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AVIATION SECURITY ADVISORY COMMITTEE (ASAC)

Marriott Wardman Park Hotel
Virginia Room
2660 Woodley Road, N.W.
Washington, D. C.
Tuesday, October 1, 2002
10:00 a.m.

Meeting of the Aviation Security Advisory
Committee was held on Tuesday, October 1, 2002, at
the Marriott Wardman Park Hotel, commencing at 10:00
a.m., Joseph Hawkins, chairman of the committee,
presiding.

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1 AVIATION SECURITY ADVISORY COMMITTEE

2 October 1, 2002

3 CHAIRMAN HAWKINS: (Presiding.) If we
4 could come to order and everyone take their seats,
5 please. Good morning. Welcome to the first Aviation
6 Security Advisory Committee meeting under the
7 Transportation Security Administration's leadership.

8 To those of you whom I've not had the
9 pleasure of meeting, I'm Joseph Hawking, Deputy
10 Associate Under Secretary for Analysis and External
11 Affairs, Office of Security Regulation and Policy in
12 the Transportation Security Administration. I have
13 worked with many of you over the years on aviation
14 safety issues in the Aviation Rulemaking Advisory
15 Committee at the FAA. I am really looking forward to
16 working with you further. My Aviation and Advisory
17 Committee background is extensive. My security
18 experience is growing by the day.

19 At this time I would like to go around and
20 ask each ASAC member to please state your name and
21 your organization or affiliation for the record
22 starting at the end with the Airline Pilots

1 Association.

2 (Introductions made.)

3 CHAIRMAN HAWKINS: Thank you very much.

4 While I attempted to contact each member individually
5 prior to the meeting, I was only partially successful
6 and was able to reach most, but not all of you. But
7 the brief encounters with those I was able to reach
8 were valuable in terms of the ideas and insights on
9 this committee, how it has functioned in the past,
10 its accomplishments, and what it should strive to
11 accomplish in the future.

12 Clearly much has transpired since the last
13 ASAC meeting held nine months ago. Quite rightly
14 after the September 11th attacks, the nation's
15 attention turned to airport and airline security as
16 key to preserving our freedom of movement. While the
17 steps we've taken to enhance security in our nation's
18 commercial airports are visible, TSA has made some
19 key strides to ensure the safety and security in less
20 visible areas such as cargo and airport perimeter
21 security. We will update you on progress in these
22 areas later today.

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1 We are very privileged and honored this
2 morning to have the Acting Under Secretary of
3 Transportation Security here to help us kick off our
4 meeting. We're fortunate that his schedule allowed
5 him to stay with us until about 10:45, after which he
6 will need to depart to reach another appointment. I
7 will keep us on track.

8 It is my distinct honor to introduce
9 Admiral James Loy, Acting Under Secretary for the
10 Transportation Security Administration. Admiral Loy
11 came to the TSA as Under Secretary following a
12 distinguished career in the U.S. Coast Guard. As
13 commandant of the Coast Guard from May 1998 to May
14 2002, he focused his leadership on restoring Coast
15 Guard readiness and shaping the future of the Coast
16 Guard.

17 Since taking the helm at TSA, Admiral Loy
18 has not only made clear his expectations for staff to
19 reach out and work with those who have a stake in how
20 TSA approaches and solves transportation and security
21 issues, but he has led by example. His presence here
22 today is a case in point.

1 If you would, please join me in welcoming
2 Admiral James Loy to the Aviation Security Advisory
3 Committee.

4 (Applause.)

5 ADMIRAL LOY: Joe, thank you very much.

6 Joe and Tom Blank, who is our policy chief
7 at TSA -- I communicated with them directly. After
8 having many conversations with a lot of you around
9 the room, I realized one of the least common
10 denominators of any of those conversations is when
11 are we going to have ASAC meet again?

12 We tried as quickly as we could to
13 recognize the importance of your place in these meetings
14 by scheduling one as quickly as we could after such a
15 number of you mentioned it as being of value to me in
16 our private conversations. To those of you
17 members that I have not had an opportunity to sit
18 down with, I look forward to those opportunities when
19 we can put them on the schedule. Just looking around
20 at faces I think I've actually sat down probably with
21 at least half of you or more so far.

22 As Joe says, this notion of outreach and

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1 having people's opinions as cards face up on the
2 table is an enormously important part of the way I do
3 business. I've looked forward to making sure that
4 that is an exhaustive effort that we undertake with
5 all the members of this particular committee. Joe
6 has taken on the challenge of being the organizer and
7 agenda builder and emcee and whatever else seems to
8 be appropriate to make this committee a functioning
9 reality in our security review business.

10 I think the original ground rules called
11 for a twice-annual session, and we will even look
12 carefully at that as to whether or not we need to be
13 seeing each other more often as the days and months
14 go by to make certain that ASAC has a significant
15 input to the many policy judgments that we're making
16 along the way. I don't think it is an understatement
17 to suggest that on any given day we have two or three
18 or four or five or a dozen policy issues that find
19 their way to the front burner.

20 To have an opportunity to sit with each of
21 you one on one on each one of those is literally a
22 physical impossibility at the moment. So on a

1 session like this we will try to get to those things
2 from you on the input side, those things that you
3 have indicated to Joe in your direct conversations as
4 to what are the most important things we should be
5 grappling with.

6 I certainly am honored to be with you here
7 today not only recognizing the aftermath of where
8 this particular organization, this particular
9 committee was forged, but simply as another
10 opportunity to see a whole lot of you in one place
11 rather than trying to track you down wherever I could
12 track you down, which I have been trying to do along
13 the way.

14 Certainly this committee realizes that it
15 was created after Pan Am 103 and that particular
16 tragedy. The ASAC shares some common ground with TSA
17 in that regard, both being created after terrorist
18 attacks on American airliners. Although we were,
19 both organizations, birthed from tragedy, we were
20 also both established with the idea in mind that we
21 would learn from those tragedies and help fill the
22 gaps in aviation security policy as it's derived.

1 Again I want to thank the ASAC for the
2 considerable contributions that you have made over
3 the years that have influenced aviation security
4 policy operations and long-range planning. I
5 acknowledge the excellent advice that the committee
6 provided to presidential commissions on aviation
7 security, one in 1990, one in 1996. These
8 contributions supported implementing progressive
9 security recommendations and laws.

10 ASAC was also an important partner in the
11 redrawing of what was referred to as the Aviation
12 Domestic Baseline for Security in 1996. All of this
13 tends to suggest that we are in the same business,
14 this committee and I and the TSA as an organization.
15 We are in the same business, you and I, and our goals
16 are overlapping, to be sure, if not almost all on the
17 same page.

18 As partners, our challenge is to travel
19 this road together and to get the job done for the
20 American traveling public and for the commercial
21 reality of aviation as an industry. I am privileged
22 to recognize the families of victims of terrorism who

1 serve on this committee. Your tremendous losses are
2 my new nightmares. The reality must be, indeed,
3 indescribable. I don't begin to think that I can
4 actually share that with you.

5 But I, along with Americans everywhere,
6 thank you for your participation in this committee.
7 Your presence here should strengthen our vigilance and
8 our commitment to the tasks that face both our nation
9 and the new Transportation Security Administration.

10 I think we now live in a day of new
11 reference. The pre-September 11 and post-September
12 11 eras have chronologically marked a change in the
13 way we live, in the way many of us do business, in
14 the way that we define our freedoms, in the way we
15 even talk about them. All things seem to have
16 changed in some way in the aftermath of the tragedies
17 of 9/11/01.

18 In those blurred days after the attack,
19 Colin Powell eloquently stated, "You can be sure that
20
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1 the American spirit will prevail over this tragedy."
2 Indeed, it has begun to do exactly that. But we are
3 a long way from where we need to be. Our dedication
4 and our motivation and our resolve must stay strong
5 as we walk this line together to sort out security
6 issues for our country and for this industry.

7 Things at TSA sort of happened so
8 quickly, almost overnight, that any effort on my part
9 to try to list a firm group for you today will almost
10 surely be changed by the time tomorrow dawns. That's
11 sort of the nature of TSA's building business. Tom
12 and I actually have a scheduled appointment every
13 Friday at about 5:30 in the evening, knowing full well
14 something will have been in the blades between noon
15 and 5:30 for us to grapple with and try to make sense
16 of, to help us get through that weekend, let alone to
17 actually make concrete progress along the path we
18 would like to take.

19 That's just sort of the nature of a brand-
20 new organization taking on brand-new challenges at a
21 national level and doing so in a fishbowl, if you
22 will, such that every commentator, every observer

1 whether they be a member of Congress, whether they be
2 a member of the media, whether they be a member of
3 the traveling public, will have every opportunity to
4 second-guess, to think carefully with us, to make
5 contributions to the process of what we are trying to
6 get done.

7 Sometimes I think TSA was invented to be
8 the poster child for the term multi-tasking. We will
9 take those tasks on one at a time, bring them to the
10 table, and with your contributions take care of them
11 as they come up. One of our greatest challenges in
12 this business is not only getting the work done, if
13 you will, but it is also building an organizational
14 culture for TSA that is reflective of these many
15 things.

16 Because we are a new organization that
17 started with a blank piece of paper, we have a unique
18 opportunity to get it right. I would ask you
19 actually to be our constructive critics in that
20 regard along the way such that three or four or five
21 years from now we can look back over our shoulder and
22 say that because we reached out to all the players

1 involved in this industry, we, in fact, did get it
2 right or at least a very significant portion of it.

3 Whether or not we are an organization that
4 focuses on performance management or uses metrics to
5 actually challenge whether there is accountability at
6 the personal level as well as organizational level;
7 whether we are a diverse organization three, four or
8 five years from now in terms of the hiring practices
9 that we have undertaken today -- are all
10 parameters that would cause the very best
11 thinkers, academic or otherwise, to wonder whether or
12 not this is just going to be yet another federal
13 bureaucracy.

14 We have the chance to make something
15 better than that happen here. I am devoted to that
16 task. I can tell you that Tom, Joe, and the many
17 other members of our headquarters contingent -- as
18 well as those federal security directors that are
19 beginning to populate the airports of America -- are
20 committed to that very same end.

21 A very important piece of that effort lies
22 in stakeholder relations with the White House,

1 certainly with the Congress, with the airlines, the
2 airports, the pilots, the flight attendants with
3 general aviation, all of the groups that are
4 represented around this particular table and, of
5 course, the media. I think telling our story is an
6 enormously important thing. I am not sure we have
7 done that particularly well over the first six or
8 seven months. We must be about the business of
9 establishing a network that allows us to do that
10 better.

11 Involving these stakeholders in everything
12 that impacts them is simply my modus operandi. I've
13 established charter working groups to revisit old
14 issues and address new ones. Each group is directed
15 to gather input from the issues' most appropriate
16 stakeholders. This is a non-negotiable standard in
17 terms of the way TSA will do business in the future.
18 I also believe that threat analysis and risk
19 management must drive our operations, infiltrated
20 with plain-old common sense.

21 Congress offered us a bit of a
22 prioritization in the law that created this

1 organization. They, for example, itemized two things
2 where they called for 100-percent and date-certain
3 mandates. Those are passenger checkpoint security
4 and baggage security by the two dates, November 19
5 and 12/31/02.

6 But there are lots of other things in that
7 law that are suggested as being the business of this
8 organization. In those instances we must do our very
9 level best to remember threat analysis on one hand
10 and risk management on the other as the two framing
11 tools that have to be always part of what it is that
12 we are trying to get accomplished. We are
13 scrutinizing our approach to security. We're trying
14 to weigh benefits against risks of various policy
15 opportunities and matching resources against those
16 threats wherever we can.

17 We are also assessing the threats in the
18 area of vulnerability and considering how best to
19 prepare and respond to them. They seem to be an
20 unending list of daily contributions to our in-
21 basket. But putting the pieces together helps
22 determine the security steps that we take, while at

1 the same time determining what steps would contribute
2 very little to security and should be eliminated or
3 modified or not taken up.

4 I also believe in measuring performance.
5 All the TSA employees are accountable for their
6 actions and inactions at a personal level. Doing the
7 right thing every time is critical, especially when
8 our enemy only has to get it right once. That also
9 is a pervasive line of logic that we are trying to
10 understand carefully in this new organization as it
11 stands up.

12 I believe in measuring results against
13 expectations. We should check a day later, a week
14 later, a month later, or six months later to find out
15 whether or not the program we just put in place is
16 accomplishing what we set out for it to accomplish.
17 Did that process work efficiently as we imagined that
18 it might?

19 We must constantly question whether our
20 current results match our needs. For example, today
21 and for the next, we will be gathering baseline
22 data at some airports that currently have no federal

1 screeners so that we can compare that data against
2 information that we will gather on an airport
3 security environment after federalization. When all
4 is said and done, if all this effort and energy that
5 we have poured into federalizing the airport doesn't
6 produce demonstrably better performance at the other
7 end of the day, then it would be quite realistic for
8 the Congress and for the people of America to
9 challenge whether or not the investment was well
10 made.

11 I will try never to assume that all of you
12 are aware of all the challenges that we are facing as
13 an organization. We will work very hard to keep you
14 informed. We have just hired a public affairs
15 director, and on his team we need to develop the
16 means of communicating routinely with members of ASAC
17 and the rest of the industry.

18 We are building a world-class agency from
19 scratch, and we are assuming new federal functions
20 and completing these milestones under stringent
21 deadlines. We are doing all this, as I mentioned
22 before, in the glare of the public spotlight. The

1 days are long and they go by very quickly. We will
2 work hard to keep that reality from masking our
3 requirements and to keep you all current with our
4 efforts.

5 Whether or not we end up with a
6 newsletter, a TSA magazine, an e-mail bang list that
7 lets you all get posted up on a daily basis on what
8 we are up to, we will find ways to make those
9 communications wholesome so that you will not be left
10 in the dark. Not a day goes by in which you fail to
11 see an article about this new organization be it in
12 the Post or Newsweek or on CNN or many other outlets
13 of national news media. Those are often
14 interpretations. I want to make certain that you
15 have the facts behind those interpretations to help
16 you make your own judgments.

17 Let me just take a few moments to brief
18 you on the state of our new TSA today, what we plan
19 to do in the short term and our vision for a bit
20 longer term. Of course, TSA time is similar to dog
21 years. So long-term is subjective for us. Our TSA
22 old-timers can still measure their service in months,

1 not years. To that end it was only about a month ago
2 that for the very first time the organization was
3 able to take a deep breath on a weekend, go off to
4 the woods of Western Maryland, and begin to think a
5 little bit about what our organization ought to be
6 three years from now or five years from now.

7 I've got a very classic old aphorism about
8 that that you have all heard before. If you don't
9 know where you are going, any road will take you
10 there. We need to know where we are going to go so
11 that we can build bridges and pathways directly to
12 that place, whatever it is in the future of our
13 organization.

14 I can tell you it is very difficult in the
15 daily toil of a Monday-through-Friday week at TSA to
16 carve time out by half days or days and set aside the
17 idea of how to do that best. We must get at it, but
18 we are a bit immersed on a daily basis with what's in
19 the in-box. Much has been done. We have hired over
20 36,000 screeners and announced 148 federal security
21 directors and deputy directors to cover nearly 400 of
22 our 429 airports across the country.

1 We will be done with the rest of those
2 assignments within a week or two. We've deployed
3 federal screeners to 142 airports and are scheduled
4 to federalize 20 more this week. We've met with
5 airport officials in all 429 commercial airports to
6 discuss the reconfiguring of the passenger
7 checkpoints to better serve passengers. We have also
8 met with officials from 357 of those airports to look
9 at location and installation of explosives-detection
10 equipment as that deadline looms for us on the
11 horizon.

