

U.S. DEPARTMENT OF TRANSPORTATION

+ + + + +

PIPELINE AND HAZARDOUS MATERIALS
SAFETY ADMINISTRATION

+ + + + +

VOLUNTARY INFORMATION-SHARING SYSTEM
WORKING GROUP

+ + + + +

THURSDAY
NOVEMBER 30, 2017

+ + + + +

The Working Group met in the Galleria Ballroom, Hilton Arlington, 950 North Stafford Street, Arlington, Virginia at 8:30 a.m., Hon. Diane Burman, Chair, presiding.

PRESENT

HON. DIANE BURMAN, Chair; New York State Public Service Commission

ERIC AMUNDSEN, Panhandle Energy/Energy Transfer Partners

MICHAEL BELLAMY, PII Pipeline Solutions, General Electric

KATE BLYSTONE, Pipeline Safety Trust

BRYCE BROWN, The ROSEN Group

ROBERT BUCHANAN, Seal for Life Industries

DAN COTE, NiSource Gas

YIMING DENG, PhD, Michigan State University*

ALICIA FARAG, LocusView Solutions*

MARK HERETH, Process Performance Improvement Consultants/The Blacksmith Group

LEIF JENSEN, Sunoco Logistics

WALTER JONES, Laborers' Health & Safety Fund of

North America

MICHAEL KELLER, PhD, University of Tulsa
MIKE LaMONT, Integrity Plus
JOHN MacNEILL, Utility Workers Union of America
ALAN MAYBERRY, Associate Administrator for
Pipeline Safety, PHMSA
RANDY PARKER, Kinder Morgan Inc.
HOLLY PEAREN, Environmental Defense Fund
SIMONA PERRY, PhD, Pipeline Safety Coalition;
Ogeechee-Canoochee Riverkeeper*
JOE SUBSITS, National Association of Pipeline
Safety Representatives
MICHELLE THEBERT, Georgia Public Service
Commission
CHRISTOPHER WARNER, Mears Group, Inc.
MARK ZUNIGA, UniversalPegasus International, Inc.

PHMSA STAFF PRESENT

CHRISTIE MURRAY, MSCIS, PMP, Director, Outreach
and Engagement; Designated Federal Official
SHERRY BORENER, Senior Research Analyst
AMAL DERIA, Attorney Advisor
CHRIS McLAREN, Transportation Specialist
HUNG NGUYEN, Senior Program Manager
ANGIE WANG, Data Scientist
CHERYL WHETSEL, Advisory Committee Manager
NANCY WHITE, Senior Policy Advisor for Policy and
Programs

ALSO PRESENT

TERRY BOSS, INGAA
DREW HEVLE, Kinder Morgan
THERESA PUGH, Theresa Pugh Consulting LLC
JOHN STOODY, Association of Oil Pipe Lines

*Present via telephone

CONTENTS

Roll Call and Call to Order.	5
Opening Remarks.10
Committee Business	
Agenda Item 5:	
Strategic Mission Breakout Group	
Instructions, Discussion and Q&A63
Agenda Item 6:	
Strategic Mission Statement	
Breakout Group (3)65
Agenda 7:	
Strategic Mission Statement	
Group Reports Outs	
Agenda Item 8:	
Strategic Mission Statement	
Deliberations.	189
Agenda Item 9:	
Subcommittee Planning, Discussion.	220
Discussion and Q&A	222
Agenda Item 10:	
Future Meetings for 2018	265
Action Item Recap and Closing	
Remarks.	267
Wrap-up and Adjourn.	278

1 P-R-O-C-E-E-D-I-N-G-S

2 (8:43 a.m.)

3 OPERATOR: Good morning, this is the
4 AT&T operator, are you there? Good morning, this
5 is the AT&T operator, are you there?

6 MS. BURMAN: Good morning.

7 OPERATOR: Good morning.

8 MS. BURMAN: Yes, we're here. Thank
9 you.

10 OPERATOR: This is David with AT&T.
11 I had you in the room here, I was just waiting to
12 hear back. Did you guys want to go ahead and get
13 started? I show we do we have a couple lines
14 dialed in.

15 MS. BURMAN: Yes, we do.

16 OPERATOR: Hello?

17 MS. BURMAN: Yes, we want to get
18 started. Thank you so much.

19 OPERATOR: Okay. So, I'll go ahead
20 and place you in. You do have three participants
21 on the line, and I'll go ahead and join you in
22 with them, okay?

1 MS. BURMAN: Yes, thank you very much.

2 OPERATOR: You're welcome. One
3 moment.

4 MS. BURMAN: Have a nice a day.
5 Hello, folks on the line.

6 OPERATOR: And you've been joined to
7 the main conference.

8 MS. BURMAN: Good morning. Are folks
9 on the line?

10 DR. PERRY: Yes.

11 MS. BURMAN: Okay, great.

12 DR. PERRY: This is Simona.

13 MS. BURMAN: Great. So, we waited for
14 you. Sorry about the glitch. We're glad you're
15 on the line.

16 DR. PERRY: Thank you.

17 MS. BURMAN: This is Diane Burman.

18 It's our second official day of our Voluntary
19 Information-Sharing Working Group. I'm just
20 going to take right now roll call.

21 We'll take the folks on the phone
22 first. If you can just state for us your name,

1 your title, your company and the representative
2 group that would be great.

3 DR. DENG: Yiming Deng, Associate
4 Professor, Michigan State University representing
5 our research institution.

6 MS. BURMAN: Great.

7 DR. PERRY: Simona Perry, Pipeline
8 Safety Coalition and Ogeechee-Canoochee
9 Riverkeeper.

10 MS. BURMAN: Great. Anyone else?

11 MS. FARAG: Alicia Farag, LocusView
12 Solutions.

13 MS. BURMAN: Great, thank you. I
14 think it's just the three of you. Anyone else on
15 the line? Okay.

16 Now, we're going to go around the
17 room. Today we'll start with Holly. If you want
18 to just state your name, your title, your company
19 and your representative group.

20 MS. PEAREN: Holly Pearen, senior
21 attorney, Environmental Defense Fund.

22 MS. BURMAN: Okay. And just, if folks

1 can also please speak directly into the mic so we
2 can pick it up for the court reporter. Sorry.
3 Thanks.

4 MS. BLYSTONE: Kate Blystone, Pipeline
5 Safety Trust, Pipeline Safety Advocates Group.

6 MR. BROWN: Bryce Brown, the ROSEN
7 Group, Vice-president Group Market Strategy
8 representing contractors and service providers.

9 DR. KELLER: Michael Keller, associate
10 professor of mechanical engineering from the
11 University of Tulsa representing academic
12 research institutions.

13 MR. AMUNDSEN: Eric Amundsen, senior
14 vice-president of operations, Energy Transfer
15 representing industry operators.

16 MR. BELLAMY: Michael Bellamy with
17 Baker Hughes/GE in-line inspection provider.

18 MR. SUBSITS: Joe Subsits for the
19 Washington Utilities and Transportation
20 Commission, representing the National Association
21 of Pipeline Safety Representatives.

22 MR. MCLAREN: Chris McLaren with

1 PHMSA.

2 MS. WHETSEL: Cheryl Whetsel with

3 PHMSA.

4 MS. WANG: Angie Wang with PHMSA.

5 MR. NGUYEN: Hung Nguyen with PHMSA.

6 MR. PARKER: Randy Parker, vice-

7 president of regulatory affairs with Kinder

8 Morgan, representing Industry.

9 MS. DERIA: Amal Deria, PHMSA.

10 MR. MAYBERRY: Morning, I'm Alan

11 Mayberry, Associate Administrator for Pipeline

12 Safety, PHMSA, representing Government.

13 MS. BURMAN: I'm Diane Burman, New

14 York State Public Service Commission

15 Commissioner, representing state regulators.

16 DR. MURRAY: Good morning, Christie

17 Murray, I'm designated federal official. PHMSA.

18 MS. WHITE: Good morning, Nancy White,

19 PHMSA.

20 MR. ZUNIGA: Mark Zuniga,

21 UniversalPegasus, chief information officer

22 representing pipeline service providers.

1 MS. THEBERT: Michelle Thebert,
2 Georgia Public Service Commission representing
3 state regulators.

4 MR. LAMONT: Good morning, Mike
5 LaMont, Integrity Plus representing service
6 providers.

7 MR. JONES: Good morning, Walter
8 Jones, Laborers' Health & Safety Fund
9 representing workers.

10 MR. JENSEN: Leif Jensen, senior
11 director for Sunoco Pipeline, representing
12 Industry operator.

13 MR. COTE: Dan Cote, vice-president of
14 Pipeline Safety and Compliance for NiSource,
15 representing LDCs.

16 MR. MACNEILL: John MacNeill, National
17 Safety Director, Utility Workers Union of
18 America.

19 MR. WARNER: Chris Warner, senior
20 vice-president of Mears Group, representing
21 Industry contractors.

22 MR. BUCHANAN: Bob Buchanan with Seal

1 for Life Industries/Berry Global, representing
2 Coating and Cathodic Protection Business.

3 MR. HERETH: I'm Mark Hereth with the
4 Blacksmith Group. I'm also Chairman of the INGAA
5 Foundation and I'm representing pipeline
6 operators, service providers and contractors.

7 MS. BURMAN: Thank you. There is an
8 established quorum so I call this meeting of the
9 Voluntary Information-sharing System Working
10 Group Committee to order.

11 The meeting is being recorded. A
12 transcript will be produced for the record. The
13 transcript and the presentations will be
14 available on the PHMSA website and on eGov docket
15 at www.regulations.gov. The Docket Number for
16 this meeting is PHMSA.2016-0136.

17 Again, please, I remind folks to
18 introduce yourself each time you speak so your
19 comments can be acknowledged in the meeting
20 transcript. And speak directly into the mic.
21 Set your tent card on its side if you care to
22 make a comment.

1 Today, I'm going to turn it over now
2 for some preliminary, setting the stage, to
3 Christie Murray. And then after that we're going
4 to turn it over to Dan to talk to us before we go
5 into our breakout sessions. Christie.

6 DR. MURRAY: Good morning everyone.
7 First thing I'd like to do is to make sure that
8 everyone on the Committee, particularly those
9 over the phone, did receive my email this morning
10 with updated documents for today's discussion.
11 Okay, excellent. Those documents will help to
12 keep you on track and make sure that they're, we
13 give you as much information as possible.

14 For those who are on the phone, I'll
15 talk a little bit about the breakouts. In the
16 instructions, it should be emailed to you, if you
17 don't have them, please let me know, but it will
18 contain the conference dial in line for your
19 group. And I'll talk more about that briefly.

20 But first I'll just give you a general
21 recap of where we're headed today. We're
22 certainly going to spend some time this morning

1 talking about how we're organize with the
2 breakouts, provide some general instructions, and
3 hear back from Dan and Eric, with some key
4 homework assignments I'm told. And that will
5 hopefully inform your breakout group discussions
6 as well.

7 We'll take a break at around 10:30.
8 You'll likely be in your breakout groups at that
9 time, so you'll have a 15 minute break.

10 And then after that we will be meeting
11 back here, in the main conference room. And for
12 those who are on the phone, the number you use to
13 dial in this morning is the same number you'll
14 use to dial back in when we gear back up at 10:45
15 for the report outs.

16 Then we'll go to lunch around noon,
17 for an hour, on your own and then we'll come
18 back. And the Committee will have an opportunity
19 to refine the preliminary mission statement.
20 Possibly deliberate, possibly even vote. We'll
21 see how the day takes shape.

22 Some, we understand some, I think one

1 Committee Member has to leave around noon. And
2 he's provided his thoughts and his main key
3 points that he wants to make sure are heard and
4 resonate with the Committee.

5 And then there is others who need to
6 leave around 3 o'clock-ish. So that's really our
7 target for the strategic mission statement.
8 Primarily, let me take one quick look. So,
9 around 2:30 we have slated to wrap that
10 discussion up.

11 And then we'll spend a little bit of
12 time getting organized and furthering our
13 discussion and plan with the Subcommittees that
14 we have been talking about. And certainly, the
15 ones that were voted on by the Committee and
16 allowing that to take more shape.

17 And then we'll talk about future
18 meeting plans for 2018. Start thinking about,
19 should we meet more frequently than once every
20 three months, what that looks like. And we can
21 use that to help inform our plans to make sure
22 that we honor the Committees wishes.

1 We'll do a quick wrap-up and closing
2 remarks, and that will wrap-up our two day
3 meeting. Any questions, thoughts, concerns?
4 Okay, fantastic.

5 So next up I wanted to set the stage
6 just by giving you a sense of what we're going to
7 do in the breakouts, long before we dismiss to
8 breakout. This might even be helpful as you
9 think about Dan and Erik's homework assignment
10 that they'll talk about in just a minute.

11 So, each group will have approximately
12 an hour and a half to discuss topics that will
13 ultimately feed into developing a preliminary
14 strategic mission statement.

15 For the Committee, if you look in the
16 folders that you have in front of you, there is a
17 document, and for those over the phone, there's a
18 document called, VIS breakout group instructions.
19 Please open that document and make sure that you
20 go to Page 3, 4 and 5.

21 Because that will show you which
22 Breakout group you are a member of. And it will

1 also provide you with the room location of your
2 breakout group.

3 For those who are listening over the
4 phone, you've also been assigned to one of the
5 three breakout groups. And given the breakout
6 group you're assigned to, that is the conference
7 call number that you will use at 9:30-ish when
8 we, or 9 o'clock, when we get ready to breakout.
9 Or when we wrap-up our discussion here.

10 So as I say that, some of the key
11 things I'm going to talk about are in that
12 document, but I definitely want the group to
13 think about and to visualize which group they're
14 a member of.

15 If you're in Group 1 you're going to
16 remain here in this conference room. And if
17 you're on the phone and you're in Group 1, good
18 news, you don't have to redial in, you can just
19 stay tuned to the number that you have.

20 Group 2, I'll talk about where those
21 locations are in just a second, but you'll see
22 those notated.

1 The key purpose of the breakout
2 discussions are to think about the things that
3 was shared with us yesterday in the case studies,
4 the conversation the Committee had in the
5 afternoon around how, what's important, what
6 needs to happen and how this could take shape,
7 and Dan and Erik's homework assignments.

8 Ultimately the goal is, discuss and
9 develop a mission statement that when you come
10 back to the full group after the breakouts, we'll
11 have an opportunity to hear from each breakout
12 group, have them report out on what was talked
13 about in their smaller group. So that the main
14 group can get up to speed on what was discussed.

15 And then there will be an opportunity
16 for this Committee to discuss it, as I mentioned
17 earlier. And to refine a mission statement that
18 the group can agree, that may become their draft
19 or their initial mission statement.

20 PHMSA staff is available. We're going
21 to facilitate the discussions in each breakout
22 group.

1 Christie, I'm the scribe for, the
2 facilitator for Group 1. Chris McLaren, raise
3 your hand. If you're in Group 2, that's your
4 facilitator. And Nancy White, raise your hand.
5 She is the facilitator for Group 3.

6 And we'll have scribes there. Don't
7 worry Committee members, you can focus on getting
8 the good content and shaking your mission
9 statement, we'll have scribes to document your
10 key takeaways.

11 Think about this, when we come back
12 for the report out, we will ask that each
13 breakout group select a lead committee member who
14 will come back and be the voice of that group.
15 To share what was discussed and to walk through
16 that report out document.

17 So when you get with your group, one
18 of the first tasks your facilitator will have you
19 do is to select who you'll have speak on behalf,
20 you can either do that at the beginning or the
21 end, but at least if you know you're going to
22 have to speak out, you might listen differently

1 knowing that up front. But I'll leave it up to
2 the facilitators in the group to figure out when
3 they want to make that selection.

4 So, there's a couple of key documents
5 that you have. One of the things that was
6 emailed to everyone, and we printed out for those
7 who are here in the room, there is a document
8 called, it's a mission statement breakout group
9 questions.

10 We'll bring it up in just a minute,
11 but take a look at that. We tried to capture the
12 considerations that was discussed yesterday.
13 Some key words and phrases we heard throughout
14 the day.

15 We refreshed, well, not refreshed, but
16 we brought back the nine components of effective
17 mission statements, just as a reference. They're
18 not tied to those, but just in case you want to
19 see them in one place.

20 And then Nancy, Chris and I took a
21 stab, and it's just that, of a draft mission
22 statement for you to tweak, change, as a part of

1 your mission statement group. So consider those
2 documents as you meet.

3 When you come back from the report
4 out, your report out can generally take 20 to 30
5 minutes, or less if that's what warranted. But
6 we certainly want to try to be mindful of the
7 time so that we can get as much accomplished for
8 those who have to leave and wrap-up early.

9 I do want to put this disclaimer in by
10 saying up front that the FACA meeting is being
11 adjourned so that these smaller group members can
12 have an opportunity to do preparatory work. And
13 these discussions will be open to the public.

14 So for those who are joining us this
15 morning in the public, thank you and welcome for
16 joining us.

17 We have not left you out. You will
18 have the ability to float between any of the
19 three breakout groups for that whole hour and a
20 half.

21 So you can come listen in on one, go
22 visit another one. Just to get a sense of the

1 conversation and dialogue in each one of those
2 groups.

3 The full Committee will convene later
4 to deliberate and vote on issues raised by the
5 small group. Because these discussions would be
6 outside of FACA, there will be no legal
7 requirement to record the breakout sessions,
8 verbatim for the transcripts. So we're not
9 planning to record those breakout group session
10 conversations.

11 What will be brought back forward, for
12 the official record, would be those report out
13 templates that the breakout group would use to
14 capture their preliminary mission statement. And
15 the report out discussions after that.

16 After you come back, everybody
17 reconvenes, then we will resume with our court
18 reporter and our transcription. So just the
19 recap of what took place will be provided.

20 Public participants, feel free to
21 float. Just keep in mind that you're in
22 observation mode only, and that we really want to

1 use this time to allow the Committee to discuss
2 and prepare, to come back and share.

3 There will be an opportunity for the
4 public to comment and to share their thoughts,
5 when we reconvene as a part of the report out
6 session. So we want to make sure we maintain
7 that opportunity.

8 Here, as listed, the members of each
9 group. One of the things I will note, the
10 planning committee gave some great input into
11 this whole process. Therefore, we wanted to make
12 sure the planning committee members were
13 represented on each group.

14 We also wanted to make sure that each
15 group had a diverse group of representatives. So
16 we tried to break it up so that there were
17 regulators, industry, vendors, labor reps, safety
18 and environmental advocates, et cetera, a part of
19 the discussion. So you'll see that reflected
20 here.

21 So if you're in Group 1, stay where
22 you are. I may ask you to move temporarily so

1 that we can have a little bit of a more intimate
2 setting in a smaller group discussion. So we'll
3 flesh that part out.

4 If you're in Group 2, now, Group 2,
5 when you leave out of the doors, to my left,
6 you're going to go back out the double doors,
7 down the stairs to the main lobby. When you get
8 to the bottom of the stairs, you're going to
9 swing a quick left. And the Boston Conference
10 Room is tucked away in the corner on the left
11 side, behind the stairs.

12 It's a nice, I think that's a really
13 nice setting, Nancy.

14 MS. WHITE: Yes.

15 DR. MURRAY: Yes. Oh, wait, you know
16 what, I had that confused. I think I switched it
17 up. But, Chris, it looks like you're in that
18 room. I thought it was Nancy.

19 But at any rate, it's a nice closed
20 setting. And there are round tables in that
21 group. And it will give you an opportunity to
22 use flip charts, there's post-its in all of these

1 groups so that you can be creative and brainstorm
2 as you walk through your exercises.

3 MS. BURMAN: And you're all set up.

4 DR. MURRAY: And you're all set up.

5 And then lastly, in the master's ballroom, Nancy
6 White will be the facilitator. Here's her list
7 of members who will be participating in that
8 group.

9 Now, the masters room, once you go out
10 these double doors, immediately to the left there
11 is a little ramp. You go up that ramp and that
12 masters room is immediately on your right.

13 And we'll help you to get where you
14 need to be once we wrap-up.

15 Here this is just nine components for
16 consideration. I'm not going to speak much on
17 that.

18 This is what the report out template
19 looks like. So we'll capture who was in the
20 group, the purpose, any key takeaways,
21 assumptions.

22 Now, the assumptions will be very

1 important, and it's probably worth me taking just
2 a few minutes to talk about. It's going to be
3 important to make effective use of the hour and a
4 half time that each group has.

5 So I would encourage the Committee
6 Members to not get hung-up in the we can't, this
7 isn't included, piece. I think it's important to
8 raise those issues. And as you raise those
9 issues, document them either as assumptions,
10 items that need to be parking lotted, things that
11 may be of concern.

12 So there is opportunities to document
13 that as a part of your conversation. Do bring
14 those up. We encourage those discussions.

15 But keep in mind that the ultimate
16 deliverable is a draft mission statement. It
17 doesn't have to be perfect, it just has to be
18 reflective of what the group talked about.

19 And if there are things that, hey, it
20 would be nice if we included this, because it's
21 not currently a part of what we're thinking, then
22 document those as assumptions.

1 So if there is something where there
2 is a new premise that may not have been
3 introduced originally or if there is questions
4 about how does this fit, if you would like it to
5 fit as a group, fit it into your mission
6 statement, but also document it as a part of the
7 assumption. This is the assumption we made and
8 this is why we fit this into our mission
9 statement.

10 I hope that's clear. Does anybody
11 have any questions or thoughts on that? Okay.
12 If you do, your facilitators can help through
13 those exercises.

14 And then hopefully we'll see that
15 preliminary mission statement line filled out, as
16 a part of your report out coming back. Yes?

17 MR. MAYBERRY: This is Alan. I just
18 want to reinforce that point. Don't be limited.
19 Put things on the parking lot that you want to
20 cover, but don't feel inhibited to put down your
21 feelings on where this should go. And don't over
22 think it, don't try to over complicate it.

1 I think we can get this done. My
2 expectation, really on what I really, really,
3 really want to accomplish, is this mission
4 statement today. So, by 3:30. So I know we can
5 do it and I look forward to the discussion when
6 we come back. Thanks.

7 DR. MURRAY: Thank you. Okay, so next
8 I will turn it over, back to Diane, to handle
9 committee business and homework assignments.

10 MS. BURMAN: Okay, so we're going to
11 turn it over right now to Dan, then we're going
12 to have Eric talk, and then we'll just talk a
13 little bit before we go into the breakout
14 sessions. So, Dan, take it away.

