've worked really hard internationally on this. In fact, I signed a document with ACI, Europe back several years ago that basically declared that for the United States and for the United Kingdom, and for ACI Europe, Airports Council International, Europe, that we were going to advance Open Architecture in a very serious way.

 For us in TSA, we've got a lot of opportunity right now, because, as I mentioned, we're replacing all of our X-ray technology in our checkpoints. And so, you know, there's probably, you know, 2,467 or some odd individual screening lanes in the TSA screening system. So, we're going to buy 2,467 X-ray machines, that's a big buying chunk. And I don't want to buy all of this hardware without determining early on that, hey, whatever operating system you have, and whatever software that you develop for us, needs to be in the Open Architecture format.

 And then if you just carry the idea a little further forward, and we've done some testing on this, if we could take an image of a check bag that might be at Incheon Airport, in South Korea, that's inbound to United States and just transmit that image and the data in near real time and be able to put our own software algorithms on it to determine whether or not we can let that bag go tail to tail on aircraft, or that it needs to be further inspected and searched. So, Open Architecture to me is all about opportunity, all about preserving all of your future options for technology.

 MS. COGSWELL: And he already previewed the next question I was going to ask, which is all about one stop. For folks who probably have not really thought about why one stop is so critical, how many times have you traveled internationally and when you came back to the United States, you landed, you had to get all your bags, you went through CBP, you then went back to TSA, rechecked everything back in and then got on the plane, right.

 One Stop is intended to address that. And something that I think the carriers have long been interested in. But there are a variety of reasons that has been hard. One element you just highlighted was that ability to understand what the imagery is, and what threats there would be there. But maybe you could talk a little bit about how you are approaching this with some of our foreign partners.

 MR. PEKOSKE: Yeah. One stop, huge opportunity for all of us. One is, I start with the statement that one-stop security is better security period. So, flights that are inbound to the United States would be screened to standards that are commensurate with United States security standards. So, by definition, those inbound flights are more secure than they are today. So, that's a huge security advantage.

 Secondly, you know, we've seen tremendous recovery in the aviation sector. I mean, just over the past 2 weekends, each Sunday of the past 2 weekends, has been a record-setting Sunday for -- and when you compare pre-pandemic travel levels to what we're seeing in 2022. So, this past Sunday, for example, we had about 2.5 million passengers go through our system. That was higher than it was in 2019. So, that just shows that the demand for air travel is back.

 MS. COGSWELL: Travel is back.

 MR. PEKOSKE: And I expect and I think all of my carrier colleagues here in the room would agree that we're going to probably see 4 percent, 5 percent year-over-year growth return. We don't have the infrastructure and the space to continue to add people into our screening checkpoints, to be able to meet that passenger growth and still meet our standards for passenger throughput. And we will always meet our standards for screening.

 So, when we looked at this, this was an opportunity, one, to facilitate travel, to improve security. But there are other -- a couple of other really important benefits to it. One of the agreements that we made, and this is something that we've thought long and hard about, and it really goes to the strength of partnerships and the depth of trust that we have with certain partners, whether they're a government or another last point of departure airport, is that, you know, as many of you know in TSA, we do red team testing of our system on a regular basis. This means that we send a group of testers out. The testers don't often know specifically what they're testing, so they can't kind of key off to somebody being tested.

 And obviously, the individuals being tested don't know they're being tested. When we get those results, we look at them. The whole purpose is to help us identify vulnerabilities before our adversary identifies them. So, we look at those, and then we take a big gulp, and we figure out, okay, what are we going to do now to close the vulnerability that we've now identified. But the challenge with that is that within the international aviation system there are very few countries that do red team testing of their systems.

 And so, built into the one stop agreements will be an agreement to do joint red team testing of that country, and that airport system with their team and our team working it together. And then the reverse is also true. For the for the U.S. airports, that would be the departure airports for our foreign partners, we would do the very same thing. The benefit -- and it's -- we've already seen it, because we've already been doing some of this testing, is really, really helpful because you get a different set of eyes looking at your system from a little bit of a different cultural perspective. And then we can both look at it and say, okay, you know, what can we do to be able to address this vulnerability.