12 These assessments are partnerships that
13 will lead us to the best solutions for that dynamic
14 package that the Secretary has made it very clear is
15 our business. It's world-class security on one hand,
16 coequally balanced with world-class customer service
17 on the other. We know that this dynamic duo is the
18 key to reducing the so-called hassle factor. The
19 common denominator in everything we do is applying
20 common sense to sound security. Regardless of what
21 you may have heard or read, common sense is alive and
22 well at TSA, and it's getting healthier every day.

1 You can make an enormously big
2 contribution to that by keeping us on track. We are
3 not just talking the talk; we are trying very much to
4 walk the walk. We reevaluated policy positions and
5 continue to do so. Our actions document our
6 commitment to this goal. We've involved
7 stakeholders, conducted studies, consulted experts in
8 our decision-making process. We've issued more
9 specific guidelines, for example, for terminal
10 evacuations, bringing the number down significantly --
11 34 percent less in May through July as compared to
12 January to March.

13 As part of the plan to bring common sense
14 to aviation security, we are evaluating what I have
15 called unnecessary rules. My boss, Deputy Secretary
16 Jackson, called this the stupid rules review. So be
17 it if that is what we are going to use. But we have
18 eliminated the two questions that airlines have asked
19 for the past 16 years. I realize that some ticket
20 agents may still be asking those questions but the
21 requirement to do so is gone.

22 Passengers can now carry unsealed foam or

1 paper cups through magnetometers rather than being
2 forced to throw that much-needed -- and I might add
3 quite expensive -- cup of Starbucks these days into a
4 trash can as they approach the magnetometer rather
5 than enjoying for those couple of minutes while they
6 wait for their flight. No one is being asked any
7 longer to eat or drink anything from a container to
8 prove its contents.

9 The result of these kinds of things is
10 better customer service with no compromise to
11 security. Please understand that our first order of
12 business remains not to back away from the security
13 paradigm that's in existence, but rather to enhance
14 it and to make it much more efficient. We are
15 evaluating several critical aviation security issues,
16 issues that many of you have raised.

17 I'm well aware of the popularity of a
18 trusted-traveler concept among members of Congress
19 and our aviation stakeholder partners. I support
20 that concept of what we are now calling a Registered
21 Traveler program. The notion of being a trusted
22 traveler is opposite to being an untrusted traveler,

1 and I didn't want any of those in our airports. I'm
2 convinced that we can balance the need for security
3 with common sense, again, here for those who
4 participate in a program by submitting to an adequate
5 background check.

6 We believe in walking before we run. So
7 we hope to start that program with the Transportation
8 Workers Identification Card that houses biometrics
9 and other data inputs for access control. As was
10 recently announced, we are going to be phasing out
11 some of the random passenger checks at airport gates.
12 Once the TSA work force is in each and every airport
13 and has proven effective and efficient, travelers
14 shouldn't have to be searched twice.

15 Let me just tell you that as recently as
16 yesterday, however, we continue to find things at the
17 gate that should have been found in the passenger
18 checkpoint up front. Just yesterday -- I think it
19 was in Los Angeles -- one of the carnival canes that
20 you can pick up as you go through carnivals had
21 the handles such that it could be pulled and
22 a very lengthy sword was encased inside of the bottom

1 of the cane.

2 So the reality is that things that should
3 not ever get to the gate are still getting there. We
4 must be very careful about how and when we back away
5 from gate screening. We will be doing exactly that.
6 By eliminating gate screening we can make a
7 contribution to the reduction of the so-called hassle
8 factor for the passengers and actually ease some
9 congestion at airport checkpoints. That is our goal,
10 enhanced security and enhanced customer service.

11 Just last week we launched two pilot
12 programs designed to increase security while making
13 it easier for ticketed customers to move through the
14 airports. Programs are being conducted at Los
15 Angeles International Airport's Terminal 4 in
16 cooperation with American Airlines and at Long Beach
17 Municipal Airport in cooperation with Jet Blue
18 Airways. In fact, Deputy Secretary Jackson is in
19 L.A. and San Francisco today and tomorrow. Part of
20 his visit will be to check out the progress
21 undertaken by the pilot at LAX.

22 As part of these tests, TSA will conduct

1 all passenger identification and enhanced security
2 screening procedures at the primary security
3 checkpoint. We hope thereby to eliminate the
4 requirement for gate screening. This new procedure
5 will require all customers to obtain boarding passes
6 before going to the security checkpoint, which is the key
7 to whether or not this is going to work at the other
8 end of the day.

9 It is all about the sequence of events
10 that occurs at the airport and getting that sequence
11 of events right, including the last step which would
12 be to have passengers that have just gone through a
13 robust security checkpoint find their way into a
14 sanitized airport. That means, yes, vendors and the
15 kiosk operator of the Starbucks inside will also have
16 to undergo background checks.

17 With boarding passes up front and
18 sanitized airports, there is no reason at the
19 end of the day that we should continue passenger or
20 gate screening. We have great interest in ensuring
21 that this project is successfully concluded as, of
22 course, we hope for all the pilots that we have

1 underway. Although it is the responsibility of the
2 FAA, TSA is continuing to track progress on securing
3 cockpit doors and fortifying doors at bulkheads where
4 appropriate. I know you all share concern for this
5 important security element.

6 We at TSA have great interest in assuring
7 that the project is brought to a successful
8 conclusion. The FAA advises me that many
9 reinforcement kits are ready; more are being
10 manufactured. The airlines will start installing
11 these devices this fall. The FAA assures me that the
12 April 9, 2003, deadline target date is achievable,
13 and we are going to work hard to get there.

14 On this particular initiative, timing is
15 very important. It all comes down to scheduling the
16 aircraft to be out of service to install the kit.
17 Given today's market conditions, air carriers
18 understandably want to make sure the impact of this
19 installation time is minimized. Good timing takes
20 some planning; good planning takes some timing and
21 collaboration. We know that, and we respect that and
22 will work hard with the airlines to make that happen.

1 Perhaps the most divisive and high-profile
2 issue for us out there today is firearms in the
3 cockpit and less-than-lethal weapons policies. This,
4 as you know, is a very emotional issue. However, I
5 am more than capable of reading the writing on the
6 wall. When the Senate votes 87 to 6 and the House
7 votes 3 to 1 in favor, I'd better take this thing
8 pretty seriously.

9 I ask that all of you carefully consider
10 the concerns and those of Secretary Mineta that we
11 both discussed during recent testimony before the
12 Senate Committee on Commerce, Science, and
13 Transportation and the House T&I Committee. There
14 are issues here about cost, about liability, about
15 international jurisdiction, about the simple notion -
16 - as we talked about -- taking airliners out of
17 practice for cockpit door installations.

18 We will have to take pilots out of
19 circulation for the training that would be associated
20 with this particular program. We can't launch a
21 successful program of this magnitude and effort
22 without working closely with the conference committee

1 and the airlines, the conference committee that will
2 put the two versions of the bill together and will
3 produce a law for the president to consider signing.

4 How this program is implemented contributes to
5 the success of aviation security in general. Once again,
6 I hope we can walk before we try to run. When we are
7 breaking new ground with this much at stake, we must
8 absolutely work methodically and carefully along the
9 way.

10 We are in the process of evaluating the
11 common sense and value of some other rules and
12 policies such as the 300-foot rule and the prohibited
13 items list. We are also looking at the
14 practicality of deputizing state and local law
15 enforcement officers at airports across the country,
16 especially the smaller airport. We have, therefore,
17 asked in our technical amendments package to the Hill
18 that they back away from the ATSA mandate of 100-
19 percent law enforcement presence in the form of an
20 officer at the checkpoints.

21 The word, security, has never gotten quite
22 the volume of attention since 9/11/01. Anyone who

1 has ever had a security blanket knows the comfort it
2 offered. Our government is making a new security
3 blanket for this country, and we are much a part of
4 that.

5 In his State of the Union Address,
6 President Bush emphasized that our first priority
7 must always be the security of the nation. The
8 president's budget for 2003 focuses on three goals
9 for America in this regard: Win the war on
10 terrorism, protect our homeland, and revive the
11 economy. All three goals affect our well-being as
12 individuals and as a nation. Without one you can't
13 have the others.

14 Securing our homeland against the faceless
15 enemy we call terrorism is intrinsically tied to the
16 revival of our nation's economy. We must sidestep
17 the fear and anxiety associated with these three
18 things and begin the process of restoring confidence
19 in our American way of life. That's really what this
20 is all about.

21 With the exception of the two upcoming
22 date-certain deadlines, TSA initiatives are going to

1 be based on a threat-based, risk-management program.
2 We are advancing our risk-based systems approach to
3 support the identification, the analysis, the
4 development and implementation of lots of operational
5 policies, plans, and procedures as they go by.

6 To protect the nation's transportation
7 systems TSA must fully understand the threat, the
8 risks, and then begin the process of reaching out to
9 get help in expertly managing them. Without this
10 operational cornerstone it would be like trying to
11 put together the puzzle without all of the pieces.
12 You will always be left with holes, and holes are not
13 a good thing, especially when you are in the security
14 business.

15 The principles and processes of risk
16 management are also a major factor in determining our
17 budget and personnel needs. Right now we are working
18 hard to meet our November 19 deadline to provide the
19 excellence of federal passenger screening service at
20 commercial airports. We will meet that deadline.

21 The December 31 mandate to screen checked
22 baggage demands extra consideration. The House has

1 acted to extend that deadline. The Senate has yet to
2 act. As I discussed last week, I think there are
3 several things that are pretty fundamental here.
4 First, we recognize that the terrorist threat has not
5 abated. Second, we will push hard for the deadline
6 to be met at all those airports where implementation
7 is possible and practical. That involves a good 90
8 percent plus in our 429 commercial airports.

9 Third, we will work with each airport to
10 invest wisely in the solution that best meets the
11 intent of the law. Frankly, I am more driven to meet
12 the intent of the law, a raised security paradigm
13 across our country's aviation infrastructure, than I
14 am by a set date. The deadline offers focus, to be
15 sure, and that's valuable. But the job is about
16 commitment to security in the long term.

17 Lastly, I want to mention just for a
18 moment the challenges that are precipitated by this
19 very day, 1 October, 2002, day number 1 of the new
20 fiscal year. We have all watched over the last
21 several weeks and months as the Congress has worked
22 desperately to deal with enormously serious

1 legislation, not the least of which is the Iraq
2 resolution and the Department of Homeland Security
3 Bill.

4 But the reality of the moment is that we
5 are still on 1 October, 2002, the beginning of the
6 new fiscal year with this many of the 13
7 appropriations bills actually passed on Capitol Hill.
8 That is an enormous challenge that precipitates the
9 need for continuing resolutions. For this
10 organization it is problematic in two ways.

11 Way number one is simple, money. When you
12 don't have an appropriation, you live on a CR that is
13 normally some kind of an extrapolation of the funding
14 stream that you actually had appropriated for the
15 previous fiscal year. For this organization we had
16 less than a full year. We had a basic appropriation,
17 a supplemental appropriation early and then another
18 supplemental appropriation in late July.

19 So figuring out the mechanics of how that
20 funding stream gets extrapolated forward is a yet-to-
21 be-defined science, I might offer, between ourselves,
22 between the Office of Management and Budget on the

1 executive side and, of course, among those members of
2 the appropriations committees on the Hill that are
3 actually putting the CR's together.

4 I am very concerned that they recognize
5 the first-quarter requirements for TSA in this
6 regard. This is the quarter we would have been
7 purchasing the rest of the equipment. This is the
8 quarter that we would have been making huge payments
9 to the four contractors that are involved in our
10 rollout program. This quarter is one that a 1/4
11 approach to the next fiscal year simply does not wash
12 for this organization. So we are working very hard
13 with the appropriators on one hand and OMB on the
14 other to have that recognized and to make the dollars
15 piece come out correctly as the first quarter begins
16 to flow.

17 The second piece is, of course, the
18 45,000-person cap of permanent employees that is
19 language in the report of the supplemental two-year
20 legislation which, until it is altered by a
21 subsequent appropriation with a different number in
22 it, remains the law of the land. As I indicated

1 earlier, we have already had about 36,000 hired
2 screeners.

3 When you add the rest of the TSA program
4 between the headquarters contingent, the FSD and his
5 team of supporters in respective places in the field,
6 the Federal Air Marshall Program, et cetera, et
7 cetera, we already are on the cusp of bumping up
8 against the 45,000-permanent-employee cap. So our
9 approach will be to work again with the House and
10 with the Senate to press forward on how we can best
11 deal with this.

12 To the degree that it involves part-timers
13 and temporary hires, we will press on with what
14 continues to be the mandate of the Congress as
15 expressed in ATSA, yet unchanged by anyone on Capitol
16 Hill. So those two issues, money and people --
17 interesting resource issues as they always are --
18 plague us literally on day 1 of the new fiscal year.
19 We will be working hard to press those to closure.

20 We can ask ourselves, What must we do
21 tomorrow? Tomorrow's agenda will come to be sure.
22 What I thought I would just close with is a word

1 about commitment, as I thank you for the opportunity
2 to be a part of this experience with you today. If
3 you leave here with nothing else, please remember
4 that I am here to work with you, that my staff and
5 our team at TSA will -- by definition because it is a
6 rule of the game -- be available to listen to your
7 concerns and ideas so that we can work together to
8 overcome this new challenge to our nation.
9 Commitment to our task is our TSA watchword.

10 We have an employee who arrived at Dulles
11 International Airport early on the morning of
12 September 11th, 2001. He held in his hand a ticket
13 to fly to Los Angeles on American Flight Number 77.
14 He had a relatively long wait. So he checked with
15 the ticket agent and with a sprint to the gate
16 managed to catch an earlier flight. While in the
17 air, the pilot announced that the plane would be
18 making an unscheduled landing. Nothing was wrong
19 with the plane, all would be okay.

20 He looked at the window and certainly did
21 not see Los Angeles, saw no cities sprawled
22 whatsoever, no airport complex, just a whole lot of

1 corn and a whole lot of cows. The huge commercial
2 jetliner landed in a Kansas corn field on an old
3 military runway, touched down within inches of the
4 start of that runway, and stopped within inches of
5 the other end of that runway.

6 It was only then -- safely on the ground
7 in the heartland of America rather than in a burning
8 Pentagon -- that this man learned of the fate of his
9 original flight. If you want to know about
10 commitment to task, just ask him or the thousands of
11 other TSA employees whose common bond in this effort
12 is their desire to contribute to the well-being of
13 our country after 9/11/01.

14 The threat remains very, very real. The
15 president reminds us of that, the attorney general
16 reminds us of that, Governor Ridge reminds us of
17 that. How we deal with it will define the future for
18 our children and for our grandchildren. We will,
19 with your concentrated help, get it right.

20 Thank you very much.

21 (Applause.)

22 ADMIRAL LOY: I am led to believe I have

1 an opportunity to hear a question or two from the
2 committee. I will be glad to try to take those.

3 NACA: Sir, NACA. Priddy, National Air
4 Carrier Association. Nice to see you face to face.
5 Thank you for those conversations. That's where I
6 wanted to start on this. Thank you for answering
7 Secretary Mineta's call to serve the nation in this
8 capacity. I'm sure you've found on many days that
9 it's an unthankful task but it's one that is
10 absolutely critical to the nation. We certainly
11 appreciate your different viewpoint on leadership and
12 interface with the stakeholders and are very grateful
13 for that.

14 You mentioned along the way there that a
15 lot of the people in TSA today have less than six
16 months of experience in security. But there are a
17 lot of people who have worked tirelessly, who have
18 many, many years of experience from the FAA security
19 days. Some of those are present. I won't mention
20 them but we are very grateful for the work of that
21 staff, as well.

22 Concerning the ASAC, I like the agenda

1 this morning. I appreciate the way you've put it
2 together. It's going to be a very good information
3 exchange for this new start, if you will, for this.
4 However, in order for us to have any benefit in this
5 committee, we're going to have to seek meaningful
6 work.