15 MR. COTE: Thank you, Madam Chairman.
16 Madam Chairman, I expanded the scope of the
17 homework assignment a bit.

18 Following the strategic discussion we
19 had yesterday it was clear that there was still a
20 good deal of confusion on exactly how constrained
21 we were by the enabling legislation and where we
22 needed to go.

1 And in my mind, trying to create a
2 mission statement without a very, very clear and
3 consensus agreement of the committee on what our
4 strategic purpose was, was going to waste a lot
5 of our time and create more chaos than
6 elimination. Therefore, I took the liberty of
7 creating a strawman strategic purpose for the
8 Committee, that I would request that we vote on
9 before we proceed to other business.

10 This is the strategic purpose that was
11 created. It is almost exclusively created from
12 Section C of the enabling legislation document.
13 And just tweaked a bit to reflect the discussion
14 we had yesterday.

15 I'll read it, and then suggest we
16 discuss it. And then if we can vote on it, I
17 think this will provide clarity to the three
18 breakout groups on what the mission statement
19 really needs to look like.

20 So, with your permission, the group
21 shall provide the Secretary of Transportation
22 with independent advice and recommendations on

1 the development of a voluntary and secure
2 information sharing system to encourage
3 collaborative efforts and to improve inspection
4 information feedback and information sharing,
5 with the purpose of improving gas transmission,
6 distribution and hazardous liquid pipeline
7 facility integrity risk analysis, to improve
8 pipeline safety.

9 Now, again, almost word from word,
10 from Section 3, the ads for full transparency are
11 voluntary and secure information sharing, the
12 insertion of, in addition to gas transmission,
13 distribution, and the final phrase, to improve
14 pipeline safety. Those were the recommended ads
15 to frame our strategic purpose.

16 I would add, they're all very
17 important because this includes the discussion we
18 had on not restricting this, specifically to
19 transmission or to any specific technology. It
20 also includes the notion that it can include
21 distribution and distribution integrity
22 management, in addition to transmission line.

1 At the same time, we talked about,
2 yesterday, instead of saying gas transmission,
3 simply saying gas and deleting any reference to
4 distribution. There was a concern that that
5 would draw in gathering lines, which is arguably
6 a whole can of worms we just don't want to open
7 here. They're not represented.

8 And clearly, though some of you do
9 have gathering lines, that's an entirely separate
10 subset. So the intent was that not be dealt with
11 at this time.

12 But that is the proposed mission
13 statement. On that basis, Madam Chairman, I make
14 a motion that we accept this strategic vision as
15 our strategic purpose of the VIS Group, and would
16 be grateful for a vote.

17 MS. BURMAN: Any discussion?

18 MR. HEVLE: Yes. I have a comment.

19 MS. BURMAN: Okay, why don't we take
20 comments from here before we go to the audience.
21 Leif?

22 MR. JENSEN: Thank you, Madam

1 Chairman. Or Chairwoman. Leif Jensen, Sunoco
2 Pipeline.

3 I don't know if the enabling
4 legislation included the partners that need to
5 share the information. This particular paragraph
6 is silent with respect to who actually shares the
7 information. Whether it's the deliberate
8 exchange of information or it's a repository that
9 people can go to, to collect the data.

10 And so I open up the question to the
11 Committee, does this section, entitled the what,
12 need to include the parties that will share the
13 information? Or have access to it.

14 MS. BURMAN: Dan, do you want to
15 comment?

16 MR. COTE: Yes. I saw that, honestly,
17 as part of a how. There will be several levels
18 of detail below this that will include enormous,
19 what I expect to be a very extensive discussion,
20 on who needs to be included, all of the parties.

21 We'll get in, as also, as part of
22 that, to some of the technologies or some of the

1 methodologies could be used. So there was
2 several details below this, and I anticipate we
3 will have those discussions.

4 Since we haven't had a lot of detailed
5 discussion on any of those points, prior to this,
6 I didn't feel like it was appropriate to, or
7 necessarily necessary, to include it in the
8 strategic mission statement.

9 MS. BURMAN: Okay, thank you.

10 MR. WARNER: I've got a different
11 topic, so is there any other comments on the how?

12 MS. BURMAN: Michelle?

13 MS. THEBERT: I guess I want to ask
14 procedurally, if we vote to approve this, then we
15 won't have breakout sessions, is that --

16 MS. BURMAN: No, we'll --

17 MS. THEBERT: I'm confused then what
18 the breakout sessions are for. I thought they
19 were to adopt mission statement. Is that what
20 this is or not the mission statement?

21 MR. COTE: No, this is not the mission
22 statement, this is the strategic purpose. The

1 mission statement frames some of the details.
2 For example, Leif, who is included. And I see
3 the mission statement including as many of the
4 nine elements of the mission statement, which
5 this does not, as are necessary to frame this
6 clearly, to the group.

7 And so no, I do not see this to be a
8 replacement for the mission statement. I see the
9 mission statement to be a level of detail just
10 below this.

11 MS. THEBERT: Okay.

12 MR. COTE: If you think about a
13 hierarchy of framing.

14 MS. BURMAN: Okay. I know you said
15 you had a different question, I want to go, any
16 other comments or questions on this particular
17 issue at the table? On the phone? In the
18 audience? I know there was someone.

19 MR. HEVLE: Yes. If the intent was to
20 limit to transmission and distribution on the
21 outside, I think the intent was to do the same
22 thing on the hazardous liquid pipelines, but it's

1 not stated that way. You may want to exclude
2 hazardous liquid gathering lines and maybe
3 terminals in other types of facilities.

4 MR. COTE: The intent of this was not
5 to change the liquids framing or the level of
6 inclusiveness. Transmission on the distribution
7 side, specifically excluded two other major
8 categories. Those categories were not excluded
9 on the liquid side.

10 And so, while I feel like we have the
11 authority to make this more inclusive, in my view
12 as a committee, we do not have the authority to
13 make it less inclusive of data.

14 MR. HEVLE: Okay, fair enough. So
15 that's how it's stated in the original?

16 MR. COTE: Exactly.

17 MR. HEVLE: Okay. All right, fair
18 enough.

19 MR. COTE: Thank you.

20 MR. MAYBERRY: Madam Chair, just to
21 put my money where my mouth is, related to
22 wordsmithing, I'm not going to wordsmith this,

1 but I just want to understand, well first off,
2 Dan, I'm impressed that we do actually define
3 pipeline facility in the code, so I appreciate
4 that. It's not a random term.

5 I do want to mention, related to that
6 same statement or that same part is, when we talk
7 integrity risk analysis, we're not limiting this
8 to just pipeline integrity management, it's
9 pipeline, it's really the gambit of inspection,
10 assessments and the like on pipelines. Including
11 integrity management in other areas. So, it's
12 not limited.

13 MR. COTE: Agreed. And again, this
14 was using as much of Section 3 as possible. And
15 I would certainly be comfortable, if you have a
16 recommendation, to expand that from a, just from
17 a very, very high-level.

18 And that's why we thought the addition
19 of the pipeline safety component became critical.
20 Because that will give us latitude.

21 MS. BURMAN: Okay, before we go to
22 your comment or question, which is unrelated, or

1 it's separate from this, we're going to go to
2 folks around the table, on this particular one.
3 And then I know we still have one more public
4 comment on this issue. So why don't we go Kate.

5 MS. BLYSTONE: Kate Blystone, Pipeline
6 Safety Trust. I have a clarifying question.

7 The intent with this, for voting on it
8 purposes, is not to amend our charter, correct?

9 MR. COTE: That is correct.

10 MS. BLYSTONE: Okay. So this would be
11 to set the framework for our group discussions.
12 I'm not sure where I stand on this yet. I took a
13 look at the draft that staff put together and I
14 really like that as well, and I don't see how
15 they are completely dissimilar.

16 So I'm worried that we're going to see
17 this framework and then we're going to go into
18 these groups and we're going to end up with a
19 similar statement that may be only slightly
20 different. I just, that's where I'm at right
21 now. I'm just trying to think it through, and
22 any discussion about that would be helpful.

1 MR. COTE: If I can --

2 MS. BLYSTONE: Yes.

3 MR. COTE: -- you bet you. This was
4 designed with three things clearly intended.

5 First, it was to frame the voluntary
6 and secured information sharing. And there's
7 been a lot of discussion around the table about
8 how that would work. And I have more detail to
9 offer in a bit. That was one.

10 Two, it was intended to clearly
11 include gas distribution. Because we're been
12 having this debate repeatedly, and I would argue
13 that's a major contribution to public and
14 pipeline safety.

15 And that would not be included in a
16 mission statement, because a mission statement is
17 designed more around the, what you're really
18 trying to accomplish. This is much more high-
19 level and strategic. All of the pieces that are
20 included, as I envisioned it.

21 The third piece was to recognize the
22 improvement to pipeline safety. Everything,

1 including the risk analysis as a means to an end.

2 Our ultimate goal in this is to
3 improve pipeline safety. If it doesn't do that,
4 then we haven't benefitted the public, our
5 employees, or even our operators I would argue.
6 And so it was designed to do those three things
7 at are very high-level.

8 MS. BLYSTONE: If I could just
9 respond. I totally agree, and I see it and I
10 understand it. I also just don't see, to me this
11 is a mission statement and I'm perfectly happy
12 with it, is kind of my point.

13 And I just don't see how, I guess my
14 question is kind of similar to Michelle's, it
15 just feels like we would be going an extra step
16 that I don't know that is necessary, if we went
17 through these breakout groups, do you know what
18 I'm saying?

19 MR. COTE: Yes.

20 MS. BLYSTONE: I just feel like
21 that's, I guess that's my point.

22 MR. COTE: And here's how I would

1 respond. We have gone through, this is our third
2 meeting, and at both of those previous meetings
3 we had debated, for example, the insertion of
4 distribution extensively. And yesterday
5 afternoon at 4 o'clock we were still debating it.
6 We hadn't put that to bed.

7 An integral part, in my mind, of what
8 we need to do going forward. That is why I would
9 like to see a specific vote on this.

10 And without that kind of specific
11 high-level inclusion and definition, my concern
12 is that we'll wind up with three very different
13 mission statements. And that time will be, I
14 don't want to say wasted, but when we come back
15 in we'll still have to do all the work as a
16 group. This provides additional framing.

17 And not that you have to agree with
18 that assessment, but that was the purpose.

19 MS. BURMAN: Michelle and then Mark
20 and then I think we still have one comment on
21 this issue and then we'll go to Christopher.

22 MS. THEBERT: I think I, I mean, I

1 kind of agree with Kate. Could we vote on this
2 being the mission statement and breakout the
3 wordsmith?

4 I don't know, because I agree, I think
5 it, I mean, initial looking it looks pretty good
6 and it covers a lot of stuff, and I think it
7 would be duplicative efforts if we go, and I
8 agree, we're dealing, we probably have three
9 different mission statements.

10 I don't know if it would be a good
11 idea to take this, or to take what PHMSA staff
12 sent and just expand the ones that have already
13 been provided. I'm not sure what the solution is
14 besides wasting an hour and a half.

15 Or not even having the breakouts and
16 we can just, I guess we can't do that because of
17 federal stuff. Just talk amongst ourselves as a
18 group. But anyway, that's just my thoughts.

19 MS. BURMAN: Okay, thank you. Mark.

20 MR. HERETH: Mark Hereth with
21 Blacksmith. Can I actually try to address that,
22 because I think it's a great question? And maybe

1 I'll pose it as a question at Dan.

2 Dan, it is possible that we'll take
3 this, the what statement here, this statement of
4 strategic purpose. And it actually may become an
5 integral part of our mission statement, right?

6 What you're trying to do in this is to
7 capture the essence of what the scope is, we may
8 in fact add some things, which for example, the
9 sentence that shows up in the PHMSA draft, the
10 purpose is to promote a learning environment that
11 is proactive and so on. We may add those things
12 in the discussions that occur in the breakout
13 group. Does that make sense?

14 MR. COTE: That's all fair.

15 MR. HERETH: Yes.

16 MR. COTE: And if the resolution to
17 this was that that became the basis for the
18 mission statement, I'd be fine.

19 MR. HERETH: Yes. So I think, again,
20 what this is, is to really capture the essence of
21 the scope. We may then enhance that scope.

22 And I think Dan's point is really

1 important here. If we don't get that defined,
2 then we'll sway and go in a bunch of directions,
3 so that once we get this defined, the what, then
4 we can build upon that to create the mission
5 statement and test that with Christie's model,
6 for example, from yesterday.

7 And Dan, maybe to set up some of your
8 next discussion, I think some of the points that
9 you will make, that are really to capture the
10 essence of our initial comments yesterday,
11 people's expectations, those concepts may find
12 their way into this mission statement. Is that
13 your view?

14 MR. COTE: It could.

15 MR. HERETH: Yes.

16 MR. COTE: Again --

17 MR. HERETH: Yes.

18 MR. COTE: -- the way I tend to look
19 at this is very hierarchical. You start off with
20 a strategic vision --

21 MR. HERETH: Yes.

22 MR. COTE: -- and then at a level

1 below that is a mission statement. At a level
2 below that, you really start to frame the
3 detailed outcomes that you intend and how you
4 intend to create those outcomes.

5 MR. HERETH: Yes.

6 MR. COTE: That's the hierarchy I see.
7 But if we don't, to your point, if we don't get
8 the strategy correct and have consensus around
9 it, we'll be having these same debates throughout
10 the life of this committee. And that becomes
11 very regressive.

12 MR. HERETH: And I agree with that.
13 Does that help for those that were struggling
14 with what we would do with this and what we would
15 do then beyond this morning?

16 MS. THEBERT: It doesn't for me. I
17 mean, to me the strategic plan is the mission
18 statement. I'm not sure what the difference is
19 going to be.

20 I mean, I don't think you would put
21 how in your mission statement, otherwise your
22 mission statement would be like pages. I mean,

1 I'm just trying to figure out if we're making a
2 separate hierarchy just for the sake of doing it
3 versus just going in and doing mission statement.
4 Which is what you've done, and I think it, I
5 mean, initially it looks pretty good to me.

6 MR. COTE: Well, to your point, I have
7 no passion for whether or not we vote on this
8 separately or we simply vote to agree this will
9 be the framework for the mission statement. If
10 we do that either way, as a group we've reached
11 consensus on what is strategically important and
12 we build from there.

13 Both of those, however we frame those
14 two by way of process, I don't much care. But
15 without agreeing this is what we got to get done,
16 we will not be building on firm ground going
17 forward, because every time there's a question,
18 we'll revisit whether or not we -- why include
19 distribution or why have DIMP if the legislation
20 didn't address distribution or, I mean, we can go
21 down 25 different rabbit holes.

22 This is designed to close all of

1 those. And be very clear in strategic framing.

2 MS. BURMAN: Okay. Why don't we,
3 Alan.

4 MR. MAYBERRY: Maybe I, I'm simple
5 minded I think. I'm good with this, I'm good
6 without it.

7 I think I know, I know what we need to
8 do. We need a mission statement. We've got a
9 couple of frameworks here to work with, let's go
10 do it. But again, I know I tend to overly
11 simplify things.

12 MR. COTE: And my concern with that,
13 Alan, is, as clear a vision as you have, and it's
14 very clear to me that you do, I'm not sure
15 everyone around the table does. And the purpose
16 of this is to get a handle on that and really
17 grasp it so we have a clear framework for
18 everyone.

19 MR. MAYBERRY: And I agree. It gives
20 us a guiding principle to work within.

21 You know, and there are things we need
22 to address, like transparency and the like and

1 things, attributes, you know, the main principles
2 that we're looking for. So we can work with
3 this, make it happen.

4 MS. BURMAN: All right, why don't we
5 go to Eric, then the Professor. You'll forever
6 be the Professor.

7 (Laughter)

8 MR. AMUNDSEN: Eric Amundsen, Energy
9 Transfer. I guess I would say I'm in Alan's
10 court here. I don't know that we need a third
11 kind of high-level, what are we trying to do
12 paragraph.

13 And this is so similar to Section 3 of
14 the charter. It's almost a tweak of the charter.
15 Can we change the charter to this? Is that an
16 option?

17 If that's not, I wouldn't be an
18 advocate of voting on this. I think around the
19 table everybody's head, I think, is going, yes,
20 we agree with this.

21 I'm not sure that we mechanically need
22 to vote on it, I think there's agreement. I

1 think that agreement should resolve itself in the
2 mission statement that we're going to produce by
3 3:30.

4 So, I would just not be an advocate of
5 introducing a third sanctioned high-level
6 statement. Each one is going to be a little bit
7 different and I don't know that we want to
8 introduce that confusion about, why do you have
9 three similar but slightly different high-level
10 statements.

11 DR. MURRAY: And just a little food
12 for thought, Dan, thank you for the work you've
13 put into this, because I think, I don't think
14 there's disagreement that the inclusions are
15 important.

16 I think that if the Committee is open
17 to using this as a premise for having their
18 mission statement discussion, you'll find that
19 this won't be left by the wayside, it would very
20 well help to enhance. You'll see this
21 represented possibly. And then further
22 enhancements as the group has an opportunity to

1 discuss it as a part of their group.

2 Which might make the deliberations and
3 voting even more straightforward when the group
4 comes back. And this is just one option.

5 We could make this available to all
6 the groups and have that as you're coming up with
7 your mission statement. Or if the Committee
8 wants to do something different.

9 Keep in mind that a mission statement
10 generally includes the purpose. So I don't see a
11 disalignment with this and creating the mission
12 statement.

13 So there is an opportunity to add the
14 purpose to the mission statement and make a few
15 more clarifications that the groups, and
16 ultimately the Committee, would like to make.

17 MR. COTE: And I'm fine with that. As
18 long as that framing -- and, Alan, I heard what
19 you said, but in my mind, the impact on the
20 industry, particularly the distribution group, is
21 far more than tweaking.

22 That addition covers greater than 50

1 percent of the pipeline in the United States that
2 was formally omitted on the gas side. So I do
3 see that to be a pretty significant change, and
4 one that needs to be captured and agreed. But I
5 would be fine with that, having had that
6 discussion.

7 MS. BURMAN: Professor.

8 DR. KELLER: You can just call me
9 Mike.

10 (Laughter)

11 DR. KELLER: Anyways. So, I'm coming
12 from this just from a person who's sat on a lot
13 of committees now in my life.

14 It seems like there's possibly two
15 ways to address this. The first one would maybe,
16 why don't we just adopt this as the draft mission
17 statement, done.

18 We would just say, we'll take this as
19 a mission statement, it has your statements in
20 it, we're good.

21 The other option, I guess that I'm
22 seeing is, it sounds like the main concern is

1 about, do we formally agree on distribution
2 systems or not. We could just take a vote if we
3 formally adopt that, to include that. That's a
4 thought.

5 MR. COTE: And I'm good either way, in
6 memorializing it. I mean, including making this
7 inclusive of this, as an inclusive part of the
8 mission statement is fine, and we can work in the
9 Subcommittees at that point, I would be fine with
10 that. Unless someone else believes that we
11 really need it to vote.

12 MS. BURMAN: Okay.

13 MR. BUCHANAN: Have we been able to
14 adequately assess the impact on the distribution
15 people?

16 I was just looking at stats yesterday
17 and there is, in distribution piping, there is
18 1.3 million miles of main pipe and 923,000 miles
19 of service pipe. You know, the impact on the
20 distribution network would be huge.

21 And when I look at the mission
22 statement, or the, I'll call it objective and

1 scope, it specifically said transmission. And
2 the objective in scope, why did it say that, why
3 did it not include distribution to begin with.

4 So, have we adequately understood what
5 the impact on distribution would be? That's my
6 only question.

7 MS. BURMAN: Dan.

8 MR. COTE: This is voluntary. And
9 yes, and I represent the distribution group. And
10 the trade associations that are represented here
11 both see the benefit of this to the industry.

12 Obviously, we can't put it to a vote
13 across the industry, but there are clearly people
14 that will benefit from this. And since it is
15 absolutely voluntary, the people that don't
16 perceive benefit don't have to do it.

17 I think over time they will see the
18 benefit and join because it will give them more
19 tools to assess their own risks. And that's
20 really the key.

21 MR. BUCHANAN: And then my only
22 concern is, how would this impact future

1 rulemaking, and if the rule falls out of this,
2 it's voluntary for now, but if at some point a
3 PHMSA rule comes around that does impact the
4 distribution network, distribution people, that's
5 sort of a fall out that I might be concerned
6 about.

7 MS. BURMAN: Alan.

8 MR. COTE: And, Alan, you certainly
9 may want to answer that, but I guess my take is,
10 that anything we do on a voluntary basis can
11 ultimately become a rule. We were given this
12 opportunity and it was into rule, recognizing
13 that there are clearly needs in this area.

14 PHMSA could have made this a
15 rulemaking, and the voluntary component of this
16 would have been academic at that point. They
17 didn't do it.

18 This is our opportunity to simply
19 build and create our own risk assessment and risk
20 remediation sharing tools, all of those pieces,
21 in the way the FAA and railroad are doing. If we
22 don't do it very well, I mean, I have every

1 expectation, someday there's likely to be a rule.

2 But if you think about the way PHMSA
3 has proceeded with SMS and with this, clearly
4 they're looking to work with the industry to
5 build the tools and mechanisms without
6 rulemaking. And so I find that comforting.

7 MR. MAYBERRY: And what we're dealing
8 with is a recommendation. So, rulemaking stands
9 on its own. Every rule has to pass a cost
10 benefit hurdle.

11 So, I mean, we're talking
12 recommendations. The Secretary may take all the
13 recommendation, part of it.

14 And one thing we talked about, and
15 this gets into really how we do it, and it's
16 putting the cart before the horse though, but we
17 did, at least in the group I was in at lunchtime
18 with PHMSA staff, talked about regulatory
19 efficiency as we worked to something towards
20 this.

21 Of course, I see potentially in a de-
22 regulatory action here too. Anyway.

1 MS. BURMAN: Okay, Eric.

2 MR. AMUNDSEN: Eric Amundsen. I have
3 just a quick comment to that. One, it's
4 voluntary, as Dan had mentioned. And I agree
5 with what Alan said too.

6 And then there is, I think that's
7 something that we just put in our assumptions,
8 for the work product that we're getting ready to
9 undertake. And one of the ones that I've already
10 got written down is, a regulation encompassing a
11 lot of gathering in a transmission, right?