 The other part is that we were trying to get away from just having every other airport do exactly the same thing that we do, because culturally and legally, that's generally not possible. And so, what you have to do is decide, hey, what constitutes an equivalent security outcome and then prove to yourself on a regular basis. I mean, this red team testing, you just don't do once and then a year later you might go back and do it again. You're doing it constantly to make sure that security commensurability is there.

 So, for passengers, if you're coming out of, let's say, for argument's sake, London Heathrow with a first stop in JFK en route to, let's say, Nashville. When we have a one stop agreement in place, you won't have to get rescreened at JFK, and your bags, most of them will go tail to tail. So, you don't need to retrieve your bags and then re-put them back in the screening system.

 We've asked the Congress for the authority to prototype this because we always want to prototype something with a lot of oversight and a lot of governance, before we bring it into full scale operations. So, the Congress has been very receptive to this. And I'm hopeful that this will appear in one of the many different vehicles that we'll see over the next couple of months. But just to prototype for a 5-year period to establish how well it works, because we wouldn't ask to prototype if we didn't think it would work. And then really start to reap the security, the facilitation and the efficiency benefits of it.

 MS. COGSWELL: From my perspective, that -- back to the idea of partnerships, right, not only does that offer you the opportunity to have a completely different relationship with the other foreign government, but change up the dynamics with the carriers and the airports themselves, change the flow within the airport, how you come in, where you come in, how you move, in a way that would not otherwise be possible. I am sure you have gotten a lot of people with a lot of ideas on how to do that. What have you seen and what have you heard?

 MR. PEKOSKE: Yeah, certainly a lot of ideas, which is really the energizing part, is that everybody wants to contribute to making this successful. And I think what a lot of people appreciate is, hey, this is something we can actually do, right, that we are seeking the legal permission to do it. And, you know, the other part is that we're really going to get insights into each other's systems so we can make improvements. We've already made some improvements in our system, based on some of the results we've seen, from the U.K. inspectors, looking at some of our operations.

 So, you know, I just see it as enormous opportunity for all of us. And then when you think about -- you know, one of the things that's great when you go around the country, as much as I think pretty much all of us in this room do, you see a lot of energy. I do. I see a lot of construction. I see a lot of opportunity out there. It's hard on a, let's say, a 3 or 4-day period of travel where you're visiting a couple of airports, let's say, three or four, that you don't see some major terminal construction in place.

 And so, this is really an opportunity to get past the 2001 infrastructure constraints that we have. I mean, if you go to Washington Reagan airport, you know, what used to be hallways, concourses, we put screening checkpoints into, and it really made it hard to go to the restaurant that you wanted to and ensured that you were past security before your flight boarded. Now they have two main security checkpoints. So, it's a whole lot better for the airport. It's a lot better for us because we can manage a large checkpoint a lot better than we can manage a series of small ones. So, we're seeing that trend developing all across the country.

 The other thing that we're seeing with airports is provision for K-9 operations. You know, K-9 operations weren't necessarily envisioned in 2001, 2002. Now they're a key part of what we do to ensure our security standards are maintained. And the other part is just providing the opportunity for us to take the people that read the X-rays on X-ray machines, away from the machine. I mean, there's really no reason on earth why that screen needs to be right near the X-ray itself. I mean, we could and we should and we will move all of our X-ray readers off the floor, and then initially to another room. In airports, if you go up to LaGuardia, it's probably a really good example, there is separate rooms that have been made available by the airport, when they did their facility construction, for us to move all those X-ray readers into a separate room, they can focus. They don't get intimidated by passengers or noise. And they can actually lean over to somebody else and say, hey, I'm seeing this, where are you seeing. Where right now it's, you know, across different lanes.

 Additionally, from an efficiency standpoint, when you have, let's say, 20 lanes in a screen checkpoint, it's inefficient to have a person at each one because some move faster, and some have low periods, and some are super busy.

 So, if you can read X-ray images across the entire spectrum, that's advantageous. Where we hope we can take this is to do the reading of our X-rays on a regional basis. So, you can probably start in the Washington area and you can say, hey, take all the X-rays from BWI, from DCA, from IAD, pour them into one center, let's read them all there. Just think of how much more efficient that would be.