7 In that respect I would hope that beyond
8 those congressional mandates that you mentioned that
9 we are also fully aware of and working towards, that
10 any other large regulatory changes that we have out
11 there in the future that the ASAC would be able to
12 work on those, if not from the ground up, at least
13 before they are set in concrete.

14 TSA has had a mandate from Congress that
15 in many cases required the first regulation to come
16 out as a final regulation rather than a notice of
17 proposed rulemaking. To the extent that we could
18 avoid that before the stakeholders have had an
19 opportunity to participate, we would be very grateful
20 for that opportunity.

21 ADMIRAL LOY: Let me comment on that, if I
22 may, just for a second because I know there's a

1 question in there somewhere.

2 NACA: There's no question, it's really a
3 statement. But I'm ready to listen.

4 ADMIRAL LOY: I think you're absolutely
5 right. I would suggest that the strength of the ASAC
6 must always be in the subcommittee's work that is
7 brought back to the committee as a whole and offered
8 clearly forward as consensus judgments on things that
9 are of great importance to the committee, to the
10 subcommittee structure, and certainly to TSA on the
11 receiving end.

12 My pledge to you is that we will use ASAC
13 for what I think it was intended to be used for
14 originally, which was to grapple with those things
15 with us along the way rather than to be commenters on
16 something that has already occurred. That's the
17 nature of what we will try to get accomplished with
18 outreach to this committee and, of course, our
19 continued outreach to all the individual
20 organizations that you represent around the table on
21 issues that are of consequence to perhaps a more
22 narrow focus, if it's just a Pilot's Association

1 issue, if it's just an ATA issue, if it's just a AAAE
2 issue, or whatever.

3 So the commitment is there. I think we
4 also have to understand that in this next six months
5 or so, the crush of timing is going to make that a
6 challenge for all of us. We will work very hard to
7 challenge the committee to be responsive, if you
8 will, at the same time we are trying to meet
9 deadlines, self-imposed or otherwise, with respect to
10 getting important things out. So you have got the
11 pledge here. I will look forward to working with the
12 committee and the subcommittees.

13 Yes, sir?

14 PAN AM 103: Just two things. Regardless
15 of the issue, whether it's airport related or pilot
16 related or airline related, they all have to be
17 incidentally passenger related. You mentioned that
18 you've got a dual objective. One is world-class
19 security, and the other is world-class customer
20 service. Is that mandated in the law? I thought it
21 was just security they were pushing in the law.

22 ADMIRAL LOY: ATSA talks a whole lot about

1 security. I think the harsh realities of our nation
2 demand that we be as attentive to the other as we are
3 to the security mandate. We will accomplish the
4 security mandate as the first order of business. But
5 we will bring along in parallel a constant concern as
6 to the economic efficacy of the industry and the
7 treatment, if you will, the service associated with
8 how we deal and how our protocols deal with the
9 traveling American public. I do not think they are
10 internally impossible to get done together. In fact,
11 we are committed to doing that.

12 CHAIRMAN HAWKINS: I think that's the
13 last question you really have time for.

14 ADMIRAL LOY: Let me take one more here.
15 The gentleman right beside Bob had his hand up.

16 ACAP: I would like to second my
17 colleagues and thank you for holding this meeting and
18 appreciate your commitment to work with the
19 subcommittees or working groups on this advisory
20 committee.

21 I'm not going to get into details because
22 of the time and the fact that this is an open

1 meeting. But we are very concerned that some of the
2 decisions that have been made in the last several
3 months and some that are expected are opening up some
4 major security gaps. We hope that you would work
5 with this committee and appropriate groups to get
6 views from all sides before you issue directives.

7 As you know, you've been given great power
8 to issue emergency regulations, bypassing the normal
9 regulatory process. It's my understanding that the
10 intent of Congress was that would be used to
11 strengthen security, not to reduce it in any way.
12 Where it is to be reduced, I would hope that if it
13 isn't an emergency, you would consider not using that
14 power when it comes to something that would be viewed
15 as reducing security.

16 ADMIRAL LOY: I understand. The image, as
17 well as the reality of that, is enormously important
18 to all of us. We take that very, very seriously.
19 The little judgments that we have made about coffee
20 cups and about the questions being asked -- what was
21 most important on the table were questions like
22 what was the original intent, is it being

1 accomplished, is there a contribution to security
2 here or not, and what do we lose or gain by making an
3 adjustment in one direction or another?

4 So bringing them on the table is not a
5 designed purpose. It is not with the designed
6 purpose of eliminating something. Bringing them on
7 the table is to review them and come up with a
8 balanced approach that will not challenge the
9 security intention but perhaps allow us a way to do
10 it constructively, holding on to the security
11 paradigm and meeting a customer service goal along
12 the way.

13 Thank you all very much.

14 One of the things, Joe, I am going to ask
15 you to take on with the committee before the day is
16 out would be number one, the frequency of meetings
17 and number two, the mechanics associated with access
18 to subcommittees and full committees as appropriate to
19 gain input when appropriate as we are grappling with
20 these policy issues along the way.

21 I would like the committee members to
22 leave here comfortable with the access flow in both

1 directions, that we have the opportunity to reach
2 them and ask questions and that they have the
3 opportunity to come back through your shop to offer
4 commentary sort of along the way, hopefully in the
5 organized chaos of the subcommittee structure which I
6 know is always a great challenge.

7 CHAIRMAN HAWKINS: Yes, sir.

8 ADMIRAL LOY: Thank you all very much. I
9 leave you to your deliberations. Good luck.

10 (Applause.)

11 CHAIRMAN HAWKINS: Thank you, Admiral Loy,
12 for taking time out to be with the committee today.
13 You've given us a lot to focus in on. I assure you
14 that you will be pleased with what we accomplish in
15 this committee. Thank you very much.

16 We are prepared to move on. The next
17 action is to read the required statement for this
18 meeting. You each should have an agenda in your
19 binder. To my left is Carl Schrum acting as the
20 designated federal official for the meeting today.
21 He is responsible for assuring that we are in
22 compliance with the Federal Advisory Committee Act or

1 FACA. It is his responsibility to see to it that the
2 agenda is adhered to and that active minutes are
3 kept.

4 The designated federal official also has
5 the responsibility to adjourn the meeting should he
6 find it necessary to do so in the public interest.
7 Placards for each member organization should be set
8 out on the table, the main table, and only one
9 representative from each organization may sit at the
10 table, participate in discussions, and vote on
11 matters put to a vote by the chair.

12 Other representatives of member
13 organizations should channel any remarks they have to
14 the organization's main table representative, except
15 as requested to do otherwise by the Chair. When
16 addressing the Chair, please identify yourself to
17 facilitate keeping accurate minutes.

18 The meeting is open to the public. The
19 members of the public may address the committee only
20 with permission of the Chair which should be arranged
21 by giving advanced notice concerning the scope and
22 duration of the intended presentation. The Chair may

1 entertain public comments if, in his judgment, doing
2 so will not disrupt the orderly progress of the
3 meeting and will not be unfair to any other persons.
4 As always, members of the public are welcome to
5 present written material to the committee at any
6 time.

7 With that, I would like to move to the
8 minutes of December 18th, that meeting, recognizing
9 that most of you probably didn't get to see these
10 minutes until maybe a few weeks ago, given all of the
11 activity following September 11th, 2001, shifts in
12 priorities, and so forth. But I'm going to ask that,
13 if there are no concerns about the minutes, that we
14 would accept them and move forward.

15 I open the floor. Are there any comments
16 about the minutes that we need to consider about that
17 meeting?

18 (No response.)

19 CHAIRMAN HAWKINS: If not, then the
20 minutes from the December 18th, 2001, meeting will
21 become official.

22 Also, at this particular point I'd like to

1 offer to this committee that we would be willing to,
2 in addition to the full transcript which you have
3 been receiving from these meetings, that we do a
4 summary set of minutes that captures the high points,
5 action items, IOU's, and so forth so that it wouldn't
6 be necessary to read the entire minutes, which are
7 usually pretty lengthy, in order to get a grip on
8 what it is that our specific business was for a
9 particular meeting and what we should look forward to
10 at the next meeting.

11 Any response or any reaction to that
12 suggestion?

13 VOICES: Excellent idea.

14 CHAIRMAN HAWKINS: So noted. We will have
15 that as a practice from this point on.

16 We are just a few minutes behind schedule
17 but we're doing okay. Actually, I'm sorry; we're on
18 schedule, a little ahead of schedule as I look at it.
19 So we are going to move now into the heart of the
20 agenda and hear our first presentation from our
21 Associate Under Secretary for Aviation Operations, Mr.
22 Michael Robinson, who will give us a briefing on

1 federal security directors and airport screening
2 federalization at the agency. Mike?

3 MR. ROBINSON: Thank you, Mr. Chairman. I
4 appreciate that very much.

5 Admiral Loy told you what TSA is doing and
6 what we are going to do. It's my objective this
7 morning to explain to the members of the committee
8 how we are going to do that and, in a little more
9 detail, augment some of the things which he has said
10 this morning with regard to our achievements to date
11 and what the future holds.

12 As Admiral Loy said, our focus is on a
13 threat-based, risk-management approach to aviation
14 security, as well as the security of the rest of the
15 modes of transportation. Remember that the admiral
16 has responsibility not just for aviation security,
17 but again for the modes of transportation both
18 waterway, land, and pipeline security, as well.

19 As we are getting to the PowerPoint
20 presentation, let me mention that by my count, we
21 have 49 days until we reach the first significant
22 deadline with regard to screening deployment within

1 the country. That is the deployment of federal
2 screeners at over 400 commercial airports in the
3 country. I am very, very confident that we will meet
4 that deadline as we stand here today.

5 I am one of those early stakeholders that
6 Admiral Loy mentioned, one of the old-timers. I've
7 been on the job for six months now. I am very, very
8 pleased -- now that I can look around the room and
9 see a number of familiar faces, a number of you that
10 I've had direct contact with to date and hope that I
11 have a great deal more contact within the future.

12 I am very, very pleased with the selection
13 of Admiral Jim Loy to head the Transportation
14 Security Administration. He is a man of his word,
15 extremely committed to the task that is ahead, and
16 extremely devoted to our efforts to achieving
17 aviation security and transportation security across
18 the land.

19 (Slide.)

20 Admiral Loy mentioned that we have, to
21 date, hired some 142 federal security directors. We
22 have actually identified 157 with one more to go. If

1 any of you are looking to be the FSD at Joe Foss
2 Field in South Dakota, I would appreciate your giving
3 me a call. That is the one remaining one we have not
4 identified.

5 Those FSD's are responsible for over 400
6 airports in the nation. We coordinate their efforts
7 through a system of clustering those airports and
8 working through a system of deputy federal security
9 directors. As of today's date, we've selected 75 of
10 the 106 deputy FSD's and will be approaching the
11 hiring of all of those deputy FSD's within the next
12 couple of weeks.

13 It's our effort to hub these airports in
14 such a fashion that it allows us to accomplish our
15 objectives while being good stewards of the
16 taxpayers' money, as well. As I said, federal
17 security directors at our hub airports will oversee
18 the work of deputy FSD's on site at smaller clusters
19 with administrative and staff support to those
20 smaller airports being provided by their hub or
21 through a system of area service centers which I will
22 describe to you a little bit later.

1 The cluster airports are within reasonable
2 distance of the hubs and have some connection to the
3 airlines' hubbing system, as well. In hubbing these
4 airports we sought to avoid hubbing small airports
5 with large CAT-X airports because frankly, the FSD's
6 at those larger CAT-X airports have their hands full.
7 We did, however, do that in about five locations.

8 (Slide.)

9 For instance, the boss at Logan has
10 responsibility for both Worcester and Hanscom Airports.
11 That works out well since Mass Port manages all three
12 of those facilities. So, again, we've tried to avoid
13 setting up a system where we provide too much or
14 force too much work load on top of those FSD's at
15 those largest airports.

16 (Slide.)

17 We believe this system allows us security
18 which is thorough but flexible enough to meet the
19 different requirements of the airports and the groups
20 of airports across the country. While it may be a
21 trite statement and a worn-out statement at this
22 time, we truly believe, as do many of you, that if

1 you have seen one airport, you have seen one airport.

2 It will be our effort within TSA and
3 within aviation operations to tailor our response and
4 tailor the systems that we employ around the country
5 to the needs of various airports and recognize the
6 differences between them. We recognize that one size
7 does not fill all, and it should not be a cookie-
8 cutter approach. One example of that, I think a
9 very good one, was our response and your assistance
10 when the national threat level rose during the time
11 period of the September 11th anniversary date.

12 As the country moved to orange, we got on
13 teleconferences with many of you in this room and
14 many airport managers and air carriers to discuss
15 what that threat meant, and without getting into
16 those details, also worked with FSD's to work with
17 individual airports to tailor their response and
18 their added security measures to the particular
19 airport need and particular airport vulnerabilities.

20 That, we believe, is a much better
21 solution to securing airports and the aviation system
22 than for us in Washington to put out a one-size-fits-

1 all, cookie-cutter regulation. So we do want to work
2 with you and continue to work with you in that effort
3 to ensure as again -- you will hear me repeat it over
4 and over -- that our approach to aviation security is
5 first threat-based and based on a good system of risk
6 management.

7 (Slide.)

8 These hubs at these airports -- the size
9 of the airport structure varies significantly from
10 larger airports to smaller ones. At the largest CAT-
11 X airports, the FSD would be supported by assistant
12 FSD's for screening regulation and for law
13 enforcement operations and to support the management
14 of smaller airports and deputy FSD's at some of those
15 smaller locations.

16 In fact, we continue to examine the
17 structure that we are presenting and managing these
18 airports through. Frankly this slide is somewhat
19 outdated as we have reduced some of that staffing and
20 support at some of those major airports, realizing
21 that we can accomplish economies of scale if we move
22 some of those functions into area service centers,

1 again, which I will get into later.

2 (Slide.)

3 As we move down the chain of airports, you
4 see that at 183 of the smallest airports, the
5 category 4's that have 49,000 or less than 50,000
6 enplanements annually, the staffing from TSA is
7 significantly reduced. It's our desire, as well, to
8 hire within these airports, especially seasonal
9 airports or airports that have very limited
10 departures, a work force that is part-time in nature
11 or seasonal in nature. That allows us to accomplish
12 our tasks while at the same time meeting our
13 financial constraints and the intent of the Congress
14 and the president to secure the aviation system.

15 (Slide.)

16 There are three primary missions of the
17 FSD organization at the airports, and I want to
18 briefly speak to them at this time. They are
19 passenger, baggage, and cargo screening regulatory
20 inspection and law enforcement, the latter receiving
21 a great deal of attention in the most recent weeks.

22 As I mentioned, we are well on our way to

1 meeting the congressionally mandated deadline of
2 federalizing passenger screening at our airports.
3 I'm very pleased with that effort and how well that
4 is progressing. I will give you numbers at the end
5 of my presentation that frankly are outdated as I
6 stand here. Because as I stand here, we continue to
7 bring on and hire additional assets and deploy and
8 make decisions on the deployment schemes at airports
9 across the country.

10 I appreciate the comment that was made
11 earlier about the expertise of the former FAA
12 employees that were part of the civil aviation security
13 component of FAA. Thirteen hundred twenty (1,320)
14 employees of the FAA civil aviation security that
15 transitioned into the TSA are really a core of knowledge
16 and expertise that TSA has relied upon from day 1. I
17 personally am extremely pleased with the caliber, the
18 intelligence, and the commitment on the part of those employees,
19 a core group of employees that we could not do without.