12 So right now my assumption is,
13 gathering is gathering and there isn't a rule,
14 major rule change that brings in a lot of
15 gathering to transmission regulations. So I
16 think we just kind of mitigate that in our
17 assumptions and questions and kind of blackboard
18 issues.

19 MS. BURMAN: Okay. So before, anyone
20 on the phone have any comments or questions? I
21 think there was someone in the audience who still
22 had a comment?

1 MR. BOSS: Terry Boss with INGAA. I
2 just want to be sure that this isn't the first
3 time this has been done.

4 On my other life, I'm doing a lot of
5 information sharing in cybersecurity systems, and
6 they're setting up the paradigm of, this is how
7 you do information sharing, not necessarily
8 designing a system. There may be systems out
9 there.

10 Very similar to integrity management,
11 there wasn't a integrity management program,
12 there was, you develop systems. SMS is very much
13 the same way.

14 And you've got a sharing system in
15 there. Maybe it should be systems. And that
16 will give you a little bit more flexibility as
17 folks look in this thing, because it might be
18 slightly different as you move in there.

19 But I could mind, probably trying to
20 design how these systems should look, rather than
21 actually designing a hard coated, you got to
22 participate in this particular system.

1 Better ideas will come up, but you
2 want these systems to have these kinds of flavors
3 and looks and accomplish these kinds of goals out
4 there.

5 MS. BURMAN: So, with all that, so my
6 personal perspective is that this conversation
7 helped us from kind of going into the breakout
8 groups in sort of a preliminary discussion on,
9 what is it that is meaningful for us, from what
10 the scope is, and what is our strategic vision
11 and where do we go from getting to the next
12 steps, and what is the mission statement and then
13 what are those guiding principles and then what
14 are the drill down that we're going to need. And
15 some of that, I think, comes out.

16 I think Dan's homework assignment and
17 the what is, Dan, you've been laser focused from
18 the very beginning, in not only this meeting but
19 in the other two meetings, in being very clear in
20 our need for, before we get to that, we need to
21 clearly define the scope.

22 And so I think that we all worry about

1 losing focus. Whether it's going into a breakout
2 group or after we leave today, with the, if we're
3 not centered on the core mission.

4 So I think this was an attempt to make
5 sure that we all are at least buying into, that
6 we're all in agreement in some fashion. And if
7 not, you wanted to have a discussion. And then
8 in some fashion, formalizing it, via vote, to
9 make sure that we're working off of, on the same
10 page.

11 I think some of the confusion for
12 folks is, what does that mean. Should we just,
13 since a lot of this language comes from the
14 charter, the legislation, some of what we've been
15 talking about, and adding into it the things that
16 we've been addressing.

17 So, this does encapsulate pretty much
18 all of the different things that we've addressed.
19 And probably hits, if we had that same algorithm
20 of the nine points for the mission, we've
21 probably got, I hope you hit all nine, but we
22 probably got probably close to eight in there.

1 So I do think that we are there. So
2 why go to the breakout? Because I do think that
3 there is a need now to flush out that.

4 To start talking, not just about what
5 else do we need, fine tuning it, but what are
6 those drill downs, what are those guiding
7 principles, what is that stuff that we're going
8 to need to do from an actions next steps. And
9 whether we call it a draft statement or strategic
10 purpose, I do think it gives us the framework.

11 I think the concern of voting on it
12 and putting it in sort of another thing is that
13 then it seems, for folks, that now we have one
14 more document to then have to worry about. So
15 I'm not sure where you are, if we need to
16 formally vote, but I do think that this is sort
17 of the framework for us to go into.

18 As to the point on the distribution,
19 I do think that when we go through it, the
20 specifics on how it impacts people is important.
21 To the extent that it's voluntary, I think that
22 is very important.

1 But I think that all of those
2 specifics comes out in what we're going to be
3 doing from a next steps purposes and how do we
4 actually make this something that motivates
5 people to want to be a part of. Because if you
6 have a system that's voluntary and nobody wants
7 to be a part of it, because the impact is one
8 that's negative and isn't actually helpful to the
9 ultimate outcome of improving pipeline safety,
10 then why bother.

11 So I think we, that's the how and the
12 whys that we need to address and answer. So with
13 that, I turn it back to you to see, you had made
14 a motion, what do you want to do with that
15 motion?

16 MR. COTE: Madam Chairman, thank you.
17 Let it be said for the record that I agree fully
18 with your analysis.

19 Below this there are levels of detail
20 that we'll have to frame and cover as to how to
21 do most of this stuff. This is not designed to
22 be the how. And so 100 percent agree.

1 At the same time, we've had a lot of
2 discussion this morning, in my mind it's
3 important. And everyone recognizes the need for
4 the critical components of that. And there being
5 in a mission statement is fine with me.

6 I wasn't sure that there was
7 recognition yesterday, as to those vital points.
8 And so I proposed to vote.

9 On the basis of what I believe now is
10 universal committee recognition, that these are
11 the critical components of what the mission
12 statement needs to include, I withdraw my request
13 for a vote.

14 MS. BURMAN: I do want to put forward,
15 Michelle, I know you have your tent card, I do
16 want to make sure, Christopher, you had your tent
17 card up before, is that still relevant to the
18 discussion?

19 MR. WARNER: Madame Secretary, I think
20 Alan addressed my concern just in terms of the
21 limitations of the term, integrity risk analysis.
22 And I think that's something we can bring out in

1 the breakout session, so I withdraw my comment.

2 MS. BURMAN: Okay. Does anyone have
3 any questions or comments on the phone? And,
4 Michelle, before we get to you I do want to make
5 one other comment.

6 I do think we are going to need to
7 have a conversation on whether or not, with using
8 this, is there a need, before we go into the
9 breakout groups or if we go into the breakout
10 groups, whether we actually spend the time, as a
11 group now, tweaking the language as a full group
12 or what makes sense if we do a smaller group
13 tweaking, come back and then do a larger group
14 discussion on things.

15 I just, I don't want to waste people's
16 time. I do think there is relevant need to get
17 into, for some people, they work better in a
18 smaller group, in terms of what are the drill
19 downs, what are the next step things.

20 We may need to have that in a larger
21 group or a smaller group. I'm looking for
22 feedback on that because, if it makes more sense

1 to continue in a larger group.

2 However, there may be some things that
3 we say, some of these folks, some folks may say,
4 I'd rather be, you know, two of three people go
5 off and meet doing X in a breakout group. So I
6 just want to get a sense from people. Michelle,
7 do you have any comment?

8 MS. THEBERT: Yes. Thank you, Diane.
9 I was going to say, on distribution, I would have
10 some problems keeping it in here if we're going
11 to have any kind of a decision, because I know
12 there's operators in here, but we have a lot of
13 municipals in Georgia and I know the private
14 operators get, if this becomes a rule eventually,
15 the private operators do get rate recovery if
16 there are costs involved in doing this system on
17 their end. If it's going to be required.

18 And municipals do not have that same
19 luxury, so I would be concerned that they're not
20 represented on this group. And they may be, I'm
21 not sure, but I don't think there is, most of
22 them are big operators, I'm assuming, on the

1 group.

2 I don't think the smaller municipals
3 are here to speak for it necessarily. Maybe they
4 are, I just don't know that. I hate to stick
5 them in when, like someone else says the law
6 specifically excluded them, or the guidance
7 excluded them specifically.

8 MR. COTE: Just to comfort you, the
9 American Public Gas Association was represented
10 here yesterday. I had discussion with their
11 director.

12 And they are comfortable with this --
13 (Off microphone comment)

14 MR. COTE: No, this was Erin Kurilla.
15 The lady that's going to --

16 (Off microphone comment)

17 MR. COTE: Yes. Going to be replacing
18 John was here. John was not, but she was.

19 And there's been a good deal of
20 discussion. So she wasn't uncomfortable with
21 this notion, recognizing that it is voluntary and
22 it's intended to be a tool.

1 Particularly for those small
2 operators, it would be an easy way for them to
3 evaluate their risks, against companies who have
4 done a lot of risk analysis where they might not
5 have the time or resources to do it.

6 I think that was one of the takeaways
7 that they had. Just, again, because it's
8 voluntary.

9 MS. THEBERT: Well, it's voluntary
10 now, but I don't imagine PHMSA is going to let
11 this Committee take four years or three years
12 doing it and then, I'm assuming they're going to
13 eventually turn to some type of rule, obviously,
14 otherwise I don't see the purpose of --

15 PARTICIPANT: Yes, a point of
16 clarification --

17 MS. THEBERT: -- doing all this.

18 MR. COTE: I guess I would argue, I
19 would argue, if I may, Madame Chairman, that if
20 we look at the FAA and the railroad models, those
21 have been in place without underlying rules for
22 20 years. Because they weren't.

1 And so in my mind, if this works,
2 there's no reason to create rule. If it doesn't
3 work, then the risk that this is trying to
4 alleviate, PHMSA will evaluate to determine
5 whether or not it needs to be a rule. But if it
6 doesn't work, it's because as an industry we
7 didn't make it work.

8 MS. THEBERT: Well, I think it's
9 easier to add distribution if they made it a rule
10 versus taking it away. I still believe that
11 airline and rail are different than the gas
12 industry, as far as the regulations.

13 But, I just have concerns with that.
14 Because I know a lot of municipals, where I am,
15 they look at any kind of regulation or any kind
16 of potential rule and they freak out, basically.
17 Because it is going to be a cost, they don't have
18 rate recovery.

19 And we have operators that have 70
20 customers. And there's no way to recovery if
21 there happen to be a cost.

22 I'm not saying there is currently, but

1 when you put it out there, as guidance and
2 recommendations with distributions in there, it
3 just concerns me. It would be easier, I think,
4 to add it if they want to have it as a
5 requirement, once a rule is made versus starting
6 with it in there.

7 MS. BURMAN: Why don't we ask, why
8 don't we defer to Alan right now. Alan.

9 MR. MAYBERRY: I can totally
10 appreciate the concern, but what we're trying to
11 deal with here, and I kind of alluded to it
12 yesterday in my comments was, we're really
13 looking to be innovative here for something
14 beyond regulations, something beyond the
15 traditional approach, which we fully utilize.

16 We develop new regulations as we learn
17 from accidents, but we're tired of looking
18 backwards and developing programs based on that
19 to, for policy. This is an innovative way I see
20 to, you know, and support safety, ensure safety,
21 help ensure safety that looks at how operators
22 share information. So really serious about that.

1 It's a voluntary system and it's
2 waiting, really enable safety. In addition to
3 the other tools that we use. Which is the
4 traditional two by four regulation and the like.

5 MS. PEAREN: So, I'll first say that
6 I think this is a really productive discussion,
7 I'm glad we're having it in the open session
8 rather than separately. I think we're all
9 benefitting from hearing everyone's thoughts on
10 this very critical issue.

11 To address Michelle directly, there
12 are several layers of process and procedure that
13 would allow for distribution participation before
14 this would become a regulation. This group is
15 providing recommendations which are non-binding.

16 We're providing the recommendations to
17 the Secretary. The Secretary would have to
18 decide to act on those recommendations or not.
19 And to create something that would facilitate
20 voluntary participation by distribution of
21 operators.

22 And so if cost was prohibitive, they

1 could always opt not to participate in the
2 voluntary information sharing.

3 And then finally I would just, I
4 really appreciate your perspective. And I think
5 there will be opportunities during this process,
6 for all of us to go out to the stakeholders we
7 represent and find out what their thoughts are.

8 On the inclusion, I do think there's
9 a significant benefit to including distribution
10 pipelines. The data set is going to be more
11 robust, the conclusions are going to be more
12 revealing the larger it is.

13 And so including a wider network will
14 ultimately lead, I think, to a better, more
15 robust information sharing system.

16 MS. BURMAN: Thank you. And, John.

17 MR. MACNEILL: Yes, hi. John
18 MacNeill, utility workers.

19 I agree with Dan. I represent both
20 transmission and distribution members in my
21 Union, and I feel it would be a disservice to
22 this group not, to exclude the distribution side

1 of my membership.

2 Safety is safety. We're here, the
3 purpose of us being here is to make sure that we
4 provide a tool that's going to, give a safety
5 tool throughout the industry. Whether it be
6 transmission or distribution, I think we're
7 losing that, why we're here.

8 And I agree with Dan, I think we
9 should include distribution. Thank you.

10 MS. BURMAN: Okay. Dan.

11 MR. COTE: Just to get back to your
12 original question, Madam Chairman. From my
13 perspective, if everyone is comfortable just
14 working the mission station without a breakout, I
15 think we'll save some time. Because when the
16 three groups come back together, we've still got
17 to reconcile that and we'll have a lot of the
18 same discussion.

19 So, if we can just work from here to
20 form this, we might achieve Alan's objective of
21 wrapping up by 3:00.

22 MR. MAYBERRY: 3:00? That's even

1 better.

2 MS. BURMAN: Okay. Michelle.

3 MS. THEBERT: Oh, I'm sorry, wasn't --

4 MS. BURMAN: Okay. John, do you, you
5 still have your tent card up. Anyone else? On
6 the phone? In the audience?

7 And I apologize in the audience,
8 because I -- oh, Theresa. Theresa?

9 MS. PUGH: I --

10 MS. BURMAN: I think we're going to
11 get you a mic. And just so you know, folks in
12 the audience, since my back is to you, don't
13 hesitate to come up and give me a note if I'm
14 missing you.

15 MS. PUGH: My name is Theresa Pugh and
16 I'm with Theresa Pugh consulting. I represent
17 municipal electric utilities.

18 I'm not speaking on behalf of APGA, so
19 let me make sure that's clear. Although I'm sure
20 some of the utilities are members of APGA, if
21 they have gas utilities existing.

22 Many of the utilities that I work for

1 are in the process of transitioning from coal to
2 gas. I can assure you that they are interested
3 in safety. Whether it's voluntary safety
4 measures or improvement. And the learning from
5 the larger gas utilities, or gas transmission
6 companies.

7 So while I fully appreciate the
8 comments earlier that sometimes they are
9 concerned about the transmission of going from
10 not being covered from certain voluntary or
11 regulatory measures, as long as they're given
12 adequate transition time for budgeting for them,
13 they would embrace them. Thank you.

14 MS. BURMAN: Okay, thank you. Does
15 anyone else have any comments, questions?
16 Christie.

17 DR. MURRAY: So, Diane, based on what
18 the group decides to do, we're extremely flexible
19 whether we have breakouts or we have a great
20 joint discussion. Whatever we decide, if we were
21 to take a small break, we could rearrange our
22 approach and accommodate the Committee.

1 MS. BURMAN: Okay. It sounds like
2 right now, unless anyone disagrees, we're not
3 going to go immediately into any breakout, we're
4 going to stay here and work off of this for
5 tweaking it into a mission statement.

6 Is there anyone who feels differently?
7 And you can feel comfortable saying it. Should
8 we take a five minute break so if those who don't
9 feel comfortable saying it at the table maybe can
10 talk to me privately? Eric.

11 MR. AMUNDSEN: Eric Amundsen, Energy
12 Transfer. I'm not going to be contrary to, I
13 think the go forward plan, but I just want to
14 make sure that we don't miss the opportunity to
15 document and discuss assumptions, right?

16 I think that's a very important part
17 of the mission statement as well as some of the
18 white board issues that might come up. So I just
19 don't want to miss the opportunity and just focus
20 completely on the mission statements.

21 MS. BURMAN: So, kind of what I was
22 thinking is that we're tweaking the language

1 here, in this mission statement, and then we
2 take, while we get that sort of set, we then take
3 five or ten minute break and then we come back,
4 as a group, and lay the next step.

5 Which I think you have another aspect
6 of this, which is the how. And we talk a little
7 bit about, Eric, with your homework assignment.

8 And then we may go into breakout group
9 that maybe a little differently structured, which
10 gets into some of the next, sort of the detail of
11 the assumptions. And maybe we talk about what
12 some of those breakout groups may look like,
13 which may be a little different, but gets into
14 some more of the meat and potatoes of what that
15 mission statement and how we go forward and the
16 pathway on that looks like. If that makes sense.

17 And some of that discussion may happen
18 as we're talking on the mission statement. But
19 that really right now we're focused on trying to
20 get the language on this. If that makes sense.

21 Does anyone have any comments? On the
22 phone? At the table? In the audience? But

1 thank you, Eric, because that's an important
2 thing not to forget about.

3 Okay, with that, and hearing that no
4 one wants a break, we're going to move forward on
5 this. Oh, I'm sorry, we do need a break.
6 Literally seven minutes. All right, hard seven.

7 (Whereupon, the above-entitled matter
8 went off the record at 9:53 a.m. and resumed at
9 10:07 a.m.)

10 MS. BURMAN: Okay, we're back. Thank
11 you. For those on the phone, thank you for
12 staying with us. We are in still in the full
13 meeting. We're going to look at the strategic,
14 the draft strategic purpose that Dan has
15 presented.

16 It looks much smaller than it did
17 before. Can we make that bigger? I'm sorry.
18 I'm old. Can we make it bigger, but still able
19 to be, all the words be seen?

20 (Pause)

21 MS. BURMAN: Are folks on line, on the
22 phone?

1 DR. PERRY: I can hear you now.

2 MS. BURMAN: Okay. Thank you.

3 DR. DENG: Yes. I can hear you well.

4 MS. BURMAN: Okay. Great. Okay. So,
5 folks who have suggestions. I do know that, I
6 remembered someone from the audience had a
7 suggestion to add an S to the word system. Alan
8 will be back. But Alan did say he had some words
9 missing as well. Christopher.

10 MR. WARNER: Chris Warner from Mears
11 Group. I'd like to have a little discussion
12 around adding the S on systems. Because I think
13 as we saw on SIS there's a value to having a
14 single repository that you can draw all the
15 information from and manage, mine that data. And
16 if we have systems I'm a little bit concerned
17 that it's going to water down the ability to
18 assess or mine that data.

19 MS. BURMAN: Okay. I am going to ask
20 Terry Boss, who is the one that raised the issue,
21 not to rebut, but just to also explain why he was
22 interested in that. Michelle, do you have a

1 comment on the S? Okay.

2 Because I do think it was important
3 on, at least for us to capture the essence of
4 what his concerns were. So, Terry, if you don't
5 mind? If you could recapture and remind people
6 what your concerns were? Kate, do you have a
7 comment on it? And before you go, Terry, I'm
8 going to have Kate talk.

9 MS. BLYSTONE: I have a friendly
10 solution. That instead of just straight up
11 putting an S, we put an S in parentheses. So,
12 that could be system or systems, regard -- I
13 mean, we could end up with both is what I'm
14 saying.

15 MS. BURMAN: Okay. Does that address
16 your question? And does that resolve your issue?

17 MR. BOSS: Yes. I just want to
18 clarify. Like I said, this is some experience on
19 the cyber security side. And obviously cyber
20 security is one subject. But it's got a lot of
21 different parts to it.

22 But there's a lot of different

1 industries. And how they manage their
2 information back and forth, part of the
3 legislation and the organization was to be sure
4 what information could be shared across these
5 individuals ISACs.

6 Because in a lot of cases you had
7 groups of people, like the electric utilities, or
8 the defense industry, don't necessarily want to
9 share details out of their little region, or work
10 group that they've got in there.

11 But there's important information that
12 does need to get transmitted to the wide
13 community. So, it's the idea that you have
14 individual small communities, but a larger
15 community up above.

16 And a lot of that stuff's put together
17 and documented on how they're putting these ISACs
18 together. And they've worked through this issue
19 quite a bit, very similar to the FAA, and so on.
20 So, there's some experiences out there that we
21 could learn from.

22 MS. BURMAN: Okay. Thank you for the

1 explanation. Dan.

2 MR. COTE: Just a comment. Madame
3 Chairman, one of the assumptions that will come
4 out in our sort of consensus group, you know, was
5 the notion that we are likely to need a provider
6 in the same way that the FAA and the railroad
7 did, to really manage that data for us, which
8 does hypothesize at least a single central
9 storage of that industry data.

10 Now, how individual LDCs, transmission
11 companies, groups, handle their own data is
12 entirely separate from that. But it is likely, I
13 agree with the assumption. It is likely that the
14 data, the centralized data that's reported and
15 shared will be stored in one location.

16 MS. BURMAN: Michelle.

17 MS. THEBERT: I was going to suggest
18 to change the word improve to ensure. Because
19 you're automatically under the assumption that
20 there needs to be a lot of improvements. And I
21 know PHMSA always supports the proponent that
22 natural gas is a safe, I mean, not so much

1 industry is safe essentially. I don't know if
2 that's a good idea or not. But --

3 Because you're starting, I think
4 you're starting out with out with a negative.
5 And you're saying, oh, we're going to make it
6 better. I don't know.

7 MS. BURMAN: The only thing I would
8 just note is that the Charter, which reflects the
9 language from --

10 MS. THEBERT: Oh, that's in the
11 Charter? Okay.

12 MS. BURMAN: From Section 10 of the
13 Safe Pipes Act, talks about improving.

14 MS. THEBERT: Okay. No, I didn't
15 realize it was on there. That's fine though.
16 Well, it says, improving gas transmission
17 hazards, and good pipeline facility integrity
18 risk analysis, which, I mean, in my opinion
19 that's different than improving pipeline safety.
20 Can we just use the Charter language then?

21 (Off microphone comments)

22 MS. THEBERT: Or continue to improve.

1 Or, just to me it sounds like it's really in some
2 bad shape. We have to improve it. And I don't
3 think that's the case.

4 MS. BURMAN: Okay. Dan.

5 MR. COTE: Two things. One, in answer
6 to this, again, I think the legislation, the
7 impetus for the legislation was clear that it
8 expected to realize improvement out of this, and
9 was not intended to maintain the status quo.

10 And so, I guess I would recommend we
11 be clear on that. I understand your position.
12 But that isn't what we were tasked with.

13 MS. THEBERT: But it's also, we were
14 not tasked with end distribution. And you're
15 okay adding that. So --

16 MR. COTE: Well again, as I had said
17 earlier, in answer to the gentleman in rear. I
18 don't think we can, I don't think we have the
19 authority to degrade what Congress had intended.

20 We do have the authority to add to it.
21 That's the difference. I don't think we can
22 change the intent of the law to the task, simple

1 because we don't have the authority.

2 In terms of adding to it to make it
3 better, I think we do have that latitude, based
4 on the discussions that we had with Alan, and the
5 Chair, and others. So, I do see that to be
6 fundamentally different.