 And plus, what we find in our workforce is there are some people that love reading X-ray images, and they're really, really good at it. There are other people that that's their least favorite by far point because in our process, we project images all the time that are false images, just to test the performance of our screeners, to make sure that they're performing at the levels we need. So, there's just a lot of opportunity with overall facility modifications. Thanks.

 MS. COGSWELL: I am going to divert to a slightly different topic now, cybersecurity. Over, gosh, the last couple years, starting even before Colonial Pipeline, but on steroids since Colonial Pipeline, TSA has been front and center in the discussion about Cybersecurity and Critical infrastructure, given the authorities TSA has. Can you talk a little bit about sort of the trajectory you've gone through along the way, you know, because you had to take so much of the early on and sort of figure it out as you were going, there were a lot of lessons learned. A lot of people may only have heard some of the original pieces, you've moved into a very different environment. And as you're moving through freight rail and others, that's really affecting your direction.

 MR. PEKOSKE: Yeah. No thanks. And this has been a learning experience, to say the least. When we had the ransomware attack back in May of 2021, one of the first things we did because, you know, the Federal government does not require, it did not at that point in time, require reporting of cyber incidents or significant cyber incidents. So, the very first thing we did was to establish a reporting requirement. One of the very first questions a company would have is, am I alone here, who else is experiencing this? Am I the only one being attacked right now? And so, our cyber reporting, which precedes the legislation that just recently passed, was put in place, and then just to have a cyber point of contact.

 But the second phase, and what Patty alluded to was the phase that we have learned the most on, quite frankly, is we saw a threat. It's a nation state threat, very concerning, we need to move very fast. And so, we working with CISA, working with FBI, and working with PHMSA, the Pipeline and Hazardous Materials Safety Agency over in DOT, put together a whole series of cybersecurity measures. They were very specific measures that we required pipeline companies to put in place rather quickly.

 And I should add that when we put these security directives out, we didn't require all pipeline companies to do this. There are about 3,000 pipeline companies in the United States. We zeroed into under 100, because we were looking at the ones that were most critical to the functioning of the U.S. oil and natural gas delivery system. So, we put those very specific measures in place. We did it with consultation with industry, but on a very, very fast timeframe.

 And at the end, you know, they felt that what we were asking them to do was maybe more specific than it absolutely needed to be. It might have actually hindered some of their other cyber operations and their other actual operations that they were conducting. So, what we did was we just said, as we as we would with any partner, hey, let's sit down, let's go through this piece by piece. And so, they --

 MS. COGSWELL: Glad that was your watch.

 MR. PEKOSKE: Yeah. They did. And we had a whole series of roundtables with the pipeline sector. To the point where we fashioned, with their input, a wholly new set of requirements that were performance-based.

 So, rather than having specific activities that they needed to do, we had four large categories of outcomes that we said, hey, need to achieve these outcomes, and then come back to us after about 90 days and tell us specifically for your company how you're going to achieve these outcomes, and then we would look at that implementation plan, approve it, modify it, or disapprove it. If it was approved, then the company had 60 days to come back to us and tell us specifically how they were going to establish from an objective standpoint that they were achieving that outcome.

 That ended up being a much, much better way to do things. If you listen now, you don't hear any issues, I don't. And pretty much everybody I've talked to hasn't heard either, because we're very attentive to making sure that we're doing the best thing that we can to build cybersecurity resilience. So, that works so well. We issued that revised directive in July of this past year. And then I just signed last week, a similar directive, very similar, for the rail sector. And some people in the pipeline sector have said to me recently, that, you know, recognizing how hard we all worked to get to this new revised directive, and all of the work that they did, and we did together, they said it was really reassuring to see the same thing pretty much come out for a different sector in the transportation sector overall.

 So, so far that's working really well. And then soon we will have similar requirements for airports and air carriers. And we will designate certain systems as critical cyber systems in addition to others, that those owners and operators might designate. For example, reservation systems for air…

"The property had lost power, the forum will continue in the next plenary session"

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