20 Some of these have taken positions, other
21 positions within the TSA organizational structure.
22 Some have become deputy FSD's or managing the

1 regulatory functions at our airports. It will be
2 important that we continue to maintain that
3 regulatory activity that we had engaged in, ACS had
4 engaged in prior to the formation of TSA. It is a
5 huge task that TSA has been given to federalize
6 passenger screening, to deploy 100-percent baggage
7 screening for explosives by the end of the year, to
8 expand the federal air marshall program as we have,
9 and to assimilate ACS into a new organization.
10 These are tremendous, tremendous tasks but I am very
11 pleased with the accomplishments to date, and again,
12 one last plug for those members of ACS that have
13 joined us. The law enforcement component and
14 responsibility of TSA is receiving a lot of
15 attention, as I said. Admiral Loy mentioned that
16 briefly in his comments and what our approach is to
17 that. It is one that I think mirrors very closely an
18 approach which law enforcement uses across this
19 country and is very well accepted. That is a
20 community policing model.

21 In my former life as a state police
22 director in Michigan, it was extremely common for the

1 state police to work with local law enforcement
2 resources, identify what assets we all had available,
3 and then to meet with community leaders and
4 stakeholders and to determine what the needs were of
5 the public safety assets that were available, and to
6 define those assets geographically based upon the
7 expertise and resources available within that
8 region.

9 That is the same model that we wish to
10 approach within TSA and within aviation operations --
11 TSA working with aviation law enforcement agencies
12 across this country and others who are deployed from
13 other law enforcement agencies for the purpose of
14 ensuring aviation security together, helping to
15 define and understand what all of our assets are at a
16 given airport, working with the stakeholders at that
17 airport, the air carriers, the airport managers and
18 structures to determine just who best can provide
19 which service and again, tailor that airport by
20 airport.

21 There are airports around this country
22 that have extremely professional organizations, law

1 enforcement organizations. It is not our desire to
2 displace those agencies but to work with them.
3 Collectively, we can increase security at airports.
4 We do not need to do that always with TSA assets
5 alone. There are those, on the other hand, where
6 that same level of law enforcement is not present.
7 In those cases where there is a gap or where there is
8 a void, TSA must stand up to the plate and find a
9 solution and provide assets there.

10 I do believe that it is important to
11 airports that we do have some federal TSA presence at
12 all of them. Some of them, again, perhaps are rather
13 minuscule compared to the presence that is there from
14 other agencies. But recognizing that we have a
15 responsibility to coordinate the activities of
16 aviation security at those airports, it is important
17 that we have a presence in those airports to deal
18 with issues that cannot be dealt with at a local
19 level or don't rise to a level that another federal
20 agency should engage in those activities.

21 At the present time, we have a survey out
22 to all of our FSD's with regard to airport staffing and

1 law enforcement staffing at airports. It also includes
2 discussion about what the security needs are at those
3 airports. With me this morning is Winona Varnon who
4 heads our aviation security program. I would expect
5 that Winona would talk a little bit more about that
6 in her remarks.

7 (Slide.)

8 Let me move on with my brief presentation
9 here. The aviation security operation is obviously
10 the big bear in the woods, if you will. It does have
11 most of the requirements that ATSA has imposed upon
12 TSA. Housed within it are the law enforcement
13 component, including the federal air marshals as you
14 see on the far right, and the middle directorate of
15 aviation security management, which houses all of our
16 expertise and program expertise and management for
17 everything from passenger and baggage screening to
18 cargo and dangerous goods to general aviation and so
19 on.

20 I want to focus a moment on the far left
21 of the screen. That is where we manage the federal
22 security directors through a system domestically of

1 five area directors and international operations
2 directorate, as well.

3 (Slide.)

4 The next slide depicts how we divided
5 the country, demonstrating: (1) that all those area
6 directors working for the Deputy Associate
7 Under Secretary for Operations have similar numbers of
8 airports and FSD's reporting to them and (2) the structural
9 approach to how we provide service and management to
10 the FSD's both as we roll those airports out into
11 baggage screening and as we manage those triple
12 functions, as I mentioned, of screening, regulatory,
13 and law enforcement.

14 (Slide.)

15 Those areas on the next slide, as you see,
16 are somewhat different than what may be being
17 discussed at the present time with Homeland Security.
18 We are working to harmonize the approach that
19 Homeland Security has with the needs that we have
20 based upon the hubbing schemes of major airlines and
21 our desire to provide some uniformity of management
22 structure across the country.

1 Within each of those areas that you see
2 defined here, it is our intent to establish area
3 service centers. We are in the final decision-making
4 process of the location of where those centers will
5 be housed. Those service centers will provide a
6 multiple group of functions to support the primary
7 mission of the FSD's. You see on this slide, a great
8 deal of operational support for customer service,
9 engineering procurement, HR stakeholder liaison,
10 public affairs, and so on. The administrative
11 support that is not necessary should not be
12 duplicated at small airports.

13 One comment, again, about the issue of
14 customer service and stakeholder liaison.

15 (Slide.)

16 It is, as Admiral Loy said, vitally
17 important that, while our primary mission is to
18 ensure security of the aviation system, that we do it
19 in such a way that we ensure that the public in this
20 nation can travel our airways and do it without risk,
21 without harm, and without imposing practices which,
22 in fact, do what the terrorists couldn't do, which

1 would be to shut down the aviation industry.

2 Security is our paramount objective, as
3 the admiral said, but we believe that we could do
4 that while at the same time taking into consideration
5 the needs of the industry and how best to ensure that
6 security while at the same time ensuring world-class
7 customer service.

8 As the admiral mentioned, it is vitally
9 important also that we tell our story and we
10 communicate to the public and all of you that have an
11 interest in the accomplishments and the focus that
12 TSA has on their behalf. It is with those service
13 centers that we will augment that staff that we have
14 at the FSD's field operation.

15 (Slide.)

16 Lastly, let me summarize some of the
17 numbers that Admiral Loy mentioned, as well. Since
18 this slide was prepared last week, I am behind the
19 curve because we are not deployed at 122, but at 140
20 airports as we speak. The deployment of baggage
21 screeners is multiplying now. As we are here, we
22 have some 36,000 federal screeners who have been

1 hired and now nearly 28,000 who have been trained.
2 That training requires 40 hours of classroom training
3 and an additional 60 hours of OJT. We have approved
4 over 200 passenger checkpoint redesigns. We are
5 approving designs for the deployment of baggage
6 screening systems and beginning the hiring of
7 additional screeners for baggage screening.

8 The admiral mentioned our desire in a
9 timely and appropriate fashion to ultimately move
10 away from gate screening. As he indicated, we will
11 do that when we are confident that we have systems in
12 place, systems at the checkpoint that help us
13 identify selectees and allow us to conduct
14 appropriate searches at that location -- again, a
15 threat-based, risk-management approach to aviation
16 security.

17 The five pilot screening programs with
18 contract screeners -- we are underway with
19 discussions with possible screening companies at
20 those airports. As a reminder, our San Francisco;
21 Kansas City; Rochester, New York; Jackson Hole,
22 Wyoming; and Tupelo, Mississippi, one in each

1 category -- we will begin that pilot program by
2 November 19th and identify the contracting companies
3 who will be awarded those contracts in those
4 locations within the time frame.

5 We still move forward with the deployment
6 of nearly 1,100 explosives-detection systems and
7 4,800 explosive-trace-detection machines across the
8 country. Again, our focus is to ensure aviation
9 security so that we can ensure that people can travel
10 and have safe passage in our nations airways and
11 avoid, again, incidents that happened over a year ago
12 now.

13 With that, Mr. Chairman, that completes my
14 presentation.

15 CHAIRMAN HAWKINS: Thank you very much,
16 Mike, for that presentation. Are there any questions
17 for Mr. Robinson from the committee?

18 ATA: Dick Doubrava, Air Transport
19 Association. Last night on NBC Nightly News they did
20 a report that you have begun training 6,000 new
21 screeners. That 6,000 that are beginning training,
22 are they part of the complement that's currently

1 included in those numbers that are up there? Are
2 they going to be affected by the freeze?

3 MR. ROBINSON: They're not affected by any
4 freeze. Those were individuals that we had headed in
5 our direction. The updated numbers that I gave you,
6 that the admiral gave you, are included within that
7 number as hires who are in training.

8 ATA: Are some of those individuals going
9 to be assigned to baggage, as well, or are they all
10 checkpoint screeners, the 6,000 that they talked
11 about last night? They indicated last night on the
12 news that you had begun training a new group of 6,000
13 new screeners.

14 MR. ROBINSON: That's correct, those are
15 passenger screeners, not baggage.

16 ATA: Thanks.

17 MR. ROBINSON: It is our intent to cross-
18 train some of the passenger screeners and baggage
19 screeners, as well, as we move into the future
20 of removing gate screening or eliminating gate
21 screening -- not eliminating gate screening totally,
22 I might add. There will be some random gate

1 screeners, some risk of passengers being screened at
2 the gate. But that will also allow us to move some
3 of those employees into baggage screening.

4 ACAP: Paul Hudson, Aviation Consumer
5 Action Project. Mr. Robinson, in the announcements
6 that came out from Secretary Mineta on the first
7 deadline regarding baggage screening passed earlier
8 this year, it was stated that in lieu of explosive
9 detection that in the interim passenger bag match
10 should be used. It also came out that about 30
11 percent or so of flights that had connecting flights
12 were not going to be using that.

13 I am wondering if you could address what
14 you see as happening with passenger bag matching to
15 ensure that when a passenger does not board a flight,
16 his checked luggage does not get carried on the
17 flight.

18 MR. ROBINSON: We're working with the
19 airlines on a number of systems to ensure that bags
20 are checked with systems other than explosive
21 detection or augment explosive detection even after
22 systems are deployed. One of them is positive bag

1 match. We use canines in many airports now and will
2 continue that use.

3 I guess I lost track of your question now
4 with my response. I'm sorry.

5 ACAP: Do you have a specific plan to
6 close this gap for passenger bag matching for
7 domestic flights?

8 MR. ROBINSON: Again, we continue to work
9 with the airlines and the industry on all sorts of
10 systems which ensure that bags have been screened for
11 explosives or screened before being placed on an
12 aircraft. Where positive bag match is of assistance,
13 we continue to do that and, again, will be augmenting
14 that positive bag match where other sorts of systems
15 can be put in place that achieve that ultimate goal
16 of ensuring that bags which are placed on aircraft do
17 not contain explosives. So positive bag match is one
18 of the approaches.

19 ACAP: Thank you.

20 ALEA: Duane McGray, Airport Law
21 Enforcement Agencies Network. Can you explain the
22 45,000 cap that you have relative to the budget

1 considerations and how that will apply to your total
2 resources by the end of this year. What I am getting
3 at is, where you are at now with hiring screeners for
4 passenger screening and the challenge you have of
5 hiring and training people for baggage screening
6 between now and then? Is that affected and tied up
7 with the cap that you have and the budget problems
8 that you have?

9 MR. ROBINSON: Good seeing you, Duane.
10 Yes, I think Admiral Loy explained that fully. The
11 cap that was included in the supplemental 402
12 continues on until some other act or legislation
13 changes that. Hopefully once we get beyond a
14 continuing resolution and have a budget in place that
15 we can deal with that at that time.

16 He and others continue to deal on that
17 issue, but that does have an impact on our ability to
18 deploy additional screeners to meet what is expected
19 in the necessary work force.

20 (Alarm sounds.)

21 MR. ROBINSON: I wasn't sure if you did
22 that because you don't want me answering questions.

1 (Laughter.)

2 MR. ROBINSON: I, again, appreciate the
3 opportunity to be here, the continued support that
4 TSA receives from all of you in this room. Your
5 willingness to share with us your views as we work
6 collectively to ensure aviation security is welcome,
7 and I would echo those comments made by Admiral Loy.
8 Thanks.

9 (Applause.)

10 CHAIRMAN HAWKINS: The next item on the
11 agenda would be a presentation by Ms. Winona Varnon,
12 the Director of Airport Security and Aviation
13 Operations. She will be talking to us about
14 perimeter security and what's been going on in that
15 area and the Airside Working Group and what's been
16 going on in that area.

17 (Slide.)

18 MS. VARNON: Good morning. I'm Winona
19 Varnon, Director of Airport Security and Aviation
20 Operations in the Transportation Security
21 Administration.

22 (Slide.)

1 We want to talk about three specific items
2 today, first of all, giving you a definition as
3 outlined under the law for perimeter security,
4 briefly describing two major initiatives that we
5 have. We are undertaking within transportation
6 security, risk assessment, as well as the Airport
7 Access Control-20 pilot program; then the future
8 direction of airport security.

9 (Slide.)

10 Within the Aviation Transportation
11 Security Act -- which I will refer to as ATSA from
12 now on -- there is a mandate and a requirement to
13 improve airport perimeter access and security. Also,
14 in a second phase there is a requirement to go beyond
15 passenger and baggage screening to also put into
16 place the same level of screening of people,
17 property, and vehicles put into a similar format that
18 enter into a secured area of an airport.

19 (Slide.)

20 The next diagram outlines a typical
21 airport environment specifying the landside, the
22 airside, and then what happens within a terminal. In

1 outlining this, we are looking at a number of
2 different things. We focused on airside for our
3 initial threat assessment in order to look at one of
4 the largest areas in our major airports and even in
5 minor airports because those are small cities, for
6 lack of a better term, what goes on behind the
7 scenes.

8 (Slide.)

9 In looking at and developing the threat
10 assessment as outlined by Admiral Loy, we looked at
11 the current security requirements: the
12 requirements under the 49 CFR 1500 regulations that
13 dealt with airport security programs which has now
14 broader requirements throughout airports; criminal
15 history record checks which we, in an internal
16 working group, are looking at within TSA and in
17 consultation with FAA to determine improvements and
18 enhancements in those systems; access
19 control, the yearly reviews of that and improvements
20 of access control; and then our escort and challenge
21 procedures as it relates to how to community-police
22 within a secured environment within an airside.

1 One of the major initiatives, and what both
2 Admiral Loy and Mike Robinson have referred to, is our
3 risk assessment. The very simple term, risk
4 assessment -- what are we protecting and why are we
5 protecting it? What's the threat against that which
6 we are protecting?

7 We entered into a structured process to
8 initiate analyzing the existing threat to an airside.
9 We focused specifically on airside security
10 environments to develop comprehensive counter
11 measures. We use intelligence data as well as
12 reference data to put into place risk assessments of
13 what could happen and how do we implement counter
14 measures, or very simply put, to defend us against
15 what could happen.

16 We looked at 51 scenarios, and we boiled
17 them down to the three examples we have listed: (1) The
18 bomb placed into the aircraft by an insider, (2) a
19 hijacker bypassing the screening going through a
20 piggybacking process through an access-controlled
21 door, or (3) some type of bomb introduced via catering.

22 (Slide.)

1 In looking at those determinations, they
2 were generic in nature. The next thing is to look at
3 the specific security requirements to enhance
4 perimeter security. One of the central pieces of
5 that and one of the most interesting parts of access
6 is the Access Control-20 pilot program, which requires
7 no fewer than 20 airports across the country.

8 (Slide.)

9 There will be a process in which we look
10 at emerging technology, then we produce a menu of
11 technologies which airports can access. What we have
12 in front of us is the time line on that program. On
13 June 21st the formal request from TSA went out to
14 every airport in the country to respond to
15 participation in the Access Control pilot program.
16 We received those responses on August 1st, and 75
17 airports responded.

18 Over the course of the next 120 days, what
19 we are already looking at is the actual on-site
20 assessment of those airports to determine how we will
21 fit technology into it and the final selection of
22 what will be the 20-Airport pilot program. In

1 January 2003, we do intend to begin the first series
2 of pilots of the initial phase of 10 airports, and
3 then 90 days from that point, the 10 additional
4 airports.

5 (Slide.)