7 Madame Chairman, just one other
8 recommendation if --

9 MS. BURMAN: Sure.

10 MR. COTE: -- that point is made? And
11 no passion for this. This is sort of a, just a
12 friendly modification. In terms of facility
13 integrity risk analysis, how about risk
14 identification and analysis?

15 Because identification is different
16 than analysis. You can't analyze something until
17 you've identified it. And so, I think adding
18 identification and, is a valuable sort of
19 additional expectation. If no one objects.

20 MS. BURMAN: Okay. But before we get,
21 well, we can have that in there. But before we
22 get to that, does anyone have any comment on the

1 to ensure pipeline safety? Joe? No? Okay.
2 Leif.

3 MR. JENSEN: Leif Jensen, Sunoco
4 Pipeline. If you read the entire body of the
5 paragraph, the word improve or improving is in
6 there three times.

7 Starting on the fourth line down it
8 says, "Efforts to improve inspection information
9 feedback", and I lost it. But and then,
10 "improving gas transmission distribution."

11 And, you know, my perspective is that
12 the last prepositional phrase in there, to
13 improve pipeline safety, was added to, you know,
14 embrace the entire concept of the safety
15 management system that we're invoking.

16 And I think that it can be left silent
17 in this paragraph. Because we already used the
18 word improve twice. And so, one notion is to
19 scratch those last four words altogether.
20 Because I think conceptually we've already
21 captured the necessity to improve.

22 MS. BURMAN: Michelle.

1 MS. THEBERT: I mean, I think that's
2 fine. I just, to me, when you're going in the
3 mission statement with already, it's just like
4 it's a negative already. And that may be, I just
5 really didn't want to have it. The pipelines
6 have to be so bad we have to do all this stuff to
7 improve it.

8 And, I mean, for Dan's point, I don't
9 know if you can pick some parts of the
10 legislation to add to or not. I don't know what
11 kind of leeway we have, as far as expanding their
12 scope. But, I mean, you have to be open to
13 change if you're going to put this up here for
14 everybody to look at.

15 DR. PERRY: And I, this is Simona
16 Perry on the phone.

17 MS. BURMAN: Okay, Simona.

18 DR. PERRY: Hi. So, I just want to
19 say something. I just want to, I don't have a
20 card, so you don't see me.

21 MS. BURMAN: Yes. I'm sorry. Thank,
22 you're --

1 DR. PERRY: No, that's okay.

2 MS. BURMAN: Simona, you're welcome to
3 go.

4 PARTICIPANT: Go ahead.

5 MS. BURMAN: Go ahead.

6 DR. PERRY: Okay. So, maybe one, I
7 agree with, I'm just on the wordsmithing issue.
8 Improve so many times just is not effective, I
9 don't believe.

10 I think the, one of the, improving,
11 before gas transmission, and this might be the
12 way. It could be changed to facilitating, or
13 something along those lines, rather than
14 improving.

15 Because I think, you know, what's
16 being trying to be said is that we're improving
17 inspection information feedback and information,
18 with the purpose of really facilitating this risk
19 identification and analysis which in the end
20 improves pipeline safety.

21 I think that improved pipeline safety
22 in the end is necessary as part of our Charter,

1 and what we are here to do. But I think maybe
2 changing that improving to another word, I'm just
3 offering up facilitating. But there could be
4 some other word. Thank you

5 MS. BURMAN: Thank you. Joe.

6 MR. SUBSITS: Joe Subsits. The area
7 that drew my attention was the original language
8 of analysis.

9 MS. BURMAN: And, Joe, you have to
10 speak into the mic. Sorry.

11 MR. SUBSITS: The original area that
12 drew my attention was the analysis, risk analysis
13 section of the last line. And identification is
14 an improvement. But I would replace
15 identification analysis management. And analysis
16 is a very specific task. And I think management
17 is more of all encompassing.

18 MR. COTE: So, you're proposing to
19 change identification to management?

20 MR. SUBSITS: Identification and
21 analysis to management.

22 MS. BURMAN: So, take out

1 identification and analysis, and put integrity
2 risk management?

3 MR. SUBSITS: Yes.

4 MS. BURMAN: Okay. And then, before
5 we discuss that we're going to go to Holly.

6 MS. PEAREN: Thanks. I wanted to
7 respond to Michelle and Simona's idea.

8 MS. BURMAN: You just need to move the
9 mic closer to you. Sorry.

10 MS. PEAREN: Sorry. This is Holly
11 Pearen, EDF. I wanted to respond directly to
12 Michelle and Simona's proposal on the last
13 sentence. And one concept that we have all
14 talked about, and I think there's consensus on is
15 achieving measurable results.

16 And so, I wondered if there was an
17 opportunity to say something like, instead of to
18 improve pipeline safety, something like with
19 measurable positive results on pipeline safety
20 just not attached to that language, but really
21 like that measurable result concept.

22 MS. BURMAN: Okay. Joe, you still

1 have your tent card up?

2 MR. SUBSITS: Yes. I'd get rid of
3 analysis also, the word analysis.

4 MS. BURMAN: Okay. So, why don't we
5 have discussion around the improving pipeline
6 safety issue. Does anyone have any comments on
7 that? On the phone still? Okay.

8 MR. BUCHANAN: Yes. Bob Buchanan. I
9 think we just need to be careful in our mission
10 statement, or whatever we want to call it, to
11 not, to avoid highlighting that pipeline safety's
12 a problem. Because pipeline safety is not
13 necessarily a huge problem.

14 And if you think about the FAA came,
15 a lot of what they did early on was because of
16 pipeline accidents. And I think the PHMSA's
17 already done an excellent job of working toward
18 improving pipeline safety over the last many
19 years.

20 But this group is taking it just
21 another step further. So, we've really got to be
22 cautious in whatever statement we make, or it

1 gets made public that don't create fear that
2 there's a problem.

3 MS. BURMAN: Okay. And that also
4 supports Michelle's position, I think, what she
5 was trying to get at. Does anybody on the phone
6 have any comments on this issue, improving
7 pipeline safety? Anyone in the audience? Okay.

8 I think there's a recommendation from
9 sort of some folks in the room about whether or
10 not that it should be struck at this point. Dan,
11 do you have any thoughts on that?

12 MR. COTE: My thought was a
13 modification to the language that did bring in
14 metrics. One of the assumptions, one of my sort
15 of governing assumptions from the last few days
16 was there was pretty much universal agreement
17 that we were going to want metrics to track
18 improvements.

19 And so, if that is intended to be an
20 ultimate outcome of this, and we don't say it in
21 the mission statement, then either we've decided
22 that that's no longer important, which I would

1 see to be a strategic error, or we're not tasking
2 the Committee adequately.

3 So, I mean, if we really don't feel
4 like we need to track changes as a result of this
5 effort, and those changes would only be positive
6 if they were improvements, I don't see how we can
7 ignore that aspect.

8 I'm comfortable with including a
9 reference to metrics. I am not comfortable
10 striking the phrase that the purpose of this is
11 to improve pipeline safety. If it's not, I don't
12 know why we're here.

13 (Off microphone comment)

14 MR. COTE: Well, it is on the, I mean,
15 if we want to take out improvements on the
16 various sections, I have less passion for that
17 than the overall strategic objective, which is to
18 improve pipeline safety.

19 So, if we want to, I mean if we want
20 to take out some of the improvements that improve
21 -- In other words, I do agree that there's a
22 redundancy to say improving, you know, gas

1 transmission, gas.

2 I don't think we need all of those
3 improvements if in our end statement we say the
4 purpose, strategic purpose of this is to improve
5 overall pipeline safety. Then I'm good. But I
6 don't think we can ignore the notion that
7 improvement is the purpose of this Committee.

8 MS. THEBERT: Well, I agree with you.
9 I'm not saying that's not the purpose. I'm
10 saying there's -- I wish there was a better way
11 to say it without making look like there's a huge
12 problem we're here to fix.

13 Because we're not here to fix the
14 whole pipeline safety industry in the Committee.
15 We're here to address sharing information. So,
16 to continue to improve, to enhance, or continue
17 to enhance. I just think already you're starting
18 off on a -

19 When someone reads this, like,
20 pipeline safety is in so much trouble we had to
21 make this group to do it. But we're not going to
22 actually do anything to improve pipeline safety.

1 We're going to have a sharing, we're
2 going to create a sharing mechanism, which may or
3 may not improve pipeline -- I don't know. I just
4 think you're going into it on a negative note
5 from the beginning.

6 MS. BURMAN: We got a lot of people
7 with their tent cards up. One of the things that
8 I will just recognize is the need for someone
9 from PHMSA staff to help me keep track of whose
10 tent cards up go first. That would be helpful.

11 The second is, all of us I think, you
12 know, under the Safe Pipes Act, in and of itself
13 the threshold issue has been pipeline safety, and
14 the continuous enhancement and improvement of
15 that.

16 I do think that our pipes are safe.
17 And that's our goal, is to continue to do that.
18 I think the focus from it is, it is not in the
19 Charter specifically laid out, even in Section 3
20 with the objectives and activities.

21 It's just implicit, because it is in
22 Safe Pipes Act that it does fall within PHMSA

1 under the Secretary of Transportation as well.
2 So, it's implicit that pipeline safety is, you
3 know part of this.

4 I do think the concern that Michelle
5 raised is a valid one, of making sure that we are
6 not somehow implying that our pipes are not safe,
7 or that there is an issue. But that we are
8 trying to work towards continuously improving.

9 So, we do on some of the issues with
10 the metrics, that will get into the how, and
11 maybe also up another area of the mission
12 statement. We may be able to put in, in terms of
13 getting to the voluntary aspect, the development
14 of. We may look to that from the measurement
15 perspective.

16 Right now, just whether or not the
17 improving the pipeline safety even needs to be
18 wordsmithed, or come out, because the pipeline
19 safety issue is one that encompassed already in
20 the Safe Pipes Act, and in the work that we're
21 doing.

22 Alan, you did have your tent card up.

1 Do you still --

2 MR. MAYBERRY: Yes. I'll keep it up
3 and put it down. I agree it's implicit. I have
4 a potential solution here. And let me throw it
5 out there.

6 If you look at the PHMSA mission, you
7 know, it calls, and it uses the word advancing
8 pipeline safety. Actually, specifically it's
9 transportation safety, or hazardous, safe
10 transportation, advancing safe transportation of
11 energy and other hazmat.

12 I mean, you could use that instead of
13 improve in that regard. That's a work around.
14 How about that?

15 (Off microphone comments)

16 MR. MAYBERRY: Okay. Cool.

17 MS. BURMAN: Does that work, Michelle?

18 MR. MAYBERRY: And it meshes well with
19 the mission of the Agency.

20 MS. BURMAN: All right. Kate, do you
21 have any comments?

22 MS. BLYSTONE: I have a few. I think

1 it's not going to be shocking that someone from
2 the Pipeline Safety Trust is going to be anti-
3 removing improving pipeline safety.

4 I think if we're going to keep any
5 improve it should be here. We have a goal of
6 zero incidents. And we're not there. So, it
7 needs improvement. I'm sorry.

8 Especially considering, I don't have
9 the numbers in front of me. But last time I
10 checked we get a leak almost every 1.7 days. So,
11 we need to improve pipeline safety. I am
12 adamantly opposed to removing this particular
13 segment from our list.

14 I do agree with adding measurable
15 somewhere in there. Because I think that's a
16 super important aspect of it, and something that
17 is in the FAA, and other things that we listened
18 to yesterday. So, I hope my fellow Committee
19 Members will join me in supporting the retention
20 of to improve pipeline safety at this point.

21 MS. BURMAN: Kate, thank you. We go
22 to Mark, the Eric, then John. And I did see a

1 lot of other tent cards, but people put them
2 down. So --

3 MR. HERETH: Actually, I'll defer to
4 these -- They may address my point. And I'll
5 defer to these others for --

6 MS. BURMAN: Okay. So, but Eric?

7 MR. AMUNDSEN: Eric Amundsen, Energy
8 Transfer. And I don't want to left turn this
9 discussion. But the draft mission statement that
10 was proposed by PHMSA in our working document for
11 this morning is very similar.

12 But it's, I think it addresses a lot
13 of the discussion that we've had for the last 15
14 minutes. If we could possibly put that up? And
15 just absorb that or digest that for a second?
16 It's on the second page of the, kind of our
17 Committee Member considerations document.

18 MS. BURMAN: Okay. Is there a way,
19 and this is a question to the folks who control
20 the electronics. Is there a way to take this
21 starting point only draft mission statement, and
22 add that to the bottom of the --

1 Yes. Take the, cut that, and post it
2 on the bottom of the other one. Thank you. Is
3 there a way that we can do it so we see both?

4 (Pause)

5 MS. BURMAN: While we're waiting for
6 that to be done, does anyone else want to, John,
7 do you want to talk?

8 MR. MacNEILL: Yes. John MacNeill,
9 Utility Workers. I just wanted to echo the
10 sentiment that the pipeline safety line should
11 stay there. We could use the terminology
12 continuous, continue to improve pipeline safety.
13 You know, that just shows that pipeline safety is
14 being done. We're just looking to continue to
15 improve it. I like the word continue.

16 MS. BURMAN: Does anyone on the phone
17 have any comment?

18 DR. DENG: Yiming Deng, Michigan
19 State. I have a few comments. One is, in one of
20 the sentence mention information twice,
21 information feedback, and information sharing.
22 Maybe we can delete one information there.

1 Another thing is, if we look at this
2 big scope, are we only doing feedback and sharing
3 of information? Or have we ever sort touched the
4 use of the information at the stakeholders hands?
5 Or should we have the word like management there,
6 like information feedback sharing management and
7 use? That's just my comments.

8 Another thing is, when I read in the
9 purpose, now, it looks to me the purpose is only
10 to facilitate the risk management. It looks a
11 little bit limited to me. So, is that only
12 purpose? Or should we rethink on the purpose to
13 reflect all the discussion we had yesterday and
14 today?

15 One last comment is, maybe this, you
16 know, I'm just, you know, think too much. But I
17 think there's just some lack of the future vision
18 of this mission statement, and what the
19 Committee's going to do.

20 So, maybe we can have some words like
21 emerging or next generation? Think about more
22 information and new information coming in. We're

1 not just dealing with the information we are
2 facing right now.

3 There might be emerging information
4 data coming in, in the next ten years or 20
5 years. So, should we address that too? That's
6 my comment.

7 MS. BURMAN: Okay. Thank you. So,
8 there's a lot that was there. So, we'll take
9 those in bite sized chunks. So, you may have to
10 bring them back up again when we get to some of
11 the things. I wrote down a couple of them. But
12 thank you for that feedback. Does anybody else
13 have any? I see a lot of tent cards up. While
14 we're waiting, John, Mark.

15 MR. HERETH: I think, so first of all,
16 I agree with, this is Mark Hereth. I agree with
17 Kate in the importance of that last phrase. If
18 we don't include it I think we need to somehow
19 reflect it in the record, that that's a
20 commitment that this group has.

21 Absent that I think we're not being
22 consistent with our messages, our goal of being

1 zero, and our commitment to safety management
2 systems. So, I personally support it. And if
3 it's not in there we need to reflect it somehow
4 in the record.

5 MS. BURMAN: Okay. Alan, then Dan,
6 then Leif.

7 MR. MAYBERRY: No, I just, further
8 thought on that. I'm not sensitive to that, the
9 word improve, other than I think it is important.
10 But I'm not sensitive to the extent that it's a
11 negative to, it reflects negatively. It's the
12 truth.

13 You know, we are looking towards zero.
14 That's the goal. We're not there. You know, I
15 just don't, I wouldn't get wrapped around the
16 axle about having that. I think it's a good
17 goal. It's the right goal to achieve, you know,
18 aspirational goal to get to zero.

19 I think we agree on that. I offered
20 up advance, because it was in our mission
21 statement. But I'm not opposed to having improve
22 in there.

1 MS. BURMAN: Okay. Dan.

2 MR. COTE: Just to simplify this a
3 bit, I like what PHMSA put together for the
4 mission statement a lot. And I could fully
5 support it if we simply define the scope.

6 If we pulled out the area that says
7 gas transmission, distribution, and hazardous
8 liquids, and encourages the collaboration of
9 integrity in risk management information for gas
10 transmission, distribution, and hazardous liquid
11 pipelines, and you inserted it there, I would be
12 fine with either one of those.

13 Because in many ways PHMSA's statement
14 is more inclusive, and I think more reflective of
15 a lot of what the Committee has discussed. And
16 adds details that I think a mission statement
17 requires. So, I would be very comfortable with
18 that.

19 MS. BURMAN: Okay. Does anyone have
20 -- Oh, I'm sorry. Leif.

21 MR. JENSEN: Yes. Leif Jensen, Sunoco
22 Pipeline. I just wanted to go on the record and

1 say that my recommendation to remove the last
2 four words wasn't to imply that I'm not
3 interested in improving pipeline safety. That's
4 not the intent.

5 And, you know, I do get the sense that
6 maybe that was interpreted that way by some
7 people. My only concept was that it's redundant.
8 That it is implied in everything that we're
9 doing, not only here, but everything that we do
10 as part an operators, and association, and
11 collaboration that we have with ILI vendors.

12 So, if we leave it included in the
13 mission statement, that's fine. By no means did
14 I imply, or do I want it perceived that any
15 operator isn't interested in improving pipeline
16 safety.

17 MS. BURMAN: I fully agree with you.
18 And I think that's why I laid out that it's in
19 the Safe Pipes Act. And it's under PHMSA. And
20 so, and we all, you know, that's what we live and
21 breath. And the integrity and reliability of the
22 gas system is paramount. And with that is

1 pipeline safety. So, Mike.

2 MR. LaMONT: Thank you. Mike LaMont,
3 Integrity Plus.

4 MS. BURMAN: And you have to speak
5 right into the mic.

6 MR. LaMONT: Sorry.

7 MS. BURMAN: Sorry.

8 MR. LaMONT: Yes. Perhaps we're over
9 complicating this. As I look at the draft
10 mission statement that PHMSA staff prepared, I
11 think this is very good. I think that we ought
12 to work from that and get this hammered out.

13 MS. BURMAN: Okay. So, what I'm, and
14 I do, I'll get back to Kate and Holly in a
15 minute. What I am hearing, and Dan, do think
16 that what we're doing is we're moving some of
17 your language from yours into PHMSA's. And then
18 we're going to start making tweaks to that. So,
19 to the extent that you may need -- Who's actually
20 making the physical changes right now?

21 (Off microphone comments)

22 MS. BURMAN: Down there? You may need

1 to physically get up and go there. It may be
2 easier. I'm sorry. I'm just making it quicker.
3 So, that way, while we're doing that, Kate, and
4 then Holly.

5 MS. BLYSTONE: I'll be really quick.
6 I full throatedly agree with Mike, yes, and Dan
7 on this subject. I feel like PHMSA did a great
8 job. And with the addition of just that context
9 for what types of pipelines we're talking about
10 would be brilliant. And, Leif, it's not about
11 you. I get it. I appreciate it. Thanks.

12 MS. BURMAN: Holly.

13 MS. PEAREN: Moving to the proposed
14 mission statement I have some specific
15 suggestions. The first, that collaboration word
16 doesn't make sense there. I would suggest
17 collection and analysis. Then I would probably -
18 -

19 MS. BURMAN: Why don't we do this for
20 a second. Why don't we wait while he's making
21 the, I think that's only going to take a minute.
22 So we can look at the new sort of version.

1 Because I think then we'll wrap our heads --

2 I want to read it once, so we can wrap

3 our heads around it. Does that make sense?

4 Otherwise, I think we're just, people aren't

5 going to be focused. And you have a lot to say.

6 So, we're going to want to start off with you.

7 That makes sense. Okay.

8 I do think people should start to

9 think about kind of drilling down on some of the

10 specific changes, wordsmithing. So, like you

11 just did. So that we can get to those things.

12 I know there are particular issues

13 like Michelle raised with improving pipeline

14 safety. They're going to be the particular, this

15 thing really bothers me. And we should try to

16 address the really, the things that really bother

17 us.

18 And then the other things that just,

19 the tweaks that we can live with, or we'll live

20 without. But the really bother comments we

21 should get to also, so that we can work through

22 them. Okay? It may take longer. So, maybe we

1 will go to you now. Holly. I thought he was
2 going to be done in a second. So --

3 MS. PEAREN: Sure. No.

4 MS. BURMAN: Sorry.

5 MS. PEAREN: So, I will, I think these
6 are important. Instead of the word safe I would
7 say secure, to connote our dedication, and
8 attention to a very protected database, with
9 appropriate attention to confidentiality and
10 national security.

11 I then, my attention turned to the
12 purpose. And I really appreciate the words
13 proactive and actionable outcomes. I was really
14 happy to see that.

15 I do think that this list of purposes
16 is missing references to facilitating
17 technological improvement and advancement. I
18 think that's a core benefit to this type of
19 information.

20 So, I would add something like, to
21 facilitate technological advancement. Perhaps in
22 leak detection tools, perhaps not. But I'll

1 throw that out.

2 And also to, the reference to
3 analysis. I think as the speaker on the phone
4 mentioned, that's really important that we don't
5 just pitch information. There's a catch and
6 analysis thing built in. So, thanks, Diane.

7 MS. BURMAN: Okay. Thank you. Does
8 anyone have any comments? Kate?

9 (Off microphone comment)

10 MS. BURMAN: Okay. Alan.

11 MR. MAYBERRY: Well, first off, I had
12 that note on changing safe to secure as well.
13 Can we see the -- Where are we right now? Are
14 we, the one on the left has included -- It's kind
15 of hard to see.

16 (Off microphone comments)

17 MS. BURMAN: They're not working fast
18 enough.

19 MR. MAYBERRY: Yes. You've to stand
20 to see.

21 MS. BURMAN: So --

22 MR. MAYBERRY: No, just kidding. I

1 have one tweak once it's done.