6 The criteria to be used to select pilot
7 participants will be arranged on the airport sizes,
8 the environmental conditions, the existing controls
9 that are in place in those airports, and then the
10 willingness to execute a memorandum of understanding
11 with those airports, as well as with the TSA.

12 (Slide.)

13 Examples of emerging technologies: In
14 this slide we are looking at biometrics and we are
15 looking at access control media -- the use of Smart
16 Cards. We are also looking at piggybacking controls.
17 Bottom line, how do we make a security front? We are
18 building upon the work that's been done in the last
19 ten years by this group, as well people at FAA in
20 terms of security requirements put in place and
21 enhancements that have occurred at airports.

22 (Slide.)

1 Our future direction is to work, of
2 course, collaboratively with our stakeholders to
3 recognize airport security as a community and not
4 just as a single government focus, and then to
5 develop a menu of options from which an airport can
6 choose the most effective means to implement and to
7 use.

8 It's very difficult to be the last speaker
9 before a break. So I purposefully intended to make
10 the presentation short so we would have time for
11 questions.

12 CHAIRMAN HAWKINS: Thank you, Winona.

13 Any questions for Winona? Mr. Hudson?

14 ACAP: Did one of your 51 scenarios
15 include the possibility of ticket counter massacres
16 like was attempted at LAX on July 4th?

17 MS. VARNON: I'm sorry? I couldn't hear
18 the question.

19 ACAP: Did any of your 51 scenarios that
20 you mentioned include possible ticket counter
21 massacres like was attempted at LAX on July 4th?

22 MS. VARNON: It did include a similar

1 scenario of someone coming into an access area on the
2 airside. We focused specifically on the airside and
3 not scenarios within a terminal. That's a second
4 phase of the risk assessments that we would do.

5 Yes?

6 CAPA: Do your plans include universal
7 screening of the employees as they enter the secured
8 area? That is currently not the practice at most
9 airports.

10 MS. VARNON: That would be a policy
11 determination that will be made as a result of the
12 risk assessment and the threat assessment. So it
13 would include some of those elements. But that has
14 not been determined because we have to look at the
15 threats we are encountering and then apply those to
16 the individual airports.

17 CAPA: So it's not your view that the law
18 requires that? I thought the Aviation Security Act
19 mandated that.

20 MS. VARNON: ATSA requires as soon as
21 practical to screen as appropriate those people, the
22 property, and the vehicles that enter into a secure

1 area. The method of that has to be determined based
2 upon the threat.

3 Yes?

4 ACCA: Admiral Loy mentioned a Transport
5 Worker ID card. Is that one trend which is part of
6 your purview and what you are doing?

7 MS. VARNON: I'm very pleased to say that
8 it is not.

9 (Laughter.)

10 MS. VARNON: It is part of the TSA
11 mandate, and I'm part of the working group. But that
12 is a separate entity and division within the
13 Transportation Security Administration. But I can
14 take the question back for you to get an answer.

15 ACCA: I was just curious as to what
16 status that was and how it related to what your
17 remarks are.

18 MS. VARNON: Well, I would refer the
19 status of that to Joe as a follow-up for this
20 committee.

21 CHAIRMAN HAWKINS: We'll take that back.
22 But let me say that, as you probably know, funding is

1 still an issue in the Congress on that. Admiral Loy
2 did mention the Registered Traveler part of the
3 overall credentialling subject. Credentialling is
4 being looked at within the agency, and once it is
5 sorted out completely, we will be able to articulate
6 exactly where all of those items stand.

7 ALEA: Duane McGray from ALEA. The
8 schematic you have on page 2 that has a perimeter
9 security definition of a typical airport environment
10 on the right side of that slide -- there are a whole
11 slew of areas of concern such as vendor supplies,
12 catering, cargo and mail, fuel vehicles.

13 What you've reported on so far is the
14 pilot project to look at a few different alternatives
15 at 20 different airports, to look at some base
16 issues. But it still doesn't address a whole slew of
17 areas that quite frankly pose security problems.
18 For instance, most airports struggle with looking for
19 direction on what's going to happen from ATSA. What
20 direction are we going to get from ATSA to deal with
21 vendor supplies that are going into secure areas?

22 ATSA does require that people and property

1 that go into the secure area have to be screened the
2 same as if they were passengers or cargo going to
3 board an aircraft. I understand your answer to that
4 in terms of a definition of what screening is. But
5 we in the industry are seeking some direction as soon
6 as practical.

7 We understand the ramifications of the
8 multitude of tasks that TSA has had to address in the
9 few short months it's been in existence and the
10 priority in meeting those deadline assignments. But
11 there are a number of issues -- for instance, cargo
12 security and the perimeter security issues -- that are
13 required in ATSA. The airports are looking for some
14 kind of direction as to what the TSA is looking at.

15 The other issue in terms of access control
16 -- again, you may not be the proper person to address
17 this to. I think Charlotte did mention at a meeting
18 we were at earlier that the issue of criminal history
19 records checks in and of themselves are not the total
20 solution to identifying people who have access.

21 I'm looking for -- and a lot of other
22 airports are looking for -- what kind of direction we

1 can expect as enhancement to the criminal history
2 records checks and these issues of all of these
3 things that come and go into airports that in many
4 airports are not presently being screened. That
5 leaves a vulnerability, and we are seeking direction
6 from TSA.

7 Attached to that is many of us are looking
8 at access control security measures that have
9 biometrics associated with it. Most people kind of
10 have a stand-off position because we don't know what
11 to expect from TSA in terms of inter-operability of
12 those systems associated with a transportation
13 security card.

14 MS. VARNON: Duane, let me try to respond
15 to several of your points. Although we highlighted
16 two major initiatives, the threat assessment as well
17 as the 20-Access pilot program, we are working on
18 all the issues that you've referred to. Internally
19 within TSA, there are some significant policy issues
20 that cross the line of authority as it relates to
21 cargo.

22 What can be deployed now in terms of

1 access control? What is going on now in terms of
2 biometrics and also procedures in terms of revision
3 of certain parts of 49 CFR 1500? Saying that, what I
4 can do today is give you a specific time frame that
5 will say it will all be completed within the next two
6 weeks. But those groups are going forward and, as
7 outlined by Admiral Loy, they are going forward in a very
8 smart and intelligent way in terms of defining what
9 those threats are.

10 What's the baseline to be met? How do we
11 establish a policy in a systematic way that really
12 gives you a workable solution to the issues out
13 there? Each one of the issues you have raised, you
14 are correct. You have raised the same issues with us
15 at the ACI meeting and the working group. Those
16 things are being actively addressed. Hopefully, by
17 the next meeting, time frames can be provided as to
18 where those are -- depending on when the next meeting
19 is -- and have actual guidelines in place.

20 PAN AM 103: Bob Monetti, Victims of Pan
21 Am 103. My question is easy. How do the under-
22 represented stakeholders get on your committee, the

1 passengers?

2 MS. VARNON: What I will do is work with
3 our stakeholder liaison, Charlotte Bryan, to answer
4 that question. We do have an active working group
5 with ATA and ACI, but that's a procedural question I
6 will have to ask.

7 We will make sure, Joe, that we get the
8 response back through you for Mr. Monetti.

9 CHAIRMAN HAWKINS: Absolutely. Let me
10 state that each question that is asked here, we will
11 go back and review -- through the minutes and the
12 transcript -- all of our responses and develop
13 IOU's where there is additional information that
14 might lead to research to close the loop with you.
15 I expect a continuous flow of communication with you
16 on any question that is raised here.

17 Any other questions for Winona?

18 ACINA: To follow up with one of the
19 questions that Duane raised -- the pilot program, when
20 are you expecting the results from that? As Duane
21 implied, there are a lot of reports that are waiting
22 to enhance the security measures with biometrics

1 because that's the direction we are going to. We're
2 not exactly sure when we can expect some direction.

3 MS. VARNON: As outlined on the time line,
4 the initial set of ten airports will be selected by
5 January, and the implementation will begin that
6 month, January 2003.

7 ACINA: How long is the program going to
8 last?

9 MS. VARNON: The program will run a span
10 of 18 to 24 months. It is anticipated that there are
11 some access-control programs that will be ready for
12 deployment prior to that 18 to 24 months. But the
13 total program is anticipated -- that's a joint effort
14 between aviation operations and research and design in
15 TSA.

16 But the full vetting of the program is
17 estimated to be 18 to 24 months -- that's the actual
18 testing and implementation of those access controls
19 in the 20 airports. But the anticipation is what can
20 be determined in the shorter time frame can be
21 deployed.

22 CHAIRMAN HAWKINS: Mr. Hudson?

1 ACAP: Short of waiting for direction or
2 orders from TSA, is there anything in general that you
3 can recommend to air carriers or airports that they
4 can or should be doing with regard to improving the
5 security on the airside security in this next few
6 months?

7 MS. VARNON: Within the context of that,
8 we spent a lot of time working with airports. There
9 are 22 Category-X airports right now who have
10 embarked upon their own assessments, as well as a
11 number of different procedures to enhance security.
12 When they call us for guidance and direction, we
13 provide support to that.

14 I would encourage them to continue to do
15 that. That would be consistent in terms of
16 assessment and what is enhanced. So I would
17 encourage airports throughout the categories to
18 continue to look at their internal processes to
19 enhance those perimeter processes. They do come in
20 for guidance to us on a daily basis.

21 We still receive the combination of
22 several hundred calls and e-mails to the ACS 200

1 group. We respond to those in terms of support under
2 ATSA, in terms of interpretation of that law, and in
3 terms of support for the fence and lighting problems.
4 In fact, the final guidance, that guidance continues
5 even today.

6 Although we listed two major initiatives,
7 we do have several hundred initiatives that are going
8 on at any point within the Airport Security Division.

9 CHAIRMAN HAWKINS: Any other questions
10 from the committee for Winona?

11 (No response.)

12 CHAIRMAN HAWKINS: Thank you, Winona.

13 (Applause.)

14 CHAIRMAN HAWKINS: There's a question from
15 Mr. Monetti.

16 PAN AM 103: Before you adjourn for your
17 break, I would like to make a two-minute statement.

18 CHAIRMAN HAWKINS: Sure.

19 PAN AM 103: Those of you who know us know
20 that the victims of Pan Am Flight 103 have been more
21 than outspoken in our advocacy for aviation security
22 since 1989. September 11th, 2001, we considered our

1 final exam and your final exam. Frankly, we all
2 flunked.

3 We flunked big time. 3,000 people were
4 murdered, and the system was shown to be essentially
5 non-existent. Nobody lost their jobs because of what
6 happened on September 11th. Well, okay, not entirely
7 true. Joe Lawless at Logan got sacked while the FAA
8 people responsible for what actually happened at
9 Logan got promoted.

10 I was very severely depressed and had a
11 lot of trouble sleeping after September 11th. I hope
12 you all did, too. But I'll promise you, Joe, and
13 everybody else that the victims of Pan Am Flight 103
14 will be even more persistent and perhaps a little
15 obnoxious in the future as we go about this constant
16 tug of war that goes on between world-class
17 security and world-class customer service.

18 Thank you.

19 CHAIRMAN HAWKINS: So noted.

20 Let me ask the committee at this point; we
21 are a bit ahead of schedule. We are scheduled to
22 take a break now. I would suggest that we take the

1 break and resume in about 15 minutes and then get to
2 the rest of the agenda, unless someone feels
3 otherwise.

4 (No response.)

5 CHAIRMAN HAWKINS: Let's take a break. We
6 will reconvene at 5 after 12:00.

7 (Recess.)

8 CHAIRMAN HAWKINS: Please take your seats,
9 we are getting ready to start. We are at the part of
10 our agenda now where we want to be getting the
11 presentation on cargo security. Bill Wilkening, the
12 director of Cargo Security and Aviation Operations,
13 and Elaine Dezenski, who is in our Maritime Land
14 Regulation and Policy Office, will be giving us a
15 briefing here on cargo security. I will turn it over
16 now to Bill and Elaine.

17 MR. WILKENING: Thank you, Joe. I'm going
18 to speak first. I'm going to go over an overview
19 concerning where we have been, where we are. Then
20 I'm going to turn it over to Elaine. She will get
21 into some of our plans -- where we want to be, how we
22 plan to get there. We want to do this obviously with

1 the caveat that we are going to be talking in a non-
2 security-sensitive-information environment. So we
3 are going to be giving an overview. We're going
4 to be giving basic rules, basic regulations. Actual
5 implementation, the actual details -- many, as you
6 know, are security-sensitive weights and tolerances
7 and procedures and that type thing. We will
8 take questions at the end.

9 (Slide.)

10 We have an overview. I will talk a little
11 bit about our program -- the basics of the program and a
12 little bit about the requirements, as they were.
13 When this group, I guess, last met -- I don't remember
14 the exact date, pre-9/11 -- what we've done since 9/11,
15 and a little bit about where we go from here.

16 (Slide.)

17 In the background, for those of you who
18 are not aware, in 1996 the FAA acted to combine the
19 Dangerous Goods and Cargo Security Oversight Missions
20 into one dedicated cadre of inspecting agents - cargo
21 inspectors. This was done after the tragedy of the
22 ValuJet, which was a dangerous-goods safety issue.

1 However, the FAA saw the opportunity to
2 inspect, for example, one box for two reasons: a
3 safety reason and a security reason. So we put the
4 two of them together. That has been the case up
5 until today.

6 (Slide.)

7 TSA does have plans to double the size of
8 its work force. The exact numbers are still in flux,
9 but there is a budgetary request in the '03 budget to
10 expand the number of dangerous-goods and cargo-
11 security inspectors dedicated to this program. Our
12 field agents, many of you will recall, reported in
13 the past to the Civil Aviation Security field office.
14 They now report to the federal security director at
15 each airport as you heard Mr. Robinson outline.

16 (Slide.)

17 Again, by way of describing where these
18 rules come from, cargo security rules are designed as
19 crime-prevention standards, sabotage, one crime.
20 Hazardous-materials or dangerous-goods rules are
21 really safety requirements. We are trying to prevent
22 chemicals from being mixed, chemicals from being

1 leaked, commodities from causing a safety problem in
2 flight.

3 The safety standards are promulgated by
4 the Department of Transportation's Research and
5 Special Programs Administration. Security standards
6 obviously are now promulgated by the TSA. (Slide.)

7 This is our regulated population in the
8 cargo arena, if I can catch up with my own flip-
9 charts here. When we say 3,000 air carrier stations,
10 what we mean is there are approximately 400 passenger
11 air carriers, 200 U.S. and 200 foreign approximately.
12 They operate from 3,000-odd stations in the United
13 States.

14 When we use the word station, we mean,
15 for example, J.F.K. may have 40 airlines operating
16 from it. Mr. Gray probably knows the exact number --
17 109; it's a lot more than 40. LAX may have 70 or 80.
18 I don't know exactly, but if you add them all
19 together, there are 3,000 places that we target to
20 inspect every year for air carriers.

21 Now, indirect air carriers or air freight
22 forwarders, are the carriers that bring the cargo to the

1 airport. We have approximately 3,000 principle
2 business locations that we have approved that operate
3 from about 10,000 individual stations or locations or
4 offices where they accept and transport cargo.
5 Dangerous goods -- we estimated there are at least
6 75,000 periodic regular dangerous-goods shippers.

7 The amount of cargo -- in the year we have
8 the latest figures for, CY2000, 12.5 million tons of
9 cargo enplaned in the U.S. However, only 22 percent
10 of it went on passenger flights, 2.8 million tons.
11 It's somewhat of a different issue than passenger
12 because it's highly centralized. Ninety five (95) percent of the
13 cargo and passenger flights are enplaned at 44
14 airports.

15 (Slide.)