2 MS. BURMAN: Yes. That, they'll be
3 done in a minute. So, and then we'll be able to
4 do that with Holly's suggested changes as well.
5 So --

6 (Off microphone comments)

7 MS. THEBERT: Diane, can I say
8 something?

9 MS. BURMAN: Michelle.

10 MS. THEBERT: I was, during this
11 little break, along with Leif, I'm not against
12 improving pipeline safety either. I was just
13 trying to, you know, make it where it's a
14 positive aspect. But if, Alan, you're okay with
15 having improved, that's -- I was kind of, you
16 know, pushing PHMSA there that that's the whole
17 purpose of PHMSA is to have safe pipelines. So,
18 but if you're fine with it, I don't have a --
19 That's --

20 MR. MAYBERRY: Yes. I'm good either
21 way.

22 MS. THEBERT: Okay.

1 MR. MAYBERRY: I don't shy away from,
2 you know --

3 MS. THEBERT: But I like advancing
4 better, because it does have a positive spin on
5 it --

6 MR. MAYBERRY: Right.

7 MS. THEBERT: -- versus improved. But
8 --

9 MR. MAYBERRY: I don't view it as a
10 negative.

11 MS. THEBERT: Okay.

12 MS. BURMAN: Eric.

13 MR. MAYBERRY: Yes. If I could have
14 one more?

15 MS. BURMAN: Sure.

16 MR. MAYBERRY: At least stacking up
17 the recommendation related to the measure
18 improving gas transmission, distribution, all
19 that, in a measurable way to secure environment
20 for sharing.

21 I was just going to take the
22 measurable part out of that, and put it down on

1 the next sentence. That it, the actionable and
2 measurable outcomes.

3 And also adding Holly's phrase at the
4 end of that, to facilitate technological
5 improvements, and the like. I just thought it
6 was, might be better there to talk about the
7 metrics, if we're measuring it.

8 (Off microphone comments)

9 MS. BURMAN: So, can we have where we
10 only see the one now?

11 (Off microphone comments)

12 MS. BURMAN: No, just the one.
13 Because I think it's too confusing. Yes. It's,
14 yes, it's too confusing on my eyes. Okay. So,
15 I'm just going to read it right now, as is.
16 Because I think it's helpful.

17 "To provide the Secretary of
18 Transportation with independent advice and
19 recommendations on the development of a voluntary
20 information sharing system that encourages
21 collaboration of integrity and risk assessment
22 information, and other appropriate data to

1 improve pipeline safety for gas transmission, gas
2 distribution, and hazardous liquid pipeline
3 facilities in a secure, sharing environment.

4 The purpose is to promote a learning
5 environment that is proactive in nature, and to
6 identify actionable, measurable outcomes."

7 So, we're going to have Eric, then the
8 professor.

9 (Off microphone comments)

10 MS. BURMAN: Oh, I'm sorry. Walter.

11 MR. JONES: I guess I want to ask
12 Eric, there's been this concept of pitch and
13 catch, which I define as implementation.

14 We provide this information. We
15 create all these great ideas. But what good are
16 they if they just sit on the shelf, and the
17 industry doesn't implement any of this? Should
18 that be a part of this statement? Or does that
19 go somewhere else?

20 Because there's no compelling reason
21 on why the industry should actually do these
22 things. Or how do we fit that in there? Or is

1 that not important? Or maybe I'm off base. I
2 don't know.

3 MR. COTE: If I may respond to that?
4 We're, this is not a regulation.

5 MR. JONES: I understand.

6 MR. COTE: And in my mind that's the
7 key. What we need to do is create a system that
8 operators see as benefitting them.

9 So, the notion of pitch and catch, by
10 developing a process that creates access to
11 information that operators might not have, or
12 access to better data on assessing risks,
13 hopefully most of them will want to do that.

14 MR. JONES: Yes. I agree. But I see
15 this as a pitch. And the ball hits me. And some
16 guys catch it, and some just let it fall, and
17 they keep it moving.

18 MR. COTE: Well, and the truth is,
19 you're right.

20 MR. JONES: Oh, okay. All right.

21 MR. COTE: That's the issue with a
22 voluntary system. But to coin a phrase, you

1 can't push a rope. And so, you, if we don't
2 create a format and information that individual
3 operators find valuable, you're right. It will
4 be the ball hitting you in the head.

5 MR. JONES: No. I'm not saying that.
6 I'm saying that, and we're clear on that. I'm
7 just asking the next step. Do we want to talk
8 about implementation, or catching?

9 Because as we saw in, the three
10 presentations yesterday was excellent. In the
11 first presentation the airline industry chose
12 this because they could not, the public is not
13 going to put up with crashing airplanes. So,
14 everybody jumped in on a voluntary buy in.

15 And the same thing with commuter
16 trails. One derailment ends as a problem. So,
17 all the commuter, the big east coast commuter
18 trails are all in on information sharing.

19 However, freight, who know, the public
20 has no, does not care if there's a derailment
21 unless it's oil, or gas, or chemicals, they're
22 not really bought in. And that is where we're

1 at. Are we, or is oil and gas that issue? Are
2 we -- Because public is not going to -- Or are we
3 concerned about public being concerned?

4 And so, don't we want to look -- And
5 I don't know. Maybe we don't. Maybe we just
6 want to set up a system. But I'm just throwing
7 it out there that, you know, are we going to
8 compel or incentivize folks to catch the ball?

9 MR. COTE: The, and what I would say
10 in response is, to use your FAA example, most of
11 the big airlines adopted it, at least initially,
12 because they knew they were facing legislation
13 and ultimate regulation. Debatably --

14 MR. JONES: We are here too though.
15 You could say that here.

16 MR. COTE: Exactly.

17 MR. JONES: So, I mean --

18 MR. COTE: And that's fair. You're
19 exactly right, which becomes a bit of incentive.

20 MR. JONES: All right. Well --

21 MR. COTE: But at the same time, it
22 still comes down to someone catching and making

1 better. And when we start talking about ways to
2 compel operators, then at that point it's no
3 longer voluntary. So --

4 MR. JONES: I know.

5 MR. COTE: I see that to be a bit
6 outside --

7 (Simultaneous speaking.)

8 MR. JONES: -- to compel someone to do
9 more is by paying more. And, you know what I
10 mean. There's lots of ways of compelling that
11 doesn't imply regulation. So, I'm saying, do we
12 want to just look at that. But if we don't,
13 that's fine. I'm cool with it.

14 MS. BURMAN: Do you see that also as
15 a potential for when we get to the how, and some
16 of the next steps? So that, I do think it's
17 something, what you're raising is important.

18 And unless we have language that maybe
19 captures it, it may be something that we need to
20 make sure we don't lose in, when we get to the
21 assumptions and the next, and the hows.

22 MR. JONES: The last thing I want to

1 do is slow things down. So, if that's going to
2 move us on, I'm fine with it.

3 MS. BURMAN: No, no, no. But I'm just
4 saying, from a substantive point of view.

5 MR. JONES: Right.

6 MS. BURMAN: The how is important. So
7 --

8 MR. JONES: Well, I think it's
9 important that the Committee and the team that
10 we've put together here thinks it's important,
11 then yes. But, you know, I'm only one of many
12 voices at the table.

13 MS. BURMAN: Dan.

14 MR. COTE: You know, I would argue
15 that the concept that you're speaking to is
16 covered in, the purpose is to promote a learning
17 environment. That's sort of promoting a way to
18 get people to join.

19 And so, when we do get to the how, I
20 certainly think other things can go on the table
21 that will promote that learning environment. And
22 in my view, operators using it is de facto

1 promoting the learning environment.

2 So, I think we do have the basis in
3 the mission statement for coming up with ways to
4 get people to participate.

5 MS. BURMAN: Okay. Why don't we
6 listen to others who may have some thoughts on
7 it. Alan, then Eric. Then I think we had
8 Christopher, Mark, and then the professor.

9 MR. MAYBERRY: I'm going to request --

10 MS. BURMAN: I'm sorry.

11 MR. MAYBERRY: I think, actually,
12 weren't there others before me? I don't --

13 MS. BURMAN: Yes. But you get
14 deferred.

15 MR. MAYBERRY: Well, okay. Just, so
16 I'm good?

17 MS. BURMAN: Yes. You go. You always
18 get deferred. So --

19 MR. MAYBERRY: Well, thank you.

20 MS. BURMAN: I just forget about you
21 half the time.

22 MR. MAYBERRY: Okay first, I think one

1 of the outcome measures will be participation.
2 Success will be measured by the participation in
3 this. If we don't get it, that won't be success.
4 Once, obviously, the Secretary implements or, you
5 know, all or part of what we come up with.

6 I just have one slight tweak there.
7 Environment's listed twice in two different
8 contexts. So, I would change the learning
9 environment to learning culture. What do you
10 guys think?

11 MS. BURMAN: Okay. We can look at
12 that in a minute. I just don't want to go off, I
13 want to make sure we stay with Walter's comments
14 first. And then we'll come back to that. So, I
15 think, I lost track of who I said was next. So,
16 Eric.

17 MR. AMUNDSEN: Eric Amundsen, Energy
18 Transfer. I think my comments might address
19 Walter's point, which is a good one. So, I would
20 propose changing, this has changed so many times
21 my notes can't keep up here. So, hopefully I can
22 keep my head wrapped around where my thoughts

1 were here.

2 But, what I had as a last, kind of a
3 last sentence before some of the changes, and I
4 would undo some of the changes that have been
5 suggested. When we move, I thought we moved the
6 part about improving pipeline safety. So, maybe
7 I'll start there, just so I can keep my head
8 straight here.

9 So, I would end other appropriate data
10 to improve pipeline safety in a measurable way.
11 That's my first change. I mean, that's why we're
12 doing this, is to improve pipeline safety in a
13 measurable way. I think we make that point, put
14 a period.

15 And then my last sentence recommended
16 would be, "The system will promote a
17 collaborative environment that is proactive in
18 nature, and leads industry to actionable
19 outcomes."

20 MS. BURMAN: You might have to repeat
21 that one, Eric.

22 MR. AMUNDSEN: The system will provide

1 a collaborative environment that is proactive in
2 nature, and leads industry to actionable
3 outcomes.

4 MS. WALSH: I'm just capturing your
5 whole sentence first before I --

6 MR. AMUNDSEN: Yes.

7 MS. WALSH: -- change the language
8 above. Will lead industry to --

9 MR. AMUNDSEN: Actionable outcomes.

10 MS. WALSH: Okay.

11 (Off microphone comments)

12 MS. WALSH: So, these are two versions
13 of that same sentence.

14 MS. BURMAN: And while people are
15 pondering that, we'll have Christopher.

16 MR. WARNER: So, just to support what
17 has been said about encouraging participation. I
18 think we have the word encouragement up there,
19 which I think kind of gets at it. It says,
20 encourages collaboration. So, I think we kind of
21 have that as part of our mission statement.

22 And the only wordsmithing I would

1 recommend is, we have a phrase, in a secure
2 sharing environment. Would it be more concise to
3 say, move that secure up to development of a
4 secure, voluntary information sharing system, and
5 take that phrase out at the end?

6 MS. BURMAN: Okay. And, Professor,
7 did you have comments?

8 DR. KELLER: Yes. Most of it was
9 changed by Eric. So, but I guess maybe to
10 comment on Yiding Deng's comment about that, the
11 emerging systems.

12 Perhaps we could modify the, and other
13 appropriate data, to just say data from existing
14 and emergent sources. That might cause -- or
15 future, existing and future? I don't know. And
16 then to Kate's S in a parentheses in system.
17 Might be, do we want to add that? And that's a
18 question.

19 MS. BURMAN: Okay. Walter.

20 MR. JONES: I'm fine.

21 MS. BURMAN: You're fine? That
22 addresses your comments?

1 MR. JONES: Well, I am under the
2 impression that most in the, sitting here
3 believes that that statement addresses my
4 concerns. I am not so sure that I am. But I
5 will take the wisdom of this collective body and
6 move on. That's fine.

7 MR. AMUNDSEN: Yes. And, Walter, for,
8 I mean, my thought in that was that the last, you
9 know, collaboration in the last sentence implies
10 that there is, you know, an active deliberate
11 pitch catch process, as opposed to put
12 information out there, and hope somebody utilizes
13 it to --

14 MR. JONES: Yes. Thank you. And
15 that's fair, that's fine. Because I just want to
16 make sure it's a level playing field. I just
17 don't want the big guys doing all the work. And
18 then the actually little guys who are doing the
19 majority of all, what we see, not complying, and
20 then slowing things down. It's what we, you
21 know, what's going to happen.

22 MR. AMUNDSEN: And, Diane, I had --

1 MS. BURMAN: Okay. Eric, do you still
2 have a comment?

3 MR. AMUNDSEN: Well, I was going to,
4 my only comment would be kind of picking up on a
5 comment that Holly made previously, about having
6 -- I always try to avoid having multiple, you
7 know, the same word in there more than once, you
8 know.

9 So, we have collaboration in there a
10 couple of times. And I think she used collection
11 and analysis. And I do like that term to replace
12 the first collaboration.

13 (Off microphone comment)

14 MS. BURMAN: Before we, is there, is
15 this second paragraph, is that coming out if we
16 adopt the system will provide?

17 MR. AMUNDSEN: That was my intent,
18 yes.

19 MS. BURMAN: Yes. And before we do
20 that --

21 (Off microphone comment)

22 MS. BURMAN: So, that would be, that

1 whole sentence would come out. And before we do
2 that, if you can just have that -- yes. Let
3 people see that it would come out, without
4 actually taking it out. Yes. If we have any
5 comments or thoughts on that? Michelle.

6 MS. THEBERT: Mine weren't on that
7 part. But above there, can we I guess put
8 modifiers on gas transmission and gas
9 distribution, and put facilities? Because I know
10 some people may just read it as hazardous liquid
11 pipeline facilities.

12 So, either make it like a colon and
13 all three of them, like a list. Or I would put
14 facilities at the end of all of them. I know
15 it's kind of repetitive.

16 But at least, I know my operators
17 would say, well, it wasn't talking about all of
18 our facilities, it's only talking about hazardous
19 liquid facilities. So, if we could -- I don't
20 know that's the proper way to do it grammar wise.
21 But --

22 MS. BURMAN: Michael.

1 MR. BELLAMY: Yes. Just to build on
2 that --

3 MS. BURMAN: You have to speak into a
4 mic. I'm sorry.

5 MR. BELLAMY: Michael Bellamy, General
6 Electric. To build on that thought from
7 Michelle. I'd also bring it back to something
8 Alan mentioned. I can't remember when.

9 The notion of facilities. I must
10 admit I tend to think about pipelines and
11 facilities as two distinct and separate
12 components of the overall system. And I might be
13 mistaken in that regard.

14 Alan, you mentioned something about
15 facilities having a specific meaning in Code.
16 So, if it was, if facilities is a catch all
17 thing, and we all know what we mean by that, or
18 if it's defined in Code, I'm fine with it.

19 But if not, then probably it should
20 say, distribution of hazardous liquid pipeline
21 and facilities. Just to draw that distinction.
22 Because otherwise it could be interpreted as only

1 the facilities, meaning the meter stations, the
2 pump stations, the compressor stations.

3 MS. BURMAN: Okay. Alan, do you have
4 any thoughts or counsel for PHMSA?

5 MR. MAYBERRY: Well, I was referring
6 to the definition in the Code, which is all
7 encompassing. And I think we're, I mean, we can
8 pull that up and show you but I'm comfortable
9 that it's all-encompassing with the universe of
10 what we're dealing with here.

11 And if I can add one other point. I
12 just want to make sure it's understood. In the
13 statute, because we're looking for advice on the
14 need for this kind of a system, I think that's
15 covered up there with, we're advising on, advice
16 and recommendations on the development of a
17 secure, blah, blah, blah.

18 I think it's understood that it is the
19 need for such a system. Right? So, we don't
20 need to specify that. Because we're --

21 MS. BURMAN: No. We already voted
22 that we needed it.

1 MR. MAYBERRY: Okay. Oh. Where is --
2 okay.

3 (Off microphone comments)

4 MR. MAYBERRY: Where --

5 MS. BURMAN: Right. The need for,
6 right.

7 MR. MAYBERRY: Oh, the need for.
8 Right.

9 (Off microphone comments)

10 MS. BURMAN: Yes. This is --

11 MR. MAYBERRY: Okay.

12 MS. BURMAN: Eric, then Mark, then
13 we'll go to the phone. And then we'll go to
14 those in the audience. And then we'll get back
15 to Holly's comments.

16 Because I do think we still have to
17 get to some of the things that you had laid out.
18 So, we don't want to forget about that. All
19 right. So, Eric. Oh, and the, I'm sorry, over
20 here too.

21 MR. AMUNDSEN: Eric Amundsen, Energy
22 Transfer. My comment's really pretty minor.

1 Just in the sentence that, where we talk about
2 improved pipeline safety in a measurable way, I'd
3 really advocate ending that, in a measurable way.

4 And so, I would suggest we move, you
5 know, what we're defining as the pipeline in
6 front of that. So, to improve gas transmission,
7 distribution, and hazardous liquid pipeline
8 facility safety in a measurable way. That's --

9 (Off microphone comments)

10 MS. THEBERT: I still, facilities
11 needs to be after each one of those. Do you all
12 agree?

13 (Off microphone comment)

14 MS. THEBERT: I'm saying, it looks
15 like you're saying, gas distribution, gas
16 transmission, comma, and hazardous liquid
17 pipeline facilities. I mean, it could be
18 interpreted that way.

19 So, your only facilities are attached
20 to hazardous liquid, versus gas transmission and
21 gas distribution. So, you could have operators
22 say, well, it's not all facilities, it's just the

1 transmission line, or whatever.

2 So, I just, just for clarification.

3 Because I know we have, at least I have operators
4 who will find any little area to avoid doing some
5 regulations sometimes. So, just to be clear.

6 MS. BURMAN: Mark.

7 MR. HERETH: I think from a
8 grammatical standpoint those are all descriptors.
9 There is three descriptors, there is A, B, and C
10 that apply to facilities, correct?

11 (No audible response)

12 MR. HERETH: So I think the facilities
13 is intended to capture all those. It's a fair
14 question, but I think from a grammatical
15 standpoint that is correct, although I am not an
16 English major.

17 MS. BURMAN: Yes, we need the
18 Administrator, he was an English major. You were
19 an English major, that's what we need.

20 (Off microphone comments)

21 MS. THEBERT: I mean I agree with
22 that. I just want to make sure it's crystal

1 clear, because they'll take legislation and twist
2 it.

3 MS. BURMAN: Right. Chris?

4 MR. MCLAREN: Yes, within 192 and 195
5 there are the definitions and they can get a
6 little convoluted, whether it's pipe or line
7 pipe, or pipe or pipeline system, or pipeline
8 facility --

9 MS. BURMAN: Yes.

10 MR. MCLAREN: -- and in looking at the
11 differences between 192 and 195 it may be best to
12 go with pipeline because that includes pipeline
13 facilities as well as the appurtenances and I
14 think we saw in some of the other collections,
15 especially the BSEE COS collection, it's
16 important to gather those equipment and
17 appurtenance failures within some sort of safety
18 information gathering system.

19 MS. BURMAN: Okay. Did we -- while we
20 weigh these changes, did we lose something with
21 when it said other appropriate data to improve
22 pipeline safety and then we led into gas

1 transmission in a measurable way, did we lose a
2 word or two here?

3 (No audible response)

4 MS. BURMAN: Was that intentional?

5 DR. KELLER: I don't know.

6 MS. BURMAN: No, right?

7 DR. KELLER: I have it written down.

8 I can just take it over.

9 MS. BURMAN: I feel like it --

10 (Off microphone comment)

11 MS. BURMAN: Right, for --

12 DR. KELLER: Because I had data from
13 existing and emergent or future sources is
14 basically --

15 (Simultaneous speaking)

16 MS. BURMAN: Okay. To improve
17 pipeline safety for gas transmission, gas
18 distribution, and hazardous liquid pipeline
19 facilities, and safety should come out now, in a
20 measurable way, okay.

21 And so now we're, just from a
22 grammatical and legal issue in terms of what is

1 correct with the facilities piece of it what have
2 we determined in terms of where the commas are
3 and what we need to do with facilities? Dan?

4 MR. COTE: An easy solution to this is
5 just put brackets after facilities and say as
6 defined in current regulations.

7 MS. BURMAN: But the facilities still
8 could -- I'm just --

9 (Simultaneous speaking)

10 MR. COTE: But 192 is absolutely clear
11 on the difference between pipe, valves,
12 appurtenances, facilities.

13 MS. BURMAN: Okay.

14 MR. COTE: So if we simply fall back
15 on the current regulatory construct it will be
16 absolutely clear to any practitioner.

17 MS. BURMAN: Okay.

18 MALE PARTICIPANT: Do you want me to
19 read what the definition --

20 MR. JONES: Just cite it.

21 MR. COTE: Well --

22 MS. BURMAN: Why don't we, because I

1 think this falls into we can take care of that
2 piece of it at the end of the other substantive
3 stuff and I don't want to get bogged down with
4 it.

5 I think Michelle raises a good point
6 and we need to do it. I am going to put it in
7 the category of we'll work that out after we get
8 through the other stuff, so put it down as
9 address how we deal with it.

10 I do want to make sure if anyone on
11 the phone has a comment or question, I do know
12 someone in the audience had a comment or a
13 question. Chris, do you still have your tent
14 card up?

15 MR. WARNER: No --

16 (Off microphone comments)

17 MS. BURMAN: Yes, okay, that's all
18 right.

19 MR. HERETH: We had some comments from
20 the gentleman from Michigan State that I don't
21 think we have addressed yet.

22 MS. BURMAN: Yes. No, we have to get

1 to that, too. But anyone in the audience who has
2 a comment?

3 (No audible response)

4 MS. BURMAN: No longer?

5 MR. STODY: Hi. John Stody from the
6 Association of Oil Pipelines. My questions
7 before have been taken care of by the subsequent
8 changes, so I will just briefly state support.

9 We as an industry do have a strategic
10 goal of improving pipeline safety so we are very
11 comfortable with having that affirmative
12 definition in there.

13 And the one comment I had with the
14 purpose sentence, to the extent it is still there
15 at the end, and to comfort people, those are more
16 process things as opposed to the ultimate
17 purpose, which might have been in conflict with
18 the paragraph above that was also purpose
19 statements, so I think you handled it well with
20 the system in there.

21 And I would just for Walter's sake in
22 terms of I think you do have a good point on

1 looking forward to implementation and those
2 issues and making sure that what we set up now
3 will actually be used and I feel good that the
4 way these words have been put in there with the
5 security and the ultimate goal will make it an
6 attractive system that we'll want to use and it
7 will work in that way, so thank you.

8 MS. BURMAN: Great, thank you. So if
9 I am reading this right we could take out "the
10 purpose" the last sentence, right?

11 MALE PARTICIPANT: Yes.

12 MS. BURMAN: Okay, so that comes out.
13 Now I'm just going to read it so it makes sense.

14 MALE PARTICIPANT: That's great.

15 MS. BURMAN: "To provide the Secretary
16 of Transportation with independent advice and
17 recommendations on the development of a secure,
18 voluntary, information-sharing systems that
19 encourages collection and analysis of integrity
20 and risk assessment information and other
21 appropriate data to improve pipeline safety for
22 gas transmission, gas distribution, and hazardous

1 liquid pipeline facilities in a measurable way."

2 "This system will provide a
3 collaborative environment that is proactive in
4 nature that will lead industry to actionable
5 outcomes."

6 The one thing I have to go back to is
7 we had raised the issue of assessment and
8 management. Who had raised that, I forget? Was
9 that you, Joe?

10 (No audible response)

11 MS. BURMAN: So did we drop that by
12 accident?

13 MR. SUBSITS: Well, it was, but I
14 think when you look at -- my eyesight is going
15 bad -- the line you had after collection and
16 analysis and other information, I think other
17 appropriate data I think covered that.

18 MALE PARTICIPANT: Need a comma.

19 MS. BURMAN: All right. Does anybody
20 have -- Christopher?

21 MR. WARNER: Yes, Chris Warner from
22 Mears Group. I really like that last sentence.

1 The only comment I would have is change "that"
2 after nature to "and."

3 MS. BURMAN: The only -- I just have
4 a technical question. It says the "system" but
5 up above we say "systems." Right, we just needed
6 to do that little -- Right.

7 Okay. So, Joe, you are good with not
8 having "management" or do you make a suggestion?

9 MR. SUBSITS: I think it's fine the
10 way it is. It covers it.

11 MS. BURMAN: Okay. Does anybody else
12 -- Christopher, your tent card is still up.
13 Okay.

14 MR. BUCHANAN: Yes, just one thing.
15 "The system will provide," what about "the system
16 is intended to provide?" Just a different way of
17 looking at it, just a suggestion.

18 MS. BURMAN: Yes. So "the systems is
19 intended to provide." Holly?

20 MS. PEAREN: Earlier I had suggested
21 that one of the purposes was to facilitate
22 technological advancement and I am not sure if

1 that got lost in editing or if it was just an
2 extremely popular solution or suggestion, but I
3 wanted to throw it out there in the latter case.

4 MS. BURMAN: Can you just speak up
5 again, I'm sorry?

6 MS. PEAREN: Sure. Earlier I
7 suggested that one of the purposes or intents of
8 the systems could be to facilitate technological
9 advancement in leak detection technology or, you
10 know, other areas that would improve pipeline
11 performance.

12 I wanted to just suggest that again in
13 the event it was sort of lost in the shuffle.

14 MS. BURMAN: It was lost in the
15 shuffle, so, good, thank you. So here is the
16 suggestion, "The intent of the system is to
17 provide a collaborative environment that is
18 proactive in nature, facilitate," I think it
19 should be "technological advancements," "and lead
20 industry to actionable outcomes.

21 Okay, so I'm just going to read the
22 whole thing again just to get the flow? "To

1 provide the Secretary of Transportation with
2 independent advice and recommendations on the
3 development of a secure, voluntary, information-
4 sharing system that encourages collection and
5 analysis of integrity and risk assessment
6 information and other appropriate data to improve
7 pipeline safety for gas transmission, gas
8 distribution, and hazardous liquid pipeline
9 facilities in a measurable way."

10 "The intent of the systems is to
11 provide a collaborative environment that is
12 proactive in nature, facilitates," that should be
13 "facilitates," "technological advancements and
14 leads industry to actionable outcomes." Anyone
15 have any comments? Michael?

16 MR. BELLAMY: Michael Bellamy, General
17 Electric. I love it.

18 MS. BURMAN: Oh, great, that's good.
19 All right, well, I am glad. Anyone on the phone?

20 DR. PERRY: I just wanted to bring up
21 something, and I'm not, maybe this covers it, I
22 like how it reads, definitely. I was looking

1 back at the charter and it mentions many times
2 that, you know, one of our duties is to talk
3 about inspection information.

4 I know that that is a piece of all of
5 this that we are talking about but we don't
6 specifically say that in here and I am wondering
7 if that would be confusing more to the public
8 maybe than folks in the industry, I guess is the
9 question I have.

10 MS. BURMAN: Okay. Does anyone have
11 any comments, any thought? Eric?

12 MR. AMUNDSEN: Eric Amundsen. My
13 comment would be that ILI data is certainly a
14 subset of integrity assessment information.

15 MS. BURMAN: Okay.

16 MR. AMUNDSEN: In my view it's
17 capturing.

18 MS. BURMAN: And --

19 DR. PERRY: Would the public
20 understand that? I guess that is my concern --

21 MR. AMUNDSEN: Well, probably.

22 DR. PERRY: -- is making sure that

1 it's very plain language and clear.

2 MR. AMUNDSEN: My reaction is is the
3 interested public might understand that to be
4 included, the general public probably not, but
5 the general public is probably not that tuned
6 into what this is intended to accomplish.

7 DR. PERRY: I would argue, too, though
8 that pipeline safety affects the general public,
9 so even if they are not tuned into this they
10 might at some point in time in the future or even
11 today want to understand it more in depth.

12 So I just want to make sure that we
13 are not making this too techno, you know, like
14 the expert driven particular. I guess it goes to
15 some of comments yesterday about what is the
16 public and how we think about them and being very
17 explicit about that when we do everything related
18 to this volunteer information sharing network and
19 system.

20 MR. AMUNDSEN: I guess my reaction to
21 that, Eric Amundsen again, would be that the hook
22 for the public will be to improvement in pipeline

1 and safety, you know, that this is intended to do
2 that and we're not going to miss an important
3 piece like ILI data in that effort.

4 But I think the general public will
5 see, you know, this is intended to improve
6 pipeline safety and I'm not sure they're going to
7 -- If they want to be interested enough that, all
8 right, how are you going to do that in detail,
9 then the rest of our report will provide that.

10 DR. PERRY: Right. Well, can we have
11 someone from PHMSA weigh in on this because I
12 know in the charter it says it over and over
13 again that term inspections, and that everybody
14 understands what an inspection is.

15 Not everyone understands what ILI is.
16 So I just want to be very clear that we can make
17 sure that what we are communicating, the staff at
18 the Department of Transportation to the public,
19 and make sure everybody understands that.

20 Thanks.

21 MS. BURMAN: This is Diane Burman. We
22 are going to have Alan weigh in in a minute, but

1 just so you know there are other people with tent
2 cards up.

3 So your question or your comment was
4 not, was about including the word "inspection?"

5 DR. PERRY: Correct.

6 MS. BURMAN: Okay. So I think we may
7 have, we may be able to address it, but I just
8 want Alan to comment and then others and then
9 we'll read off a potential solution.

10 MR. MAYBERRY: Yes, this is Alan. My
11 feeling was it was already covered and, yes,
12 certainly the public doesn't, you know, know the
13 jargon, but I think the way we address that is
14 we, and in my view of this mission statement is
15 it's not intended to cover everything, I was
16 going to add the comment to that effect, but
17 before I get to that the addition, the other
18 thought related to that, you know, where this
19 will reside will be on our, you know, be on our
20 website.

21 We'll have a mission statement which
22 will be there along with our charter and, of

1 course, the statutory language, so I think all
2 the materials will be right there to, you know,
3 where you can see, okay, here is our mission
4 statement, you can correlate that to our charter
5 which does have all that specific verbiage in it.

6 So, you know, that's kind of my
7 thought on that, although I see we've kind of
8 made an edit here that adds inspection. I don't
9 -- You know, if the committee is okay with that.

10 I don't see any harm with that, I just
11 don't think it was needed because we do have, if
12 you go to our website it will have, you know, the
13 information there.

14 And generally a mission statement, we
15 don't throw the kitchen sink in there, you know,
16 but it's more high level and embedded in that are
17 all the, you know, when you are talking integrity
18 and risk assessment it includes all the
19 inspections, assessments, and other things you do
20 to a pipeline.

21 Okay, that's related to that comment.
22 Does that help any?

1 DR. PERRY: Yes, it does. I have no
2 idea about the context of where this would appear
3 --

4 MR. MAYBERRY: Okay.

5 DR. PERRY: -- so if it's, you know,
6 near something that lays out the charter that
7 makes sense. So what I was saying was more of a
8 question, you know, about how this might
9 correspond to what our real duties are. Thanks,
10 though.

11 MR. MAYBERRY: Right. Yes, no
12 problem. The other thought I had that is
13 implicit here again in all of this is actually
14 the last point of our, under the considerations
15 under the mandate, it's also contained in the
16 charter, and it just relates to regulatory
17 funding and legal barriers, which would be
18 implied in all this.

19 You know, certainly it has to be
20 something that is practical and implementable and
21 that we need to discuss ways for that to happen.
22 So it's not specifically called out here, you

1 know, related to funding or regulations or the
2 like, but I would expect that that discussion
3 would happen as we move forward from here.

4 MS. BURMAN: Okay. Now we are going
5 to go, I think Walter and then Leif.

6 (Off microphone comment)

7 MS. BURMAN: Oh, okay, sorry.

8 MR. JENSEN: Thank you. Leif Jensen,
9 Sunoco Pipeline. I think the word assessment was
10 introduced yesterday to be more overreaching and
11 overarching as we were discussing the different
12 assessment methods used on distribution systems
13 that are not necessarily compatible with inline
14 inspection tools.

15 So, you know, just one minor
16 modification, I believe in the fourth line down
17 afer the word "integrity" that comma needs to be
18 removed. I know that may seem very granular, but
19 it does clarify some context.

20 And then in order to, you know, help
21 the LDC world a bit one option in the fifth line
22 would be to add "information and other

1 appropriate assessment data to improve pipeline
2 safety," because that will help us with some of
3 the other technologies and methods besides inline
4 inspection.

5 I am fine with the way it is right
6 now, so don't, you know, hear me, I'm trying to
7 wordsmith this and be overly granular.

8 (Off microphone comments)

9 MR. JENSEN: Okay, having said that,
10 there is a line right above it, it says "risk
11 assessment information and other appropriate
12 assessment dat," so it is redundant. You could
13 scratch it.

14 MS. BURMAN: Okay. So we're going to
15 take out the word that we just put in. Thanks.
16 Walter?

17 MR. JONES: I just -- Well, earlier
18 when the woman on the phone was speaking I was
19 just wondering what would be the problem in
20 putting "inspection" in there.

21 We've put everyone else's concern in
22 there, why -- Is there a problem with putting

1 that one in there?

2 MS. BURMAN: Okay.

3 MR. JONES: And that's the only -- I
4 was just coming to her support, that's all.

5 MS. BURMAN: Yes, that's right.

6 That's exactly -- I guess the question is is
7 there an issue with us doing it where we say and
8 I guess in light of Leif's concern now it would
9 be "the collection analysis of inspection,
10 integrity" not comma "and risk assessment
11 information and other appropriate data."

12 Correct?

13 MR. JENSEN: Well my take on it is the
14 fourth sentence, or the fourth line should ride
15 "collection and analysis of integrity inspection
16 and risk assessment."

17 MS. BURMAN: Okay.

18 (Off microphone comment)

19 MS. BURMAN: Oh, "integrity
20 inspection" --

21 MR. JENSEN: "Inspection."

22 MS. BURMAN: Okay, sorry.

1 MR. JENSEN: Before there was a comma
2 so the word --

3 (Simultaneous speaking)

4 MR. JENSEN: -- inspection would still
5 be there.

6 MS. BURMAN: Yes, yes, all right.

7 (Simultaneous speaking)

8 MR. JENSEN: I'm good.

9 MS. BURMAN: Okay, you're good.

10 Anybody else? I think Professor, then Mark, then
11 the phone, and then the audience. Oh, I'm sorry,
12 and Alan in between all this.

13 DR. KELLER: Mike Keller. I wanted
14 just to make sure that -- I think Holly's
15 addition of "facilitates technological
16 advancements" maybe addresses Yiming's concern
17 about this being sufficiently forward looking and
18 adaptable, but I would actually like Yiming to
19 perhaps weigh in on that as well from the phone
20 if that is possible to address his concern that
21 we are creating a forward-looking mission
22 statement.

1 MS. BURMAN: Okay.

2 DR. DENG: Yes, I definitely think we
3 should be a little bit forward-looking. I really
4 appreciate you that you echo that and I think
5 because what we are facing now is not just the
6 multi-source or, you know, high-dimensional data
7 on information we are looking at and that we are
8 at a stage of having more information and data
9 coming in.

10 And I think that is something that not
11 just myself at a research institution, but I
12 believe people from the industry are interested
13 in as well.

14 But for the statement kind of what we
15 are looking at I like it very much. I like to
16 make it general so we don't put too much limits
17 there, but I think we definitely should think
18 that way and maybe in future initiatives or
19 future action items we should consider that.

20 MS. BURMAN: Okay. So I think right
21 now we are going to go to Mark, then Kate, then
22 the phone again, then the audience, and we're

1 going to try to stick to this topic before we
2 move to the next. So, Mark.

3 MR. HERETH: So first of all I really
4 like this the way it is and I almost hesitate to
5 make this comment but I am going to make it
6 anyway.

7 The term of art that we use with
8 respect to integrity inspections is really
9 integrity assessments and so I think to be
10 consistent we should consider using "assessments"
11 there rather than "inspections."

12 But if it means more in a public sense
13 I am perfectly fine that way. It's just the term
14 of art we use is integrity assessment.

15 (Off microphone comments)

16 MS. BURMAN: Okay. Kate and then --

17 MR. BUCHANAN: Oh, just to further his
18 comment, could it be "integrity assessment
19 inspection?"

20 MS. BURMAN: Really?

21 (Laughter)

22 MS. BURMAN: Said snarky. Kate?

1 MS. BLYSTONE: Well before Mark talked
2 I was going to just, it felt like we were
3 settling and I feel like Simona brought up
4 inspection and I agree I think that inspection is
5 -- I understand that it is a term of art, but --

6 (Off microphone comment)

7 MS. BLYSTONE: Yes, I know you're fine
8 with it, I can feel it --

9 (Laughter)

10 MS. BLYSTONE: -- which is why I just
11 want to, if the group is ready I would like to
12 make a motion to accept this purpose statement as
13 written now.

14 MS. BURMAN: So the only thing before
15 we do that we do have to do the facilities piece.

16 MS. BLYSTONE: Oh, can I make a
17 comment on that since I have the floor?

18 MS. BURMAN: Yes.

19 MS. BLYSTONE: I don't have my degree
20 in journalism but I studied journalism and I
21 don't believe we need to add "facilities" to each
22 section because as Mark mentioned pipeline

1 facilities modifies gas transmission, gas
2 distribution, and hazardous liquids. So that's
3 my comment on that.

4 MS. BURMAN: Okay.

5 MS. THEBERT: I agree, grammatically
6 it is correct, but if you don't know, maybe you
7 think liquid pipeline facilities, it goes to all
8 three.

9 I mean the way -- It's a confusing
10 sentence and it's long, and a very long sentence,
11 I mean it starts at the very top of the page and
12 it goes over halfway down.

13 So I don't think an extra comma hurts
14 it, or extra clarification, but I mean the whole
15 mission statement is already repetitive and
16 duplicative, so I don't see what the harm is to
17 add to be very clear "pipeline facilities
18 includes transmission or distribution," but again
19 the collective group rules, this is my opinion.

20 MS. BURMAN: Okay. So we do have a
21 motion, we did hear a second, we are now at the
22 discussion phase, but we also have a lot that we

1 have to sort of go through.

2 So do you want to take Eric -- I did
3 just charge the council, the PHMSA, to look at
4 this issue on the facilities because we did say
5 we would address it from a technical point of
6 view, it is an issue.

7 So Eric, then the phone, then the
8 audience, and then I am going to read it, and
9 then we are going to address what we are doing
10 with the motion and the second, okay.

11 So we are in the discussion phase of
12 all of this.

13 MR. AMUNDSEN: Eric Amundsen, Energy
14 Transfer. In the interest of trying to make
15 three distinct points with our mission statement,
16 those being the what, the where, and the how, I
17 would suggest that we find a way to reduce the
18 size of the first sentence and make the point
19 that, you know, the what is, you know, an
20 information sharing system to improve pipeline
21 safety period.

22 The where is these assets, and the

1 how, I think we've got it covered, so if we can
2 find a way to just break out in a separate
3 sentence the where, i.e. gas transmission,
4 distribution, and hazardous liquid pipeline
5 facilities in a sentence then I think it improves
6 the overall mission statement.

7 MS. BURMAN: Okay. I'm going to read
8 this whole thing so we just get the flow.
9 Council is working on that piece of it.

10 "To provide the Secretary of
11 Transportation within independent advice and
12 recommendations on the development of a secure,
13 voluntary, information-sharing system,"
14 "systems." That might be where you do a stop.

15 "This shall then encourage" or "this
16 may" or "the intent is," right. Stop. I am now
17 needing you to withdraw your motion if we are
18 going to do that.

19 You don't have to. I'm just saying
20 for the purposes of -- or you may put it on hold
21 for -- We can take it, but --

22 MS. BLYSTONE: I'll withdraw my

1 motion.

2 MS. BURMAN: All right. Without
3 prejudice?

4 MS. BLYSTONE: Without prejudice.

5 MS. BURMAN: Okay. Okay. "To provide
6 the Secretary of Transportation with independent
7 advice and recommendations on the development of
8 a secure, voluntary, information-sharing
9 systems." Stop. "Systems?"

10 MR. AMUNDSEN: That's -- No. That
11 does what?

12 MS. BURMAN: Such -- Right.

13 MR. AMUNDSEN: "That encourages
14 collection," da, da, da, "to improve pipeline
15 safety" period.

16 MS. BURMAN: Okay.

17 MR. AMUNDSEN: Yes. Where are we
18 going to this, "the scope is" or "this applies
19 to."

20 MS. BURMAN: Right.

21 MR. WARNER: Madame Secretary?

22 MS. BURMAN: Yes?

1 MR. WARNER: If we put the gas
2 distribution, transmission, after the systems
3 could we say that it is "development of a secure,
4 voluntary, information-sharing system for gas
5 transmission," et cetera, "systems," and then we
6 can go into the what, "the system will encourage
7 collection analysis" and keep everything else
8 pretty much the same that way.

9 MS. BURMAN: Okay.

10 MR. AMUNDSEN: I think we are pretty
11 close.

12 MS. BURMAN: Right. So get ready
13 Kate.

14 (Off microphone comments)

15 MS. PEAREN: This is Holly Pearen,
16 EDF. I am not sure that these changes really
17 address Mr. Amundsen's concern for a three-part,
18 very clear mission statement. I think we are
19 going backwards.

20 MR. AMUNDSEN: Yes, I've gotten lost
21 in the last 30 seconds of changes here.

22 MS. BURMAN: Yes.

1 (Off microphone comments)

2 MR. AMUNDSEN: Yes.

3 MS. BURMAN: We lost something in
4 this.

5 DR. KELLER: We're mixing the purpose,
6 and this Mike Keller, purpose and where in that
7 first sentence and they wanted purpose, where,
8 and how, sort of separate. If I caught that
9 properly.

10 MR. AMUNDSEN: Yes. My thought was to
11 separate out the where, i.e. gas transmission,
12 distribution, and hazardous liquid pipeline
13 facilities, in a separate sentence, that that's
14 all that says is the scope of this is those
15 things.

16 MS. BURMAN: Yes.

17 MR. AMUNDSEN: And the what is an
18 information-sharing system to improve pipeline
19 safety period. So if we could -- Is there any
20 way to go back to where we were five minutes ago
21 and --

22 MS. BURMAN: So did Council resolve

1 the issue on the facilities?

2 (No audible response)

3 MS. BURMAN: Okay, we'll come back to
4 that. Kate, you never should have withdrawn your
5 motion.

6 (Laughter)

7 MS. BURMAN: I don't know why you did
8 that peer pressure thing. Just kidding. You
9 never do that.

10 MS. BLYSTONE: Well I wanted to say
11 under duress, but --

12 (Laughter)

13 MS. BLYSTONE: So at this --

14 MS. BURMAN: All right, Mike?

15 MS. BLYSTONE: Oh.

16 MS. BURMAN: We're just, they're
17 regrouping and going back so that then we can
18 capture it and then while we are doing that we're
19 going to do Mike, but, Holly, I think you had one
20 or two things that I want to make sure from the
21 beginning when you went through.

22 I just want to make sure when we read

1 it once that there is certain things that we
2 don't, before we finalize this that we don't
3 forget.

4 So I do believe we captured almost
5 everyone except for the facilities piece, which
6 we need to. I want to make sure we go around
7 once while we are doing this so that when Kate
8 makes the motion and it gets seconded we can have
9 some closure.

10 Eric is going to go help and anyone
11 else who thinks -- Well now we lost it all. But
12 while we are doing that we're going to go around
13 for some people who might have some comments.

14 It's all good. We're right -- We're
15 just there, it's just a matter of some computer
16 skills. Mike?

17 MR. LAMONT: Mike LaMont, Integrity
18 Plus. You know, I want to remind everyone this
19 is a mission statement, this is not code or
20 regulation, and I think that this is way too
21 specific and I would offer up again that the
22 mission statement prepared by PHMSA staff seems

1 to be more than adequate and it does, you know,
2 it's vague enough to keep some of these arguments
3 over facilities so on and so forth out of it.

4 I'd make a motion that we vote on this
5 draft mission statement prepared by PHMSA staff.

6 MS. THEBERT: I'll second.

7 MR. LAMONT: Yes.

8 MS. THEBERT: I'll second that.

9 MS. BURMAN: Kate?

10 MS. BLYSTONE: I have been asked by a
11 member of the committee to make a friendly
12 amendment to that motion. Instead of calling it
13 a purpose statement call it a mission statement
14 because we've been calling it a mission statement
15 the whole time.

16 MR. LAMONT: Sure.

17 (Off microphone comments)

18 MR. LAMONT: I think it's implied. I
19 mean I think it's in here when we say "improve
20 pipeline safety."

21 (Off microphone comments)

22 MR. COTE: No, it's not in the charter

1 so it's not implied.