16 The basic program, as many of you know, is
17 -- for lack of a better term, I'll call it a profile.
18 It is the Known Shipper Program. Basically at this
19 point today the passenger airlines cannot load cargo
20 on a passenger plane at all unless they know where it
21 came from, unless they know where it originated. The
22 same thing with the freight-forwarders, these 3,000

1 indirect air carriers that operate from 10,000
2 locations and cannot offer cargo to a passenger
3 carrier unless they know where it came from.

4 (Slide.)

5 Again, this is repetitious for many of you
6 in the audience. But this is the regulatory scheme
7 we operate under. These rules were transferred from
8 the FAA. Many of you remember they were promulgated
9 under 14 CFR. They are now promulgated under 49 CFR.
10 That change took place on February 22nd.

11 Many of you remember Far 108 stipulates
12 stipulates that a passenger air carrier cannot
13 operate without a security program approved by now
14 the Transportation Security Administration. Section
15 9 of that program, as many of you know, is quite
16 lengthy. Section 9 is where we find the rules
17 concerning how a passenger air carrier can accept
18 cargo within the United States. The actual details,
19 as I indicated earlier, are sensitive security
20 information.

21 Foreign passenger air carriers operating
22 passenger flights into the United States have the

1 same regulations as do U.S. passenger air carriers,
2 word for word. There is no desire to upset the
3 marketplace. We want the rules to be uniform.

4 If we look at the next slide --

5 (Slide.)

6 -- we can see that the freight forwarders,
7 as the indirect air carrier, also have their little
8 regulations that apply to them. Many of you recall
9 we used to call it 109; I still call it 109. But now
10 it is called 49 CFR 1548. That also changed on
11 February 22nd. There is also a standard security
12 program for these 3,000 companies, again, that
13 operate from 10,000 locations.

14 (Slide.)

15 Pre-9/11 we can give you a basic outline
16 of the structure that was in place prior to September
17 '01. The actual known shipper definition is
18 confidential. If we gave it out, we wouldn't have
19 security. Prior to 9/11, air carriers and indirect
20 air carriers had the same exact definition as to what
21 type of cargo business, known shipper business, they
22 could accept and what type was unknown shipper cargo.

1 Pre-9/11, the unknown shipper cargo was screened or
2 searched through a variety of authorized methods.

3 Passenger air carriers were not allowed,
4 and still are not, to accept cargo from indirect air
5 carriers that are not approved by formerly the FAA,
6 now the TSA. These 3,000 companies with 10,000
7 locations each have a number. We issue each company
8 a number, we post a password-protected list, and we
9 provide it to the airlines every quarter, so they
10 know which freight companies are approved and which
11 ones are not.

12 (Slide.)

13 These freight companies, as I say, are on
14 a list that we provide to the airlines. The airlines
15 are authorized to rely on our list, and they are
16 randomly inspected by our agents. Obviously, we don't
17 get to each one every year. We prioritize, but we do
18 inspect them as best we can.

19 (Slide.)

20 I'm going to talk a little bit about the
21 known shipper concept and indicate that it's based on
22 the fact, as I said earlier, of a profile or an audit

1 trail or a verification of where the freight came
2 from. With that in mind, these freight companies
3 have to provide a written certification to the
4 passenger airline that the cargo that is known is
5 separate, was pre-9/11 separated from the cargo that
6 was not known to them by our regulatory definition.
7 So that cargo pre-9/11 could have been searched by
8 the passenger carrier.

9 The indirect air carrier must provide a
10 written certification that they are aware of the
11 falsification implications of 18 U.S.C. 1001.
12 Periodically, we do refer to the Department of
13 Transportation's criminal investigation unit for
14 indications or situations where we believe that
15 falsification has occurred. We do refer those cases.

16 (Slide.)

17 For the cargo carriers, cargo that flies
18 currently on a cargo flight is not under the
19 mandatory security scheme at this time. So there is
20 no security rule promulgated that applies to the
21 cargo on a cargo plane. But we do have a program
22 regulated under 1544 where we have reviewed and

1 approved the security program of most of the major
2 cargo carriers.

3 This allows the cargo carriers to
4 interline cargo to the major carriers to the same
5 standard that is required of the passenger carriers.
6 It allows them to conduct certain background checks
7 in the area at the airport. It allows them to have
8 what we call exclusive-use agreements at the airport
9 to safeguard the particular space they rent at the
10 airport.

11 So there are many reasons why major cargo
12 carriers have adopted these voluntary programs. Once
13 they become adopted, they are enforceable under 1544
14 101, I think it is. We have had several
15 investigations concerning those security programs.

16 I'm going to turn it over now to Elaine
17 with that small transition. Elaine's going to talk a
18 little bit about where we go from here and what our
19 plans are. Then we will take questions.

20 MS. DEZENSKI: Thank you, Bill.

21 Let me talk a little bit about some of the
22 actions we've taken since 9/11 to further strengthen

1 cargo security.

2 (Slide.)

3 The Known Shipper Program, which Bill has
4 already discussed, is really our primary means of
5 compliance with the ATSA regulation. If you are
6 familiar with the ATSA language, you will know that
7 the Known Shipper Program is actually mentioned in
8 the law. TSA has actually interpreted the Known
9 Shipper Program to be a form of screening that is in
10 compliance with ATSA.

11 So since 9/11 we have strengthened the
12 definition of known shipper. We have made the
13 requirements for this program more rigorous and made
14 it a little more difficult for both carriers and
15 indirect air carriers in terms of providing
16 documentation and doing some other things that
17 unfortunately, we can't get into the details because
18 it's SSI. But we have strengthened those
19 requirements.

20 Secondly, we have prohibited all unknown
21 shipments from flying on passenger air carriers, the
22 significant volume of cargo that is now being

1 diverted to all cargo carriers. This will remain in
2 effect until TSA comes up with a screening scheme, if
3 you will, a combination of technology and
4 information-based screening that we feel will
5 effectively screen that unknown cargo.

6 Third, just for clarification, any all-
7 cargo carrier that had a voluntary security program
8 prior to 9/11 is going to have to continue to have
9 this program if they want to interline packages with
10 passenger air carriers.

11 (Slide.)

12 Because the Known Shipper program is our
13 primary means of compliance with the ATSA
14 regulations, we are working hard to ensure that that
15 program is as comprehensive and robust as we can
16 possibly make it. One of the most important things
17 that we are doing is looking to automate the Known
18 Shipper Program.

19 We are rolling out a pilot program in mid-
20 October. It will be a web-enabled database that TSA
21 will manage. We've got most of the major airlines
22 and about 400 indirect air carriers signed up to

1 participate in the pilot program that we anticipate
2 will last about two and a half months. The idea is
3 to have air carriers and freight forwarders give us
4 their known shipper information. If
5 carrier A wants to check on a shipper to see if it's
6 within the system, they simply go into the web-
7 enabled database. If a shipper has met the
8 requirements of the Known Shipper Program with at
9 least one of the carriers, then they can be approved
10 for other carriers. We think this is a way to make
11 the system a bit more efficient to keep track of
12 who's approved and who's not approved.

13 We are also making some enhancements to
14 this database that will require further background
15 checks for companies and some other things. Again,
16 it's SSI but we are making that web-enabled database
17 as rigorous as we possibly can.

18 (Slide.)

19 One more thing on that topic -- as a part of
20 this database, we are also looking at an indirect air
21 carrier recertification automated process. This is a
22 project that will allow TSA to automatically track

1 when IAC's need to be recertified. This is an
2 important thing because indirect air carriers have
3 been identified as a potential weak link in this
4 process.

5 So we want to make sure that we are doing
6 everything we can to ensure that IAC's are on record
7 as being in compliance. We can quickly tell through
8 this automated process whether or not they are. If
9 they're not, they are out.

10 (Slide.)

11 Another thing we are doing is
12 strengthening our cargo security program. Most of
13 you are familiar with the cargo security program. It
14 covers air carriers, both foreign and domestic;
15 indirect air carriers; and all cargo carriers who
16 transport cargo to passenger carriers. Since 9/11 we
17 have issued a number of security directives. We have
18 had recommendations come out from the OIG. We've
19 also been thinking about other enhancements that we
20 need to make to bring that cargo security program up
21 to date and to make it as robust as possible. So we
22 are currently finalizing our proposed changes to

1 that. What we intend to do is send it out for
2 industry comment. We anticipate that will happen
3 this fall. We will give you plenty of time to review
4 those changes to give us input to come up with the
5 best-enhanced program that we can.

6 As this relates to all cargo carriers, I
7 know there has been some discussion about whether we
8 would make a cargo security program mandatory for
9 cargo carriers. We are looking at that. I think
10 more importantly, we are looking at how we can make a
11 cargo security program comprehensive. So, in other
12 words, if we have regs that come out like the 12-5
13 rule that may impact cargo carriers. But what
14 we want to do is have one cargo security program
15 where everything is contained so that it won't be an
16 issue of moving from one reg to another to another.
17 We want to keep everything in one spot to make easily
18 accessible.

19 (Slide.)

20 Another topic that I wanted to address is
21 the U.S. mail. We know this has been a concern to a
22 lot of our stakeholders. Since 9/11 about 40 percent

1 of the pre-9/11 mail volume has been prohibited from
2 flying on passenger air carriers. We did implement a
3 security directive that limited the carriage of
4 certain types of U.S. mail.

5 We had meetings with many of our
6 stakeholders over the last couple of months. We're
7 looking at a way to maintain a high level of security
8 and look at some alternative screening procedures
9 that might allow us to bring some of that mail back
10 onto passenger carriers. Obviously we are not going
11 to do that unless we feel we can protect the
12 integrity and the security of this system.

13 We are looking at the potential of a K-9
14 detection pilot program, which we would roll out this
15 fall. Pending the successful results of that, we
16 will look at implementing that on a larger scale.

17 (Slide.)

18 Finally, I just want to talk about a
19 couple of things that we are looking at in terms of
20 rulemaking in technical assistance. One issue that
21 we think we need to address is establishing an
22 appeals process for immediate withdrawal of IAC

1 security approval. This is something that was
2 recommended by the Office of Inspector General.
3 We've not started on this yet, but it is our intention
4 to make this a priority on our list. We will not be
5 doing this as an emergency rule. In fact, most of
6 the things I have discussed we want to do as a very
7 thoughtful process that will not be yet another
8 regulation put on industry without thinking about all
9 of the ramifications. So that's on our list, though.

10 I have already mentioned expanding
11 security programs to all cargo carriers. We are
12 always providing technical assistance to Congress on
13 proposed cargo security bills. There have been a few
14 that have come up in the last months. Senator
15 Hutchinson, Senator Snowe -- we had some discussions
16 with the House T&I Committee. We are doing our best
17 to provide some technical assistance and make sure
18 that we can be as helpful as possible.

19 (Slide.)

20 So, if I could just leave you with a couple
21 of thoughts. We have strengthened our program since
22 9/11. As we move out to the future, we are really

1 looking at how we can reach the nexus between a
2 technology-based solution and an information-based
3 solution. We need to find a way to get there. We
4 need to do it with you. So our doors are open, and
5 we're going to continue to aggressively reach out to
6 you as we move forward.

7 Thank you very much.

8 (Applause.)

9 CHAIRMAN HAWKINS: Thank you, Bill, and
10 thank you, Elaine.

11 Are there any questions from the committee
12 for Bill or Elaine? Steve?

13 CAA: Steve Alterman, Cargo Airline
14 Associations. So there is not misunderstanding of
15 what the current situation is, pre-9/11, most of the
16 major carriers had adopted voluntary programs which
17 are not mandatory. In fact, all cargo carriers now
18 must have cargo security programs either under the
19 old program or under the new 12-5 rules. So the
20 issue in going forward is perhaps standardization as
21 one of the Senate bills has it now.

22 So that there is no misunderstanding, each

1 and every cargo carrier is now required to have a
2 security program. Those, I think, have to be in
3 place by December. They are being filed now. But I
4 didn't want any misunderstanding about that.

5 CHAIRMAN HAWKINS: Thank you.

6 Yes?

7 ACAP: On to the FAA, a lot of money was
8 spent and certified to develop bomb-resistant luggage
9 containers for cargo, unscreened mail, and checked
10 baggage. That seems to have dropped off the radar
11 scope in TSA, and I wonder if someone can address
12 that since we know we are going to have a system for
13 the time being that isn't going to be screening, by
14 most people's definition -- most of the stuff that is
15 carried in holds.

16 MR. WILKENING: I think we want to take it
17 on to you, Joe, on that. I don't know. I am not the
18 most qualified person. I know there are cost
19 implications. I know there are weight implications.
20 I know there are issues concerning how long the
21 container retains its certification while in use. In
22 other words, it's good for nine months, ten months,

1 one year. At what point does it lose its integrity?
2 All of those issues have been factored in, but it's
3 probably our technical center that would have to
4 provide a more accurate answer.

5 CHAIRMAN HAWKINS: We will take an action
6 to get you an answer.

7 ACAP: Thank you.

8 CHAIRMAN HAWKINS: Yes, sir?

9 ACCA: Joe Morris with the Air Carrier
10 Conference of America. The admiral mentioned two
11 dates that were being worked on that were
12 specifically cited in the discussions that many of us
13 had about deadlines that are occurring. Those dates
14 and some others actually arise. Specifically
15 regarding cargo, are there dates specific that you
16 all are working on right now in which certain tasks
17 must be accomplished?

18 For example, was one of them to ensure a
19 screening program is in place? I'm led to believe
20 that you believe it is in place because you have a
21 Known Shipper Program. Are there other deadlines in
22 place that we should be aware of that you are working

1 on in which certain things must take place in the
2 cargo arena.

3 MS. DEZENSKI: There's really only one
4 date in the ATSA legislation that applies to cargo.
5 That's the November 19th deadline for the screening
6 of all baggage and cargo on passenger air carriers.
7 It referred to the legislation and the fact that it
8 actually mentions the known shipper definition. We
9 are currently in compliance with that regulation
10 because we have prohibited all unknown shipments from
11 flying on passenger air carriers.

12 ATSA is not specific on dates for
13 expanding the cargo security program, although some
14 of the legislation that's being considered does
15 include some deadlines. So we may be seeing some of
16 that in the near future, but at this point we do not
17 have any others.

18 ACCA: To be perfectly clear on it, then,
19 the proposals that you are working on now which will
20 be issued in the foreseeable future will not be under
21 the deadline of November 19th since that deadline in
22 your view has been met? So the proposals that are

1 out there, there will be plenty of time for notice
2 and comment and not due by November 19th?

3 MS. DEZENSKI: That's correct, there will
4 be lots of time for notice and comment. We certainly
5 don't want to prolong it any longer than we need to.
6 Time is of the essence to make sure we get these
7 things in place, but we are not bound by the November
8 19th deadline for the cargo security proposed
9 changes.

10 CHAIRMAN HAWKINS: Yes, sir?

11 APA: Jay Ehrlich with the Allied Pilots
12 Association. Just as a follow-up to make sure I
13 understand what we are saying, was the requirement
14 of November 19th that all cargo and passengers be
15 screened? Does the Known Shipper Program essentially
16 meet that program? Is that what I am hearing?

17 MS. DEZENSKI: Yes, it does.

18 APA: Thank you.

19 CHAIRMAN HAWKINS: Yes, sir?

20 ACINA: We had a presentation earlier from
21 Winona that had an element of cargo security in it.
22 Is any of what you are proposing that affects the air

1 carrier being discussed with Winona's group as it
2 might affect the airports?

3 MR. WILKENING: Yes. Obviously we would
4 coordinate with Elaine's Office of Policy, the
5 central point for both aviation whether it's airside,
6 landside, airport, air carrier, even land and
7 maritime. So the big answer is yes, we do have to
8 coordinate on the specifics.