2 MS. THEBERT: But otherwise you are
3 tied to all those specific things. I think you
4 actually limit what we can and can't do at that
5 point because it's so specific and there are so
6 many laid out things.

7 I agree with Mike, general is probably
8 better if we want to address more things or less
9 things, because once you put it out there we're
10 going to do this, this, and this, you have to
11 accomplish those, and if you want to do something
12 new and you didn't put it in your mission
13 statement are you even able to mess, you know, to
14 deal with it.

15 So I think, I wouldn't use the word
16 vague, I would just say, you know, more open-
17 ended and up for interpretation, which code loves
18 to do anyway, so we might as well keep it that
19 way.

20 MS. BURMAN: So right now while they
21 are doing it, making the changes, which I believe
22 will be just one more minute, is that correct?

1 FEMALE PARTICIPANT: Yes --

2 (Off microphone comments)

3 MS. BURMAN: Okay. Is there anyone in
4 the audience who have any comments?

5 (No audible response)

6 MS. BURMAN: Christopher?

7 (Off microphone comments)

8 MS. PEAREN: Madame Secretary, could
9 I make a suggestion that before we do a lot of
10 modification to this statement there is a way to
11 go back to the statement that Ms. Blystone
12 motioned, that Ms. Blystone made.

13 I think it would be useful for this
14 group to have that text before making extensive
15 changes to this text.

16 MS. BURMAN: And that would be going
17 back to the draft mission statement starting
18 point only?

19 FEMALE PARTICIPANT: No.

20 MS. PEAREN: For the record I think it
21 would be useful to have an unchanged version that
22 mirrors the one Ms. Blystone wanted us to vote

1 on.

2 MS. BURMAN: And that's the draft,
3 that's the first one that we had? No, that's the
4 first one before, right?

5 MS. PEAREN: No, that's the one we
6 used three hours.

7 MS. BURMAN: I think that's what they
8 are trying to do.

9 MS. PEAREN: Okay.

10 MS. BURMAN: That's what I am waiting
11 for right now.

12 MS. BLYSTONE: I don't think that's
13 what they are trying -- Oh, maybe that is what
14 they are trying to do now.

15 For a second there there were
16 modifications I think Eric was going for and I
17 think those, the draft that we, that I made my
18 motion on and then withdrew I think is something
19 we may want to return to, and so having both of
20 those options would be great. Thank you, Ms.
21 Pearen.

22 MALE PARTICIPANT: And we're going to

1 change the purpose statement to a mission
2 statement?

3 MS. BURMAN: And we're changing the
4 purpose statement to a mission statement. Okay.
5 So the top one is the original one and then the
6 bottom one is the one that Eric just tweaked.

7 Eric doesn't own that one, he has just
8 tweaked it for purposes of --

9 FEMALE PARTICIPANT: Give me one
10 second to make --

11 (Simultaneous speaking)

12 MS. BURMAN: Sure.

13 MS. BLYSTONE: And for purposes of
14 clarification we have a motion on the floor,
15 correct, to adopt the draft mission statement as
16 written by PHMSA, so the very first thing we
17 started with.

18 MS. BURMAN: Well, no, as amended by
19 the group.

20 MS. BLYSTONE: Oh.

21 (Simultaneous speaking)

22 MS. BURMAN: Oh, no. You're saying --

1 I'm sorry.

2 MALE PARTICIPANT: He wants the
3 original one.

4 MR. LAMONT: Yes, the original.

5 MS. THEBERT: But he said he would
6 take your friendly amendment to add, change to
7 mission.

8 MS. BLYSTONE: Mission instead of
9 purpose.

10 MS. THEBERT: Yes.

11 MS. BLYSTONE: But otherwise all of
12 the amendments we have made thus far are not
13 included?

14 (Simultaneous speaking)

15 MS. BURMAN: Okay, so we have one
16 motion that was withdrawn from Kate, we have a
17 motion that -- Kate's motion had been seconded.
18 We have a motion here that had been seconded by
19 Michelle, which was the original draft mission
20 statement starting point only that PHMSA did,
21 okay. Any discussion on that?

22 (No audible response)

1 MS. BURMAN: I'm just going to have --
2 Dan?

3 MR. COTE: It seems to me that if we
4 go back to the original mission statement that
5 doesn't define the scope of the mission, which is
6 a critical need to communicate what it is we are
7 doing that includes transmission, distribution,
8 and liquids.

9 We are not communicating the scope of
10 this, and so everything that falls after this in
11 terms of our work will be ambiguous to the people
12 working on it.

13 In my mind that's a trainwreck. I
14 can't support it.

15 MS. BLYSTONE: Right.

16 MS. BURMAN: So, Mark?

17 MR. HERETH: So just to clarify, Mark
18 Hereth from Blacksmith, there is a motion to
19 consider what was on Page 2 of 2 our starting
20 point for the day, is that motion?

21 MS. BURMAN: Yes, that's the motion
22 that Mike made that Michelle seconded.

1 MR. COTE: Okay. And can I ask with
2 all the work we have done why would we go back to
3 that one?

4 MS. BURMAN: Mike, do you want to
5 address that?

6 MR. LAMONT: Sure. As I look at what
7 we have come up with I think it's way too wordy,
8 specific. I think that if you look at the open-
9 ended mission statement that PHMSA staff provided
10 it allows us plenty of flexibility.

11 And, again, it's a mission statement
12 for us so why do we need to be so specific in
13 this language. I think that if you read the
14 wording that PHMSA staff used certainly it is
15 implied that pipeline safety includes
16 transmission in other, you know, in facilities,
17 et cetera.

18 MS. BURMAN: Any -- Dan, then Leif,
19 then the phone, then the audience, then we're
20 going to, if we have no more discussion we're
21 going to take a vote on the motion and then we're
22 going to go to the next steps. Dan?

1 MR. COTE: Just in response to the
2 notion that it is implied in the original
3 statement, the fact that we have debated it for a
4 couple of days seems to illustrate very, very
5 clearly that it's not a consensus agreement on
6 the part of the committee who needs to execute
7 everything from here.

8 So without clear definition on the
9 scope of this we are leaving something critical
10 behind and in my mind I don't know how we succeed
11 in developing the how's if we can't define the
12 what. Thank you.

13 MS. BURMAN: Leif?

14 MR. JENSEN: Thank you. Leif Jensen,
15 Sunoco Pipeline. You know, reflecting back on
16 the meeting we had a few months ago, the second
17 face-to-face, you know, I participated by a
18 telephone, at that meeting I advocated a mission
19 statement from the perspective that, you know,
20 looking forward for the next 12 months we have to
21 produce a recommendation and as we onboard
22 additional people into subcommittees we have to

1 be clear with what the deliverable is going to
2 be.

3 And, therefore, I think that the added
4 language that we put in during the course of this
5 morning does add value to that very purpose and I
6 think it would be a mistake for us to digress and
7 go back to the original language, although it was
8 great content, we built upon it to create what we
9 did this morning.

10 So I am not an advocate of adopting
11 the original language and I think we need to
12 adopt the revised version.

13 MS. BURMAN: Okay. Anyone on the
14 phone? Michelle?

15 MS. THEBERT: I just want to respond
16 to a couple things. First, the reason, at least
17 in my opinion, I was debating is because people
18 were insistent on putting "distribution" in there
19 and once you add one of them you have to clarify
20 all of them versus leaving it just "pipeline."

21 And, second, if we have all these
22 deliverables that could be a completely separate

1 thing from a mission statement.

2 This mission statement is so long, in
3 my opinion, not that work was wasted this
4 morning, make out, you know, here are
5 deliverables and list out everything you all
6 want, we can put more stuff in there versus
7 being, you know, hampered by this mission
8 statement that you need oxygen to read the whole
9 thing because it's so, I mean it's really very
10 long and I think it's going to be more
11 restrictive than less restrictive in the long run
12 and this is what we have to do, I mean versus any
13 kind of flexibility, if that's what we adopt.

14 But I don't want to have the next time
15 we meet let's modify this to add something else
16 or take something else away, because that's what
17 the group does a lot just because we have new
18 ideas, which is not a bad thing, but if you tie
19 yourself to this specific of a mission statement
20 I think it could be a mistake, so, but --

21 MS. BURMAN: Anyone in the audience?

22 (No audible response)

1 MS. BURMAN: So my perspective is
2 this, I think that PHMSA staff put this draft
3 mission statement out after listening to some
4 conversation yesterday and understanding from the
5 last two meetings that the group felt it was
6 important to have a mission statement but they
7 did so with the clear understanding that it was a
8 starting point only and that it was intended to
9 help spur discussion.

10 Actually, it was supposed to be
11 intended to be used towards a breakout group, and
12 that part of what we have done the last two
13 meetings as well as this is try to facilitate
14 conversation around what exactly is the value
15 going forward and also what is going to be
16 necessary for the hard work ahead.

17 And after we get through sort of the
18 scope and the, whether we call it a strategic
19 purpose or a strategic mission statement or a
20 purpose statement, in this case a mission
21 statement, then we get to I think the even harder
22 work, which is, you know, how do we get to the

1 how's and the why's and the assumptions that we
2 have to do and all of that in the next year is
3 going to be really even more critical and more
4 important.

5 But then past that the implementation
6 of all of that is going to be even super more
7 important and the deliberation on that. My fear
8 is that by adopting, if this motions once it goes
9 to a vote is adopted it actually would have a
10 chilling effect because it would mean that all of
11 the discussion that took place was really for
12 naught and that it would actually put a chilling
13 effect on the ability for PHMSA staff to give us
14 some food for thought to help us do the
15 deliberation and make some recommendations and
16 that they would be hesitant to then put something
17 out there for us to chew on and talk about.

18 I actually think what the beauty of
19 this conversation today was that people were
20 willing to have some hard conversations and that,
21 you know, even if we didn't agree we tried to see
22 each other's point of view.

1 I think it's very important for all of
2 us to try to see it and then try to figure out
3 solutions and then make sure we understand it.
4 It is really important.

5 Each of us have brought out different
6 things, whether or not it's something should stay
7 in, something should come out, whether it's
8 implicit or explicit, what does it mean, Michelle
9 continually brings up really good points, and the
10 fear, some of those elephant in the room issues
11 of is it truly going to be voluntary and what
12 does that mean and that gets back to what's the
13 hard work ahead that we're going to have to do
14 and what brings us to the table and what
15 continues to bring us to the table.

16 I don't see this mission statement as
17 just for us. I think it as it's something that
18 actually should be a little more detailed than
19 just the starting point discussion because we do
20 need to remember the hard work that we had,
21 whether it's -- Not all of us will be here in the
22 next year or the next five years or the next ten

1 years or the next four years, and I hope that
2 it's not just the mission statement that we are
3 looking at but a real drill down, you know,
4 systems that we're actually working towards.

5 So I want people to say, wow, this
6 means something. So that's sort of where I come
7 from and I would be disappointed if the motion
8 passed, but --

9 (Off microphone comment)

10 MS. BURMAN: So that's just, you know,
11 how I feel. I want to be able to at the end of
12 the day feel that we are getting to something
13 really good. And before we close it for a vote
14 Mark and then Mike.

15 MR. LAMONT: Yes, I think those are
16 all really good points and one of the things I
17 was saying is, you know, the mission statement as
18 provided is very open and allows us a lot of
19 flexibility where this doesn't.

20 And certainly Dan makes good points
21 of, yes, hey, you know, well what is a scope and
22 so on and so forth. With your comments and the

1 other comments from the members I would like to
2 withdraw the motion.

3 MS. BURMAN: Okay. Mark?

4 (No audible response)

5 MS. BURMAN: Okay. Now Kate? Oh,
6 sorry, Mark?

7 MR. HERETH: I did want to thank Mike
8 and Michelle though in the following context,
9 brevity will be a good thing as we go along and
10 so simplicity and brevity I think I take away
11 from your comments and hope that we can keep
12 embracing that as we go along, but I agree with
13 the Chair that there has been a lot that has been
14 accomplished today and I think we want to, and
15 Leif made this point as well, I think it's really
16 important that we capture that.

17 But I do appreciate the concern about
18 brevity and simplicity and I think we should keep
19 that in mind.

20 MS. BURMAN: Thank you. Thank you for
21 withdrawing it. And I do want to say, you know,
22 as I joked about Kate saying she shouldn't have

1 withdrawn it, part of the thing that I am
2 sensitive to is that when I do, I think in my
3 role it's also to try to make sure that we
4 capture different folks' opinions and make sure
5 that we're not rushing too much to go to the
6 vote.

7 So, for example, and earlier today
8 when Dan put out something for a vote and I
9 didn't get a sense that it was ready for that, we
10 needed to be able to have that conversation and
11 make sure we were ready for what the group as a
12 whole wanted to do before we get to that.

13 So now let's get to -- Kate, you have
14 a comment before we get to reading the two
15 different mission statements, or no?

16 (No audible response)

17 MS. BURMAN: Okay. What I want to do
18 is I want to --

19 (Off microphone comment)

20 MS. BURMAN: Huh?

21 (Off microphone comment)

22 MS. BURMAN: Oh, I'm sorry, I told you

1 I'd forget about you. Alan?

2 MR. MAYBERRY: It's very quick. I
3 agree that we need to include "distribution." We
4 need to call that out because otherwise, see, I'm
5 just thinking forward that as we present this to
6 the Secretary that, you know, we'll need that
7 record that up front we did practically include
8 that. Thank you.

9 MS. BURMAN: All right. So now I
10 think the goal is as I see it looking at the
11 first mission statement, which was what we were
12 looking at from getting to for a motion but then
13 taking into, looking at Eric's changes to see if
14 there is anything that is missing that needs to
15 be in there, but to the extent that one of the
16 issues we had was the facilities piece and
17 whether or not we have resolved that issue.

18 MR. MAYBERRY: It could be either one.
19 We can make it "pipeline" or "pipeline
20 facilities." It would actually -- since my
21 contribution is shortening it just say
22 "pipelines."

1 MS. BURMAN: Does that --

2 MR. MAYBERRY: But I think we're good
3 either way.

4 MS. BURMAN: Does anybody have any
5 issue if we take out the word "facilities?"
6 Anyone on the phone? Anyone in the audience?

7 (No audible response)

8 MS. BURMAN: Okay. Michelle?

9 (No response)

10 MS. BURMAN: Okay. So we're going to
11 do on both Eric's changes and the mission
12 statement, okay. So I think that really, unless
13 there is something that pops out in Eric's
14 changes, which I am going to right now just read
15 the first mission statement.

16 "To provide the Secretary of
17 Transportation with independent advice and
18 recommendations on the development of a secure,
19 voluntary information-sharing systems that
20 encourages collection and analysis of integrity
21 inspection and risk assessment information and
22 other appropriate data to improve pipeline safety

1 for gas transmission, gas distribution, and
2 hazardous liquid pipelines in a measurable way."

3 "The intent of the systems is to
4 provide a collaborative environment that is
5 proactive in nature, facilitates," it should have
6 an "s," "technological advancements and leads
7 industry to actionable outcomes."

8 No, is it -- Did I -- Should it not
9 have an "s?"

10 (Simultaneous speaking)

11 MS. BURMAN: "Intent of the systems,"
12 oh, I see what you're saying, yes, I'm sorry.
13 "The intent of the system is to provide" --
14 "systems?" We can take out the s's in both, I'm
15 sorry. I was reading it in my head plural after
16 I got past "provide."

17 Okay. So that's the mission
18 statement. I am just going to look at Eric's
19 changes, read it out loud, just to make sure
20 there is nothing in there that we have missed
21 that has to go in there.

22 I don't think there is to provide us

1 -- I'm going to read it fast, so we don't get
2 caught up. "To provide the Secretary of
3 Transportation with independent advice and
4 recommendations on the development of a secure,
5 voluntary information-sharing system that
6 encourages collection and analysis of integrity
7 inspection and risk assessment information and
8 other appropriate data to improve pipeline in
9 measurable way."

10 "The scope includes gas transmission,
11 gas distribution, and hazardous liquid pipelines.
12 The intent of the systems is to provide a
13 collaborative environment that is proactive in
14 nature, and facilitate technological advancements
15 that lead industry to actionable outcomes."

16 Okay, none of that needs to come in.
17 Eric's changes can go away. We are back to the
18 mission statement, unless anyone else disagrees
19 with me, correct?

20 MR. AMUNDSEN: Excuse me?

21 (Laughter)

22 MS. BURMAN: I don't see anything in

1 --

2 MR. AMUNDSEN: That was Eric Amundsen,
3 Panhandle Transfer.

4 MS. BURMAN: I don't see anything in
5 Eric's changes that is missing from the mission
6 statement.

7 MR. AMUNDSEN: Correct.

8 MS. BURMAN: Correct.

9 MR. AMUNDSEN: The only thing it does
10 is it breaks up that long first sentence and
11 provides three distinct points.

12 MS. BURMAN: So I was just looking for
13 it from a substantive, if there is anything in
14 there that's there, so now we're back to the
15 first mission statement which was where the first
16 motion was.

17 So I am going to read that and that's
18 where we get to with that and then we have
19 discussion which gets to the point that we were
20 at before.

21 "To provide the Secretary of
22 Transportation," -- And keep in mind Eric's

1 comment originally had been about breaking it up.
2 "To provide the Secretary of Transportation with
3 independent advice and recommendations on the
4 development of a secure, voluntary information-
5 sharing systems that encourage" -- I'm sorry.

6 I'm going to read it again, I'm sorry.

7 "To provide the Secretary of Transportation with
8 independent advice and recommendations on the
9 development of a secure, voluntary information-
10 sharing systems that encourages collection and
11 analysis of an integrity inspection and risk
12 assessment information and other appropriate data
13 to improve pipeline safety for gas transmission,
14 gas distribution, and hazardous liquid pipelines
15 in a measurable way."

16 "The intent of the systems is to
17 provide a collaborative environment that is
18 proactive in nature, facilitate technological
19 advancements, and lead industry to actionable
20 outcomes."

21 Now because Eric's changes don't do
22 anything substantively except breaks it up I am

1 going to read it slower so that, Kate, when you
2 are looking at this you can read it in your head
3 which one makes more sense from that.

4 "To provide the Secretary of
5 Transportation with independent advice and
6 recommendations on the development of a secure,
7 voluntary information-sharing systems that
8 encourages collection and analysis of an
9 integrity inspection and risk assessment
10 information and other appropriate data to improve
11 pipeline safety in a measurable way."

12 "The scope includes gas transmission,
13 gas distribution, and hazardous liquid pipelines.
14 The intent of the systems is to provide a
15 collaborative environment that is proactive in
16 nature, facilitate technological advancements,
17 and lead industry to actionable outcomes." Kate?

18 MS. BLYSTONE: So when we read this it
19 should say "voluntary information-sharing
20 system," so anything that is after "system"
21 should be consistent with that, and the first
22 sentence is correct, "a system that encourages

1 and," blah, blah, blah.

2 The second sentence is incorrect. It
3 should be "system is to provide," blah, blah,
4 blah, "facilitates technological" and "leads."
5 It should be that way because the "s" is
6 parenthetical, which means that it could be there
7 or it could not be there. So that's my only
8 change.

9 Preference wise, and I won't make a
10 motion until others make comments, I prefer the
11 first mission statement because to me it just
12 reads less choppy and I just feel like it's
13 stronger, it's a stronger statement, and I almost
14 feel like it is shorter, so I don't know how that
15 happened. Anyway, those are my comments.

16 MS. BURMAN: Okay. Does anyone else
17 have any comments on the phone? Mike?

18 MR. LAMONT: Mike LaMont, Integrity
19 Plus. I just want to ask the group do we really
20 mean in a measurable way? I think that's a
21 wonderful thought but when it comes to actually,
22 well, what are you going to measure, can we do

1 that, is it feasible, is it practicable?

2 I think that yesterday one of the
3 speakers said, hey, it's really tough to measure,
4 you know, things, accidents that don't happen.

5 MS. BURMAN: Dan?

6 MR. COTE: I see it to be measurable,
7 and that's a fair observation in terms of hard to
8 prove what didn't happen, but the way to measure
9 that is in my mind everything from macro incident
10 data across the country, because this applies to
11 the entire natural gas network now, over time
12 those numbers should actually decline and they've
13 been flat for the last 20 years for all practical
14 purposes.

15 And so it would be easy five years
16 from now to see a decline and see a cause and
17 effect relationship, so I do think that is
18 possible.

19 But beyond that there are metrics that
20 we can infer from that this is being used, for
21 example the number of participants, the number of
22 people asked, the number of companies

1 participating, both in providing data and in
2 requesting or pulling data for their own
3 assessments, for example.

4 And so there are some metrics that I
5 think we can come up with without making it too
6 complicated.

7 MR. LAMONT: Thanks, Dan.

8 MS. BURMAN: Okay. Anyone on the
9 phone? Around the table? In the audience?

10 MS. BORENER: Yes. You could have two
11 kinds of measures. You can have a measure of
12 impact and you can have a measure of process.

13 So even if you can't tell by how much
14 safety has changed you can tell how many
15 participants -- and you'll notice that one of the
16 things Warren did was show you a lot of
17 information about how many reports they received,
18 how much of the system is covered, how much data
19 they have acquired, et cetera.

20 So it actually tells you how much is
21 covered, it's a process metric not an outcome
22 metric, and that's a very valid measure for

1 information sharing.

2 MR. LAMONT: Thank you.

3 MS. BURMAN: Okay, thanks. Dan?

4 (Off microphone comment)

5 MS. BURMAN: Okay. Mike?

6 MR. LAMONT: I'm good.

7 MS. BURMAN: Okay. Kate?

8 MS. BLYSTONE: Seeing no vociferous
9 support for either one I would like to make a
10 motion to adopt the first mission statement as
11 written, not Eric's changes mission statement on
12 the left.

13 I don't know if I have to be more
14 clear. I would like to make a motion to adopt
15 that as our mission statement for this group.

16 MS. BURMAN: Any second?

17 MR. COTE: Second.

18 MS. BURMAN: Any discussion?

19 (No audible response)

20 MS. BURMAN: Hearing no discussion,
21 all those in favor say aye.

22 (Multiple ayes)

1 MS. BURMAN: All those opposed?

2 FEMALE PARTICIPANT: Aye.

3 MS. BURMAN: Any abstentions?

4 (No audible response)

5 MS. BURMAN: Motion passes.

6 (Applause)

7 MS. BURMAN: All right, so now the
8 hard work. We are going to, this is -- We are
9 here, thank you everyone very much. We are going
10 to take a short lunch and we're going to be back
11 hard, back and starting at 1:10, it's 12:15 now,
12 be back at 1:10.