9 We currently have standards in the
10 security programs concerning safeguarding and control
11 of cargo. On the airside is one
12 standard. Landside is different. So, yes, we
13 currently have standards that are currently
14 coordinated with airport carrier requirements.
15 Should those change, we will coordinate them both on
16 what they are doing and what we are doing.

17 ACINA: In other words, the airports will
18 get a chance to review whatever proposals you are
19 putting forth?

20 MR. WILKENING: The airports will
21 generally not get this security proposal. There is
22 no, to my knowledge, attempt in this to change our

1 existing policy that would incorporate in the
2 airlines' obligation, the existing airports'
3 obligation. There is no intent to change that at
4 this time. Should that change, I guess we'll have to
5 have a dialogue, but I don't see a change. To answer
6 the question, this proposal does not normally go to
7 the 400-some-odd airport operators.

8 ACINA: So basically you're guaranteeing
9 the airport operators that whatever you propose for
10 the cargo operators is not going to affect their
11 security in the cargo area of their facilities?

12 MR. WILKENING: Guaranteeing is a strong
13 word. I'm not in a position to guarantee.

14 ACINA: That's why I'm asking if there was
15 something that may affect the airports. Since there
16 is such a close relationship between airports and
17 carriers, we'd like to see it.

18 MR. WILKENING: Obviously if we thought
19 there were, we would coordinate. As a stakeholder
20 there would be no objection to do that.

21 CHAIRMAN HAWKINS: We're going to take an
22 IOU to make sure that we take a look at that; noted.

1 Yes, sir?

2 CAPA: Your last comment confused me. The
3 young lady mentioned adequate time for notice and
4 comment. I assume she means through the Federal
5 Register. You just indicated that your proposals
6 would not be distributed to airports. Do you not
7 plan to publish them in the Federal Register for
8 notice and comment in the standard way?

9 MR. WILKENING: Some, yes; some, no. We
10 talked about several different proposals. One is a
11 proposal to change the underlying security program
12 that regulated parties must comply with. Those are
13 security standards, SSI. We change those by means of
14 interacting individually with each regulated party.
15 They get a certified letter individually. Those do
16 not go into the Federal Register. We do 30-day or
17 45-day notice and comment.

18 There were additional proposals beyond
19 those that are security program proposals that would
20 be in the Federal Register. The appeals process or
21 the revocation of security authority for indirect air
22 carriers, that is something that would go in the

1 Federal Register. So some of those would go in the
2 Federal Register. Some of those would be changed to
3 underlying security programs.

4 CHAIRMAN HAWKINS: Yes, sir?

5 ACCA: Joe Morris with the Air Courier
6 Conference of America following up on that point.
7 Bill, you go back to the FAA days, especially in 1996
8 when ASAC instituted the baseline working groups for
9 cargo and other areas. As we look at how these
10 proposals might best be addressed, feedback from the
11 stakeholders, which TSA has indicated it is committed
12 to gaining, would seem to me to be a viable
13 alternative as we move forward. I wondered if that
14 was something that you all were considering or would
15 consider with respect to the new cargo regulations.

16 MR. WILKENING: I think that's an issue
17 between the membership and the chairman. Certainly,
18 as you said, that format was used in the past. As
19 was indicated earlier, we are committed to
20 stakeholder involvement. Whatever format that takes
21 in context or within the parameters we must be bound
22 by, we will get it done.

1 Yes?

2 AAAE: Al Grazer, American Association of
3 Airport Executives. One of the charts or graphs
4 showed there may be a test for postal service using
5 K-9's. Whose K-9 assets would they be?

6 MR. WILKENING: We are looking at a
7 prototype that would use TSA-certified K-9's to
8 screen mail. In fact, we tried a trial of this at
9 four airports in early summer. K-9's appeared to be
10 the promising method, at least in the short term. So
11 we do plan to use existing K-9 resources where
12 available and where appropriate. As the slide
13 indicated, we have requested additional funding for
14 '03 to plus up the number of K-9 teams dedicated for
15 this.

16 AAAE: I'll go back to the old FAA-
17 certified K-9's.

18 MR. WILKENING: Airport-manned,
19 government-owned; that's right.

20 CHAIRMAN HAWKINS: Any other questions
21 from the committee?

22 ALEA: Duane McGray from ALEA. That

1 brings up another issue in terms of the K-9 program
2 and the capabilities of the K-9 program, specifically
3 in terms of volume and numbers of K-9's. If you
4 apply this program across the board, that means the
5 number of airports that do not have federal K-9
6 assets then are left in the same position that those
7 airports are now.

8 With the need for other uses for K-9's to
9 address potential problems, are you considering how
10 to deal with those issues in light of the fact. I
11 understand you're talking about ramping up the K-9
12 program. But that's still going to leave a lot of
13 airports that would need help with cargo issues
14 without federal TSA K-9 assets.

15 MR. WILKENING: The mail numbers we are
16 working with are various sets of numbers obtained
17 from Bob and the postal service. One set tells us
18 that the mail is as centralized as the cargo. So the
19 mail issue is not one of 400-and-some-odd airports.
20 The mail is maybe 10 percent of those airports. But
21 beyond that, specifically to get to the question,
22 yes, we are trying to match where we do the

1 prototypes with where the assets are now. We are
2 looking at where we deploy future teams to best serve
3 this issue. But the money that was requested in '03
4 is not just for the mail. It was heavily influenced
5 by the mail but it would not be the mail only. You
6 know, I'm not the K-9 program manager, so I don't
7 know their deployment plans. I just know they have a
8 deployment schedule and it's coordinated with the
9 participants in the program. But the mail is a new
10 wrinkle in the K-9, and we are trying to exploit the
11 K-9's.

12 CHAIRMAN HAWKINS: Any other questions?

13 (No response.)

14 CHAIRMAN HAWKINS: Thank you, Bill and
15 Elaine.

16 (Applause.)

17 CHAIRMAN HAWKINS: We're doing quite well
18 schedule-wise. We're at the part of our agenda where
19 we are to get into our general discussion. We have
20 identified the future of ASAC as the item in the
21 agenda. However, I'd like to just expand that a bit
22 to indicate that I think everything that we will be

1 discussing and have discussed has a bearing on the
2 future of ASAC.

3 To stay in line with the assignment that
4 we received from Admiral Loy this morning -- and I
5 think they were assignments that we probably all had
6 -- I just wanted to elicit a couple of things that I
7 would like to at least get us started in and see how
8 far we can get.

9 First, let me start by saying that the
10 threats that this committee was formed to help fight
11 against are more serious than ever. Therefore, the
12 need for collaboration and finding solutions is even
13 stronger than it's ever been. Aviation security
14 remains one of our nation's most serious concerns and
15 highest priorities. But it has been growing in a
16 broader context of overall transportation security
17 for our nation's travelers and cargo shippers and
18 receivers.

19 One of the fundamental questions I'd like
20 to talk about just briefly as we get into the general
21 discussion -- for TSA the fundamental question is
22 does it need to form a transportation security

1 advisory committee? If so, then the future of ASAC
2 may be to become a subcommittee within that larger
3 committee. I'd like to hear any comments that might
4 come to mind from any of you on that subject for the
5 next couple of minutes. Who'd like to maybe respond?
6 Ron?

7 NACA: Based upon what we do at ASAC, it
8 would make a lot of sense if you did have that. In
9 fact, that is what I was really referring to earlier
10 this morning when I made my comment to Admiral Loy.
11 Initially, I would not want to see the aviation
12 portion of a TSAC diminished, for obvious
13 reasons.

14 However, I think I would propose for
15 discussion that there would have been some breakouts
16 this morning. In these discussions, that may be a
17 logical way to do this. For example, in order for us
18 to have meaningful work out of this committee, we
19 have got to have sessions that are not plenary
20 sessions. It's not that these plenary sessions are
21 not important, and I certainly have no intention of
22 recommending who the stakeholders would be, et

1 cetera.

2 However, it appears to me that there ought
3 to be at least three and possibly four subcommittees
4 to the ASAC. I would propose that that would be a
5 passenger airline subcommittee, an all-cargo
6 subcommittee, and possibly an indirect air carrier
7 subcommittee. Although, you know, all of this is
8 open for discussion. Then there ought to be a
9 perimeter subcommittee, as well.

10 Now, when you talk about a TSAC that would
11 sit above an ASAC, that implies that the other modes
12 of transportation would have their own advisory
13 committees and ostensibly subcommittees under that.
14 My proposal would be that the chairmen or
15 chairpersons of whatever number of subcommittees that
16 we have here would be the people who populated the
17 TSAC as far as formal meetings would be concerned or
18 on TSAC so aviation would have at least four people
19 sitting on a TSAC along with people from maritime,
20 railways, highways, et cetera.

21 That is very parallel to what we do at
22 ARAC. This quite possibly would be at the Homeland

1 Security level and so could even be beyond that.
2 But, then, aviation would be very well represented in
3 that manner. I would further propose that the
4 chairpersons of these subcommittees of ASAC would
5 come from the stakeholders and not from government.

6 CHAIRMAN HAWKINS: So noted in the record.

7 Steve?

8 CAA: Steve Alterman, Cargo Airline
9 Association. I would like to follow along with what
10 Bob said. My concern about breaking off
11 subcommittees of ASAC into passenger carriers, cargo
12 carriers, or indirect air carriers -- in the past
13 when we've done it, they have been issue-directed and
14 a lot of issues cut across the various modes within
15 the aviation industry. For instance, the Known
16 Shipper Program cuts across various modes.

17 If we're going to continue to have
18 subcommittees -- and I think they're necessary and I
19 think Joe's idea for at least looking at the idea of
20 a cargo working group of some sort to maybe look at
21 enhancements to the Known Shipper Program or whatever
22 comes up -- I really think those should be issue-

1 directed and issue-specific rather than as passenger
2 or cargo or indirect air carrier-specific because the
3 issues we keep coming up against seem to cut across
4 the various segments of the community.

5 CHAIRMAN HAWKINS: Thank you.

6 Paul?

7 ACAP: Paul Hudson, Aviation Consumer
8 Action Project. At this time I would say since we
9 don't even have a good structure for the Aviation
10 Security Advisory Committee, we basically have an
11 absolute order that was issued by FAA 1 October of
12 last year. Obviously it is slightly revised.

13 CHAIRMAN HAWKINS: It's in process.

14 ACAP: The acting administrator decides if
15 he needs a maritime security advisory committee; you
16 know, you appoint one. The same thing for ground
17 transportation, for trains or buses or whatever. I
18 think the people that would populate those committees
19 have different backgrounds and interests, and their
20 organizations are different than most of the
21 membership of this committee.

22 So while there probably should be some

1 coordination at the Under Secretary level, I don't
2 know that operationally this committee needs to get
3 quadrated. I would also suggest that the October
4 order that you included in our package here for the
5 Aviation Security Advisory Committee, that that order
6 -- which I guess was signed by Jane Garvey and has
7 been formally filed, I guess, with the Federal
8 Advisory Committee Act, GSA -- that those committees,
9 those subcommittees that are created in this order be
10 at least used as a basis for going forward here.

11 Specifically the first one on the list is
12 the threat analysis subcommittee. The second one is
13 a security operations subcommittee. The third one is
14 an equipment and technology subcommittee. The fourth
15 one is a public awareness subcommittee. I would
16 agree that normally in the advisory committee you
17 want the subcommittee chairs to be non-government.

18 I'm not sure that's totally possible in
19 this. You'd at least probably want to have co-
20 chairs, at least one co-chair that is not a
21 government representative. But I don't see how you
22 could be really productive in some of these without

1 having strong government representation as a co-
2 chair.

3 I would also suggest to the chairman that
4 the members of this full committee be tasked to
5 submit their suggestions to you in writing in a
6 timely fashion, say, within the next week or so, so
7 that when this order is revised that we have a
8 structure that people have been consulted on.

9 CHAIRMAN HAWKINS: If you'll permit me,
10 what I would envision is to get any comments that we
11 make here today in this meeting. They become part of
12 the record. You will evaluate that record in terms
13 of deciding on how it will go, as well as to invite
14 any other thoughts and ideas along this line that
15 anyone may have, and, as Mr. Hudson has suggested, that you
16 would contact me through a written response with your
17 ideas and thoughts.

18 ATA: Dick Doubrava, Air Transport
19 Association. Just a couple of comments, Mr.
20 Chairman. As we go about the creation of the
21 Homeland Security Department, I'm not sure it's wise
22 at this time to be talking about superstructure

1 because many of the agencies that are sitting at this
2 table are going to become one. I think perhaps we
3 need to focus on the aviation side for a period of
4 time as we allow the Homeland Security process to
5 take place.

6 I think that the one thing that we don't
7 want to do -- while we clearly understand that the
8 security is across all the modes and that we are
9 talking about a Homeland Security approach -- as we
10 go through this changing period, I think one thing
11 that we don't want to do is to be too quick to
12 undermine this particular committee.

13 Even though all committees have problems
14 with committee structures and participation and
15 goals, I think we ought to hold in abeyance a
16 little bit about creating a superstructure.
17 Obviously, we will provide comments about that
18 as we go forward. But I think it might be a
19 little bit too early because I think that what
20 would happen is that you may lose a lot of edge.
21 Clearly, as many of

22

1 of the departments around this table get merged
2 into one, I think that that would be the appropriate
3 time to take a look at a superstructure. That's
4 how I want to go forward. I just say that in just
5 a general response to the question.

6 CHAIRMAN HAWKINS: Thank you very much.

7 A lady in the corner? Then you, sir.

8 FBI: Beverly Wright from the FBI. First
9 of all, I want to say that I actually agree with
10 practically everything the previous speakers have
11 said both, from the perspective of taking a look at
12 the order. I have not been a member of this
13 committee myself except for the last four years.
14 Maybe somewhere buried in the original file is this
15 order but I've never seen it before.

16 I notice that the FBI is actually the
17 chairman of a subcommittee that I've never heard of,
18 the Threat Analysis Committee, which I think is a
19 tremendous committee and is probably the greatest
20 focus of everything everyone's talked about all day
21 here. Whether the FBI chairs it or it's co-chaired
22 with the industry, this is absolutely crucial.

1 I pretty much agree with the topic
2 concept, and I agree that we should stay with
3 aviation security. It is clear, certainly among the
4 maritime working group. The FBI may form a
5 transportation security unit which will look at all
6 these things, but we are not there yet. We know we
7 will get there one day, and we do want to see how
8 things pan out.

9 But I just want to comment that I just
10 don't know about these committees. They all look
11 good, and I would like them to start meeting and
12 actually doing something. I would need more than a
13 week to come up with any kind of alternative
14 proposal, but I'd be willing to think about it based
15 on the other comments that are here today.

16 CHAIRMAN HAWKINS: This is the kind of
17 discussion that we actually wanted.

18 Yes, sir?

19 ALEA: Duane McGray from the Airport Law
20 Enforcement Agencies Network. I thought it was kind
21 of interesting that the FBI chairs the Threat
22 Analysis Committee. Considering the debate over law

1 enforcement responsibilities with TSA and the FBI, I
2 couldn't help but wonder if it was a Freudian slip
3 that the FBI didn't have a nameplate for their
4 position.

5 Anyway, the point I'm trying to make here
6 is that it's interesting to hear the word stakeholder
7 being used so much because over the last several
8 years, Paul Hudson and Mr. Monetti and myself and a
9 few others have been somewhat frustrated that this
10 committee that was designed to be an aviation
11 security advisory committee has become an aviation
12 security committee to be briefed by the FAA in the
13 past.

14 It didn't seem that there was a lot of
15 advice being taken or implemented from the committee.
16 We travel here to be briefed on what's going on within
17 the government and then we leave. So the term
18 stakeholder is kind of interesting. But I'm glad
19 that TSA is taking the interest and listening to
20 what's going on within the industry and listening to
21 those people who sit around this table hopefully that
22 have years of experience in aviation security and

1 have a vested interest in protecting this industry.

2 None of us will be here if we have very
3 more incidents like we had September 11th. So I'm
4 hoping that whatever we do, this becomes more than a
5 briefing, but becomes a meeting in which -- and
6 through the committees -- there is some serious
7 input from the stakeholders who sit around this table
8 using the numbers of years of experience that we have
9 to provide to improve aviation security.

10 CHAIRMAN HAWKINS: Let me assure you that
11 is definitely our intent, and we are looking forward
12 to our working together to make that a reality.

13 We have about two more minutes on this
14 subject, and then we need to move on in order to
15 complete everything. So I saw the gentleman's hand
16 here first. Then I think we will have to move on.

17 CAPA: Mike Cronin, Coalition of Airline
18 Pilots Associations. Joe, you worked, as you say,
19 with ARAC with many years. I've been in many of
20 those forums, and the procedure there has been to
21 task the ARAC with specific questions that the FAA
22 has sought advice on from the group. Can we look

1 forward to that type of procedure here?

2 CHAIRMAN HAWKINS: We're open to a number
3 of ideas, a spectrum of ideas. That's definitely
4 one.

5 Chris?

6 AFA: Yes, Joe, I appreciate the comments
7 made about how this group should work in the future.
8 I wanted to recall that ASAC began because of
9 concerns about violations of the Federal Advisory
10 Committee Act. One of the things that my
11 organization had hoped back then, and still would
12 like to see addressed now as we are kind of defining
13 how ASAC is going to go in the future, concerns the issues
14 that are going to come up before this committee that are
15 going to involve sensitive security countermeasures.

16 Now, Bill Wilkening just mentioned in
17 response to Mike Cronin's question that there are
18 proposed rules or changes to security programs that
19 will only be given to the regulated parties for
20 comment. This group should have specific stakeholder
21 representatives that can participate in sensitive
22 security countermeasure discussions. Otherwise,

1 there is a group of regulated parties around here
2 that can participate, but the TSA is not going to get
3 valuable input from representatives of pilots'
4 unions, flight attendants' unions, and even
5 passengers' concerns about these issues.

6 Now, the domestic baseline security group
7 in '96 did look at some degree of sensitivity in the
8 issues that it looked at. There was clearance for
9 members who hadn't yet had clearance for those
10 issues. I think that if we want to proceed in a
11 meaningful way, TSA will have to get an appropriate
12 person or a person from the non-regulated parties on
13 these issues to be able to participate in giving
14 feedback and discussion on sensitive security
15 countermeasures.

16 That was one of the reasons this group was
17 originally formed. Unfortunately, it did not ever
18 address that issue, and it needs to be addressed now.

19 CHAIRMAN HAWKINS: Thank you very much.

20 Yes? I'll give you one minute, if you can
21 do it in one minute. We have to move on.

22 PAN AM 103: I'll take less than a minute.

1 Chapter 9 of the order allows for closed meetings.
2 We've never done it in 14 years, but it's there; it's
3 an option we have. If we are going to change
4 anything, section 9 says public members don't get any
5 compensation. We certainly ought to change that, at
6 least transportation. The other piece is that if we
7 don't meet four times a year, we are not relevant.
8 Twice a year is not enough to cover what's going on
9 in the world.

10 CHAIRMAN HAWKINS: You're moving now to
11 another topic. Maybe that's a good segue. What is
12 the appropriate frequency that this group should be
13 meeting? What are your thoughts on that? We've just
14 heard from Mr. Monetti. He advocates quarterly
15 meetings. Any other thoughts on that?

16 AAAE: Again, being one of the people who
17 have been in this process for close to 14 years and
18 working with it, -- and this goes back to a number of
19 chairs of the group over the years -- it has to meet
20 quarterly in order to be able to give the kind of
21 input that will help focus on some of the policy
22 issues, especially

1 the many policy issues that the TSA is facing. I
2 think having it only twice a year will not get the
3 input that's necessary.

4 Al Grazer, American Association of Airport
5 Executives.

6 CHAIRMAN HAWKINS: Next time we will try
7 to have a few more mikes.

8 RAA: Bill Lang representing the Regional
9 Airline Association for Debbie McElroy today -- really a
10 comment to both of the questions that were raised,
11 more frequent meetings are certainly important.
12 Relevancy is important, in fact, to do something. My
13 sense, as well, on structure is that I've never seen
14 a committee where the subcommittees of the committee
15 have almost as many members on them as the committee
16 does, which inspires me as not exactly the way to
17 move forward and accomplish something to be reported
18 at quarterly meetings.

19 I think a working group structure where
20 there are specific tasks that are allocated
21 underneath those subcommittees to groups of
22 individuals to try to work even more frequently than

1 the quarterly meeting to put something together to
2 report back to the organization or the association at
3 the end on a quarterly basis would be greatly
4 helpful.

5 CHAIRMAN HAWKINS: Thank you.

6 Any other thoughts? Yes, sir?

7 APA: Jay Ehrlich of Allied Pilot
8 Association. I'd like to say as a pilot one of the
9 things that we don't like working in is fog. I feel
10 like there are some fog issues. You mentioned
11 meeting frequency, but issues have been brought out
12 about subcommittees and working groups. It would
13 seem that we have working groups and subcommittees
14 with this organization. Also I heard that TSA has
15 working groups also.

16 It would seem that we want to overlap
17 those and delineate how we can get our subcommittee
18 to work with those working groups. I've not seen a
19 list of the working groups from the TSA. We've been
20 working on that. The Allied Pilots Association has
21 been at that for at least a year now. I don't mean
22 that in a negative sense. I realize the ramp-up

1 time, and I realize the complexities of a new
2 organization.

3 Certainly we need those. We clearly want
4 to represent one of the stakeholders out of the many
5 that are represented here today. If we can get those
6 types of working groups and know how they are
7 functioning and how they are being formed and what
8 their goals are, then it would seem that this
9 committee can begin to work forward with policies and
10 also even the down-in-the-dirt details as that may
11 come up.

12 CHAIRMAN HAWKINS: Thank you.

13 FBI: Beverly Wright, FBI, just to address
14 the mechanics of input. The second question on
15 access, I want to remind everybody that we have made
16 pretty good use of e-mail up until December.
17 We pushed pretty hard for that over the previous year
18 to get the minutes out. Now I think the result of
19 this meeting shows the e-mail works mechanically. I
20 knew you wanted to address that question.

21 CHAIRMAN HAWKINS: Yes, that's on the
22 agenda.

1 ACINA: I like the comments about the
2 quarterly meetings, and I would suggest that.

3 ACAP: Paul Hudson, ACAP. As a former
4 chair of a public education working group on this
5 committee, I would agree that a quarterly meeting of
6 this committee should occur. I'm not totally clear
7 on whether you need working groups on top of
8 subcommittees. If you do have, in effect, three
9 groups and the subcommittees are at large, they could
10 meet the same day, half a day for the subcommittee
11 meetings and half a day for this committee to meet.

12 In my experience in a task-based working
13 group environment that we have with this meeting as
14 quarterly, in order to really have things
15 accomplished in a timely way -- and that was before
16 9/11 -- the working part of it would normally have to
17 be once a month. It often takes half a dozen or more
18 meetings to get it accomplished.

19 CHAIRMAN HAWKINS: Thank you very much.
20 If there are any other thoughts on this subject, I
21 really would like to hear them. We are running out
22 of time in this particular meeting. So please give

1 me a call, send me an e-mail, or write me a letter,
2 and we can keep this dialogue going on this. I
3 appreciate gathering this data because we'll need
4 this input as we move forward in trying to determine
5 how best to position us to do what we know we need to
6 do.

7 The next topic was touched on just
8 briefly -- part of the assignment that we got from
9 Admiral Loy that has to do with our access to ASAC
10 members. We kind of touched around that a bit. Then
11 the reverse, members' access to TSA leadership and
12 staff. You recall Admiral Loy's comments. He was
13 very interested in getting us to talk about that a
14 bit today and for us to take some information back to
15 TSA so that we can assess how we can improve in those
16 areas.

17 Any thoughts? Are you comfortable with
18 the access that we have together at this point? Yes,
19 sir?

20 ACCA: Joe Morris with the Air Courier
21 Conference of America. Dividing it into two parts, I
22 think that the issue that you raised about the

1 communication with us, your communication to the
2 committee, I know that e-mail works great for me.
3 Judging by the turnout here, it probably works great
4 for everybody else. The key is to have the flow, the
5 communication. That certainly gets it to my desk, and
6 it appears it gets it to everybody else's desk. My
7 recommendation would be to keep up the good work in
8 that regard.

9 The in-flow back in, I think, really is a
10 function of the structure of the committee and
11 subcommittees. So it would seem to me that one of
12 the very next things that the committee will want to
13 do -- moving forward perhaps at the next meeting or
14 sooner than that -- is address how to structure this
15 committee and its subcommittees or working groups
16 however it decides to break it up so that the flow of
17 communication is direct and continuous.

18 As things develop rapidly and everything
19 seems to change everyday in terms of what may or may
20 not happen with the regulatory environment and so
21 forth, having this venue, this avenue of
22 communication is an excellent way for the

1 stakeholders to provide meaningful feedback to the
2 regulatory parties and vice-versa. So I would urge
3 that the restructuring of the committee and the ways
4 in which the subcommittees might work be a top
5 priority for ASAC.

6 ALEA: Duane McGray from the Airport Law
7 Enforcement Agencies Network. I agree that e-mail's
8 a good system. I think that the e-mail has to be
9 more than an announcement that we are going to have a
10 meeting or distributing the minutes of the meeting.

11 Every other Friday, TSA and airport
12 managers participate in a teleconference call that
13 lasts for an hour. During that period of time there
14 is a briefing on what TSA has done over the last two
15 weeks. There is an opportunity for the stakeholders
16 to present questions. There are IOU's that are
17 reported on. I'm pretty sure that that same kind of
18 communication goes on with other stakeholder groups
19 besides airport management.

20 What I would suggest is that if it is
21 going to be meaningful when TSA's involved in
22 projects, that we are allowed as stakeholders through

1 this group -- that we be advised of certain things
2 that are going on and be given an opportunity to
3 provide input from our perspectives rather than
4 waiting on a quarterly basis to come together to
5 address these issues.

6 If we truly are an advisory group, an
7 industry advisory group to TSA, then I think it has
8 to be more of an outreach on an ongoing basis on
9 various things that are being worked out.

10 CHAIRMAN HAWKINS: Noted.

11 ACAP: I just would suggest that we all
12 fill out something with an e-mail and so forth and
13 get a copy of that before we leave here today so we
14 will at least have something to take away with us on
15 the communications side.

16 The other suggestion would be that members
17 be supplied with at least the second- and perhaps
18 third-tier officials at TSA who are in charge of
19 various areas.

20 CHAIRMAN HAWKINS: I will note that
21 request. You reminded me that there are a couple of
22 members who may not have filled out the form for the

1 information on e-mail. If you haven't filled this
2 out, please help us with that before we leave.

3 Okay, we're going to move on. The next
4 topic we want to address is the membership of this
5 group. Given where we are today in terms of TSA's
6 responsibility for aviation security specifically,
7 the question that I would put out here for us to
8 discuss for a few minutes is whether or not the
9 current ASAC membership is sufficient or are there
10 other stakeholder groups or active groups whose
11 membership could provide valuable insights and ideas
12 that might otherwise be missed? Any thoughts on
13 that?

14 Steve?

15 CAA: Steve Alterman, Cargo Airline
16 Association. I have no problem with adding people to
17 this group. This is a pretty well-known
18 organization. I'm not sure who's not here. I think
19 everybody knows about this. Every time someone knows
20 about the committee and wants to join, there have
21 never been any problems with letting them join.

22 I'm not sure that we need to do an

1 outreach to find anybody else who might be out there.
2 I think they will find us before we find them. I
3 have no problem with expanding it. The bigger it
4 gets, the harder it gets to work. But anyone with an
5 interest has certainly always been willing to come to
6 the table. Personally I can't think of anyone who is
7 not here. I'd like to delete some people.

8 (Laughter.)

9 CHAIRMAN HAWKINS: Paul?

10 ACAP: I think there are some notable
11 omissions that are not represented.

12 CHAIRMAN HAWKINS: I think Paul disagrees
13 with you, Steve.

14 CAA: That's the first time that's ever
15 happened.

16 ACAP: One interest would be academics. I
17 know that Embry Riddle, for instance, has now set up
18 an aviation security program. They train a large
19 percentage of the people in this industry. Others
20 are doing the same thing.

21 Another interest, I think, to be
22 represented will be the designers and manufacturers

1 of aviation security equipment.

2 CHAIRMAN HAWKINS: Would you repeat that
3 one, please.

4 ACAP: The designers and manufacturers of
5 aviation security equipment, technical.

6 CHAIRMAN HAWKINS: Does anyone else have
7 any thoughts along these lines? Yes, sir?

8 PAN AM 103: Always looking for more
9 support, it might not be a bad idea if we could
10 narrow down who represents the September 11th people
11 and invite one of them to come, as well as the
12 National Air Disaster Alliance which has several
13 hundred members, most all of whom have either been in
14 an air disaster or lost a relative to one.

15 (Pause.)

16 FBI: I didn't see NTSB on here either.

17 CHAIRMAN HAWKINS: We will make a note of
18 that. Any thoughts from anyone else?

19 ACAP: One other omission; I don't know to
20 what extent, considering the subject, this is
21 appropriate, but I know on the FAA safety advisory
22 committees you have participation of the interests of

1 foreign carriers at least for certain things.

2 CHAIRMAN HAWKINS: We'll make a note. Any
3 other comments or thoughts on that?

4 (No response.)

5 CHAIRMAN HAWKINS: We're right about up
6 against our time. We're doing quite well today in
7 that regard. First let me just say that I really do
8 believe we've gotten off to a good start as we move
9 forward together freshly under the TSA leadership.
10 While we at TSA expect you to hold us accountable for
11 our actions and commitments, we need you to work with
12 us both honestly and with reason and also to work
13 with each other in the same spirit.

14 We do stand united against an enemy that
15 means us harm. How we work together against that
16 enemy should be driven by our understanding of this
17 reality and by our unity. While we may not always
18 agree on methods and approaches to solving a
19 particular threat or problem, we cannot allow our
20 disagreements to diminish our resolve to collectively
21 defeat those who would do us harm or disrupt our way
22 of life.

1 Our work on this committee is as important
2 as any that is going on in government. It is our
3 duty to push the committee to the limits of its
4 capabilities. The safest and most secure
5 transportation system that we can possibly achieve
6 for our nation is the only option that we can live
7 with. I am merely stating what we all know to be
8 true in our hearts.

9 We will be posting the proceedings on the
10 TSA website once they are available, and we will be
11 sending out summary minutes that we agreed would be
12 useful to all the members to review and for your
13 concurrence.

14 Given the discussion here today, one of
15 the actions was to set a time for the next meeting.
16 I'm going to tentatively say that we will look to
17 meet again in this format probably in January, late
18 January. As indicated earlier, your thoughts and
19 advice on all of this that we talked about today is
20 much appreciated. We will also be soliciting your
21 ideas on agenda items as we move forward.

22 So as I indicated earlier when we got

1 started, I tried to reach each and every one of you
2 by phone before this meeting. I wasn't 100-percent
3 successful but I did get to most of you. That will
4 be an ongoing commitment. Expect to hear from me.
5 I'll expect to hear from you, as well. When we come
6 to these meetings, we will have had quite a bit of
7 dialogue and a meeting of the minds on issues and
8 this committee's functions. So our goal will remain
9 to go as far as we can possibly go and to accomplish
10 as much as we can.

11 With that, this meeting is adjourned.

12 Thank you very much.

13 (The meeting was adjourned at 1:25 p.m.)

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