13 At that time we are going to regroup
14 on next steps. We are going to talk about things
15 that we need to make sure we start having from a
16 short term actions and we're going to talk about
17 what we need to do from a deliverables
18 perspective looking at the next year and what
19 needs to happen to make it a really successful
20 year, but then things that happen after that.

21 It's not just about giving a report
22 and our recommendations to the Secretary, and

1 some of that goes into the assumptions that Eric
2 talked about, so Eric is going to be also talking
3 a little bit because we did give him a homework
4 assignment as well.

5 Dan, you had some how's, too. And
6 think about also what are those things, even if
7 we don't get to it today, that we're going to
8 need to do in between the meetings.

9 That will be, you know, for, we'll
10 call them our breakouts, that will be meeting for
11 subgroups or subcommittees to be working on and
12 also things that we can have the PHMSA staff
13 working with us on in those groups.

14 Think about what we have learned over
15 the last two days with the FAA and the frameworks
16 that they've been looking at. So, thank you.
17 All right, sorry, go to lunch. 1:10.

18 (Whereupon, the above-entitled matter
19 went off the record at 12:14 p.m. and resumed at
20 1:19 p.m.)

21 MS. BURMAN: All right. Hello,
22 everyone. Welcome back. Thank you, everyone.

1 So now that we -- if we could have our mission
2 statement put up there, that would be great. And
3 don't worry, I'm not asking for it to be
4 revisited. There was no coup, at least that I'm
5 aware of, at lunch time.

6 I think that we've done really a lot
7 of good stuff. There's still a lot of good work
8 that needs to be done. We are at the next phase
9 which is starting to drill down for what we need
10 to do to, in the next year, complete the work to
11 submit recommendations to the Secretary.

12 Our mission statement helped us to be
13 laser-focused on what the mission is and what our
14 scope is. But now we're at framing that a little
15 more. And I'm going to turn to Eric before we
16 open it up for discussion, on what we had talked
17 about with your sort of homework assignment, a
18 little bit if you are interested.

19 I'm sorry --

20 (Off microphone comments)

21 MS. BURMAN: I thought we had talked
22 about this, but now I'm realizing maybe we didn't

1 -- and then Dan. I could put it off on someone
2 else, sir. But I thought we were in sync in
3 here.

4 MALE PARTICIPANT: Okay.

5 MS. BURMAN: Just in terms of, you
6 know, the assumptions, I'm just trying to get to
7 what is it now without, you know, we don't just
8 stop after the mission statement. The mission
9 statement's supposed to propel us to the next
10 thing.

11 And so with that, you know, we really
12 do need to start figuring out what is it that we
13 need to do, not only to get us to having these
14 recommendations that we're submitting to the
15 Secretary but having something that, when we do,
16 it really is something that people will say, wow,
17 they really took some care into doing and setting
18 this up so that it can then be utilized in a way
19 that helps springboard it to the next depth.

20 So if we care for it to not just be
21 shelved on some shelf at PHMSA -- do you have
22 shelves, do you still have shelves?

1 MR. MAYBERRY: We got rid of all of
2 them.

3 MS. BURMAN: Okay.

4 (Laughter)

5 MS. BURMAN: So I'm just looking for
6 some select -- Eric, you had mentioned, when we
7 started the mission statement and decided not to
8 do the breakout groups, that you were concerned
9 about us forgetting about the assumptions and
10 also worried about some of the thoughts of the
11 framework that we need to keep in mind.

12 So I turn to you for some thoughts to
13 propel us into that discussion and then others
14 who may want to open it up. But if you don't
15 have any thoughts, that's, okay, fine.

16 MR. AMUNDSEN: Yes, Eric Amundsen with
17 Energy Transfer. I thought my assignment was to
18 kind of resurrect kind of the four component
19 framework. And so I sent that to Diane and
20 Christie. And I thought I saw that you had that
21 on a computer in presentation format. So if it's
22 appropriate, I would kind of start there. Yes.

1 MS. BURMAN: I think we have an
2 Internet connection problem. So we should be
3 able to do it in two seconds. But while we're
4 waiting for that, it is for folks to think about,
5 for the next time that we're here today, what is
6 it that you want to be able to leave with in
7 giving some key takeaways for next steps, the
8 short and the long term, whether it's on process
9 or substance, that we need to do, so that we
10 really have or are getting to some action plans
11 and deliverables, not only for our next meeting
12 but the meetings thereafter as well as in between
13 those meetings.

14 Because we do have sub-groups that
15 will be meeting and trying to do things so that
16 we can have really meaty meetings, meaty
17 meetings. All right, here it is, the framework.

18 MR. AMUNDSEN: Right. So just kind of
19 an encore presentation of this material so
20 remember back to, I think, our second meeting.

21 I presented this, just two slides. So
22 the first one is really that context for

1 information sharing. You know, what is it that
2 we might intend to recommend sharing? And so,
3 you know, it's kind of three components here.

4 The first one is integrity management
5 process, and technology improvements and, you
6 know, within that identification of current gaps
7 in technology and/or analytics that need to be
8 closed. You know, so as operators, you know,
9 what are our current challenges in that regard?

10 I think, sitting around the room, I
11 think we could all come up with current
12 challenges, whether it's specific to a particular
13 pipeline, or a particular threat, and maybe some
14 gaps relative to detection technology, you know,
15 those sorts of things. I think we all face those
16 kind of day in and day out.

17 And so the sharing that would occur on
18 that would be maybe more acute, you know, more
19 specific to a particular service provider, ILI
20 provider, or providers, you know, with the goal
21 being how do we close that gap. You know, who
22 can come up with the solution that fixes my

1 problem and then share that, obviously, with
2 other operators and providers.

3 Next bullet is sharing of enhanced
4 processes and practices, so kind of the same
5 thing but maybe a little bit different, just
6 solutions to known problems. So maybe there's
7 solutions that exist out there that, you know,
8 other operators just aren't aware of.

9 And so it's sharing those experiences
10 and based on, you know, what works for us and
11 maybe what doesn't work. Training and education
12 of lessons learned with respect to execution, so
13 you can have the best tools in the world, but if
14 your people aren't properly trained or the
15 technology isn't utilized in the right way or the
16 right sequence.

17 Again, I think there's a lot of
18 opportunity probably for the bigger operators,
19 those that experience a lot of diversity in the
20 issues that they face with those that probably
21 don't. So I think there's just kind of a trickle
22 down opportunity there.

1 Next major bullet is post-incident, so
2 RCFA related findings, and conclusions, and
3 recommendations. Again, you know, certainly want
4 to include PHMSA in that. They collect all of
5 that data. I know they have analytics that they
6 wrap around our incident reports. And I think we
7 can be more collaborative about what all that
8 means as industry and our regulators.

9 You know, are there systemic issues
10 within industry, systemic issues within an
11 operator or a particular tool or technology, you
12 know, things that we could address together?

13 Culture, you know, is another
14 improvement opportunity and then just gaps in
15 technology, so again, a broader view of the whole
16 overall industry. I see what I see, but I don't
17 see the whole industry, kind of a perspective.

18 And I certainly didn't want to not
19 include stakeholders. So we're redoing a lot of
20 the two other bullets. But we don't do a very
21 good job of communicating that to our
22 stakeholders.

1 So I think there's a tremendous
2 opportunity to educate, you know, pipeline safety
3 advocates and others, the public, general public,
4 on what we do operator to operator, operator to
5 service provider within the industry through, you
6 know, INGAA Foundation, through PRCI, through all
7 the other associations and venues that we already
8 do a lot of this collaboration.

9 And I think we're not doing ourselves
10 justice by, you know, failing to communicate all
11 the good things that we do and all the problems
12 that we do solve. But we're not perfect yet,
13 obviously.

14 So again, maybe just stop there and
15 see if there's any reaction to, you know, the
16 context. Again, this isn't intended to be all
17 inclusive but it's, again, starting to kind of
18 flesh out, you know, the framework of where do we
19 do this, how do we do this, what data are we
20 talking about.

21 MS. BURMAN: Thank you. Anyone have
22 any thoughts or comments? Dan?

1 MR. COTE: Just that I like this
2 framework a lot, a really nice job, Eric. I
3 particularly like the why you wrote it in terms
4 of being high level and broad enough to apply to
5 many technologies in integrity management, both
6 distribution and transmission. So you painted a
7 very broad picture with your descriptions and yet
8 one that gets to a level of detail that conveys
9 information.

10 So again, nice job, I wouldn't change
11 a word. And I do agree thoroughly with many of
12 us in the industry have missed that final step or
13 haven't utilized that to the extent that it
14 ultimately will be beneficial for us to do.

15 MR. AMUNDSEN: Thank you.

16 MS. BURMAN: Holly?

17 MS. PEAREN: Holly Pearen, EDF. One
18 thing I thought was really striking about
19 yesterday's presentation was that the
20 contribution of the employees to the data
21 ultimately collected by these systems was
22 absolutely essential. FAA told us they were

1 getting great information from maintenance, and
2 pilots, and control tower staff.

3 And I just wondered where information
4 submitted by construction crews, for example,
5 would fall within this framework. And I also
6 wanted to ask our esteemed colleagues for the
7 Labor Union for their input on that as well.

8 MR. AMUNDSEN: I would comment about
9 it. I think that's a great observation. I'm not
10 sure, you know, I didn't even think of that, to
11 be honest with you.

12 You know, so again, it's kind of none
13 of us is as smart as all of us. And I think
14 that's the value of talking about this, is that
15 we see where we can add value to, you know, a
16 context like this. So I think it's something we
17 need to add specifically.

18 MS. BURMAN: Great. Joe and then
19 John.

20 MR. SUBSITS: I thought it was a good
21 framework also. I think one thing I see it's
22 missing here that was evident in the

1 presentations yesterday, it is a big part of
2 making systems safer is we really didn't see it
3 in a near miss issue.

4 And I don't know how mature a lot of
5 the operator programs are in identifying near
6 misses, but this might be an opportunity to draw
7 more attention to that. Because I always view
8 that as a critical part of improved safety and
9 preventing accidents. And it was a big part of
10 the presentations yesterday. And this might be
11 an opportunity to follow through on some of that
12 work.

13 MR. AMUNDSEN: Yes. It is listed
14 here, but it's just not prominent. I mean, it's
15 a sub-bullet under a sub-bullet. So, yes.

16 FEMALE PARTICIPANT: Can I --

17 MR. AMUNDSEN: Near misses, so under
18 training and education of lessons learned. The
19 bullet is improved analytics prevent near misses.
20 So I can see how it got missed.

21 FEMALE PARTICIPANT: So can I --

22 MS. BURMAN: Yes, just -- John, and

1 then we'll go to the phone, and then the
2 audience.

3 MR. MacNEILL: Yes, John MacNeill,
4 Utility Workers. I'm looking at this, I really
5 the format, Eric. It's very well put. And I
6 just figured that the -- under near misses, I
7 think I heard somebody say it over there, the
8 program that we had yesterday from the railroad
9 with the close calls, I think that would fit
10 right into that. And that would be the employee
11 input would be through the close call system.
12 Just to -- okay.

13 MR. AMUNDSEN: I think that's, you
14 know, it's a real valid observation and point, is
15 that we tend to exclude SME input or subject
16 matter expert input as data, but it's absolutely
17 relevant and very valuable data. So it's a good
18 point and an add we should make.

19 MS. BURMAN: Thank you. John, you
20 still -- okay. Walter, and then we'll go to the
21 audience.

22 MR. JONES: John brought it up, and I

1 just want to reiterate what John said. One of
2 the biggest takeaways from the presentation
3 yesterday was the fact that the commuter rail was
4 willing to listen to the folks on the ground.
5 And that was the biggest difference in making
6 change.

7 Whereas, the main reason the freight
8 guys, according to the testimony, the main reason
9 the freight guys did not want to join the
10 information sharing was because they didn't want
11 to listen to those folks. They just wanted to
12 fire them.

13 And so I think that really needs to be
14 a very important piece of this, is that if you've
15 got employees -- because, you know, most of us
16 are in the ivory towers.

17 But if you've got employees on the
18 ground, they are actually the ones who'll see
19 these problems or see the consistently bad
20 practices that are normalized. And if they have
21 no avenue in which to report on them, how do we
22 change the system?

1 And that speaks to another issue. And
2 then I don't know that we do it here, or when we
3 do it, or whether PHMSA does it, but there has to
4 be effort to look at systemic issues and cultural
5 issues that change the culture of what we're
6 trying to do. And that's really what I'd like to
7 see more of.

8 And I don't know that this is wrong or
9 right, but we want to look at changing the
10 culture so that it's more accepting of
11 recognizing problems instead of burying them
12 under the ground.

13 MS. BURMAN: Alan?

14 MR. MAYBERRY: I just wanted to ask
15 Eric, I don't see it listed up here. Is it
16 implied, or is that a later step? But a couple
17 of issues related, one, legal matters related to
18 sharing, like, intellectual property, that seems
19 to be an issue that has been difficult to get
20 around --

21 MR. AMUNDSEN: Yes.

22 MR. MAYBERRY: -- so protection of

1 intellectual property.

2 And then the other aspect, the second,
3 is non-punitive. Is there a desire to put that
4 in the framework here? I know we've talked about
5 it certainly, and it was covered yesterday.

6 MS. BURMAN: Dan, and then we're going
7 to go to the audience.

8 MR. COTE: Just a friendly minor
9 amendment or tweak to it, Eric. On that notion
10 of employee participation, in addition to near
11 misses, an additional bullet that deals with
12 voluntary employee reporting, in my mind, is
13 important. Because it doesn't always necessarily
14 result in a near miss. But someone knowing that
15 something didn't go quite the way it should have,
16 even if it didn't produce a near miss, becomes
17 very valuable to us.

18 And my experience is that's also sort
19 of a pulse check for companies' cultures. We've
20 worked hard to build a culture where employees
21 can come forth non-punitively and report almost
22 anything they see in the field.

1 And the truth is that, like the
2 railroad industry, we probably -- our supervisors
3 probably see less than five percent of everything
4 that goes on. And so having those employees
5 comfortable enough to report and do so is
6 valuable.

7 MR. AMUNDSEN: Thank you. I would
8 like to respond just by saying this isn't mine
9 anymore, this is ours. So I'm happy to see that
10 it's on, you know, a different template here, so
11 with PHMSA on it. So maybe you --

12 MS. BURMAN: Like Eric's changes.

13 MR. AMUNDSEN: -- Christie and others.

14 MS. BURMAN: Right.

15 MR. AMUNDSEN: Yes. So you all are
16 responsible for making the changes that have been
17 suggested.

18 MS. BURMAN: Thanks, okay. And before
19 we go to Walter --

20 (Off microphone comments)

21 MS. BURMAN: Okay.

22 (Off microphone comments)

1 MS. BORENER: So you have the
2 communication to stakeholders, so we've got that
3 identified here. One of the critical things
4 about the concept of this framework is you have
5 peer to peer communication within the group.

6 So Warren mentioned yesterday
7 something called InfoShare where hundreds,
8 sometimes thousands of people -- the last one had
9 4,000 people -- they come, they can exchange
10 information in an open and secure forum, and they
11 can identify issues in an early warning kind of
12 system.

13 It doesn't require regulatory action,
14 it doesn't require any other action except
15 alerting. And it's based upon the idea and the
16 belief that if people know they will take action.

17 So moving information around faster,
18 providing information at an early stage, and
19 creating that environment, that's a very, very
20 important part of this VIS concept. And it's not
21 like a formal communication to stakeholders, it's
22 really creating that community of interest where

1 people can exchange information.

2 MS. BURMAN: Thank you. Does anyone
3 have any comments on the phone?

4 DR. DENG: Yiming Deng, Michigan State
5 University. I think this framework has the core
6 and the critical components, but I have comments.
7 Because this is just like a computer if you look
8 at it. This is a CPU, central processing unit.
9 But the I/O, the input/output and the data bus is
10 not there.

11 So should we address, like, the
12 submission of data, posting of the data to
13 public, to stakeholders? How are we going to
14 regulate that data exchange, how we should
15 address that? We probably should include that in
16 the framework as well.

17 And another thing is the, besides IP,
18 like Alan mentioned, how about data information
19 quality assurance? Should we also discuss that
20 in the framework?

21 MS. BORENER: Can I just respond to
22 that? From the build from -- that we talked

1 about yesterday from the FAA --

2 MS. BURMAN: And just state your name
3 first.

4 MS. BORENER: This is Sherry Borener
5 again from PHMSA. The design of the information
6 sharing framework, or the institutionalization of
7 it, is different than what it seems that the
8 mission of this group is, which is to say it's
9 valuable to establish that framework.

10 And it's very important, I think, to
11 identify why that framework could not happen were
12 it not for this design. So without a VIS
13 capability, it would be difficult for people to
14 share information in a safe manner. It would be
15 difficult to maintain the security of the
16 information. It would be difficult to achieve
17 the data quality standards that you're trying to
18 get.

19 So what this does is it enables all
20 those things you said you want to address in the
21 long run. But it isn't the objective of this
22 group to make that design. That would be sort of

1 the outcome.

2 MS. BURMAN: I think that's probably
3 -- this is Diane Burman. I think that's a fair
4 statement.

5 I will say though that part of what
6 will need to be in the recommendation is some of
7 the framework that will say what will be
8 successful and what will need to be taken into
9 consideration with that design so that the system
10 that's voluntary, that will motivate and maximize
11 participation in a way that will enhance and
12 advance the objectives for -- the rationale for
13 the system will be done through the success. So
14 some of that will need to be clearly defined at
15 the front end.

16 So I do think that some of those
17 recommendations will need to be important so that
18 it's not just, yes, we think this system is
19 important, but then what that system might have
20 to look like, right. People may disagree on
21 that, but I do think it's valuable.

22 Does anyone in the audience have a

1 comment?

2 MR. STODY: Yes, John Stody from
3 AOPL. I'd support that notion that getting the
4 system right is important, but then also the
5 institution is important as well. Remember
6 yesterday, it isn't just ASIAs, it's also CAST.
7 And that's an organization, not just a system.

8 And another way to look at it is part
9 of the objectives in the statute includes
10 encouraging participation. And so whether you
11 deem it a framework or you could put it under a
12 separate heading, some of the items Alan and
13 others have mentioned, tools for encouraging
14 participation, and so that'll include issues like
15 information security, confidentiality,
16 enforcement protection.

17 I think there'll also be issues like
18 funding. Who pays for this? Where is it, you
19 know, a contractor, a third party? Interaction
20 with the public was brought up. Those kind of
21 things will have to be rules for the road to
22 encourage active participation.

1 MS. BURMAN: Okay, very good. Anyone
2 have any comments on the phone?

3 (No audible response)

4 MS. BURMAN: At the table? Dan?

5 MR. COTE: Yes. I think Eric got us
6 off to a great start with this. But I don't --
7 and I don't want to speak for you, Eric -- but I
8 don't think there was any intent that he produce
9 a final and comprehensive document in terms of
10 framework and scope.

11 And one of the -- you mentioned
12 earlier, Madam Chairman, that one of our
13 objectives today would be to discuss what are the
14 next steps. And fleshing this out with a lot of
15 the detail that was discussed I see to be a
16 critical next step.

17 And so Eric got us off to a great
18 start, but I don't think that was intended to be
19 the final and defining document. And so I see us
20 needing to really flesh this out and mature it
21 over a relatively short period of time. But, you
22 know, again, I think he got us off to a great

1 start.

2 MR. AMUNDSEN: Eric Amundsen, I'll
3 agree with Dan. He did just speak for me. So
4 no, absolutely, I mean, this was just -- these
5 were my thoughts on what information that I
6 thought was worthy, you know, of this effort and
7 would bring value to the effort.

8 So it wasn't intended to be all
9 inclusive. It was, you know, me thinking about
10 it for a little while and putting it on a slide
11 deck. And we've built on it, which was the
12 intent from the beginning.

13 MS. BURMAN: Good. Thank you. Anyone
14 on the phone?

15 (No audible response)

16 MS. BURMAN: Around the table? Dan,
17 your card is up. All right. And, Mark, you
18 weren't here for the first ten minutes. We
19 assigned you with writing the report. Just
20 kidding, for the record. Anyone in the audience?

21 (No audible response)

22 MS. BURMAN: So I do think that, you

1 know, again, we could probably end early, but we
2 do have, you know, at least another hour. We
3 have more than another hour. But we do have at
4 least another hour that I think is important to
5 clearly define what our next steps are and look
6 at sort of fleshing out what some of the
7 substantive, key, important elements are that we
8 should be looking at.

9 Whether it's to look at what some of
10 those recommendations are, whether it's to look
11 at what some of the specific issues that we need
12 to focus on, whether it's to look at what are the
13 documents that we need to either start drafting
14 or to start collecting, and then what we need to
15 do in between this and the next meeting, and then
16 start fleshing that out.

17 I also am focused, from where I sit as
18 Chair, that between now and the next year which -
19 - excuse me, between now and the next year we
20 have a short timeline that needs to have
21 completion of the report that's substantive with
22 recommendations.

1 To do that, we need to have, from the
2 front end, a timeline that actually will get us
3 to that deliverable and not get us to a
4 deliverable that means that we spend the last
5 months rushing to get something out the door and
6 give it to everyone the night before.

7 I don't operate that way. I don't
8 operate that way, because I think that if we plan
9 it out now and start fleshing out that timeline,
10 and what the things are that we need to do to
11 populate it, and make sure that we get all that
12 in, and take the time to plan that out, we should
13 be able to meet that objective.

14 It is going to require a lot of work.
15 But I need help in knowing what are the key
16 issues that we need to do so that when we start -
17 - when I start putting together that timeline and
18 get some feedback from you, it'll help to know,
19 substantively, if it's going to -- what tweaks we
20 need to make on the front end to complete that
21 timeline.

22 So I really am looking for some

1 feedback now on some of those critical issues,
2 some things somebody now may think is a critical
3 issue, and others may say that's just not going
4 to be something that we should deal with and we
5 should have off the table, or it needs to be in
6 the report, needs to be part of the
7 recommendation, and what we need to do with that.
8 So that's what I'm looking for, some feedback
9 today. Dan and then Mark?

10 MR. COTE: Madam Chairman, what you
11 just said dovetails nicely into my homework
12 assignment last night. Because many of the
13 issues that we discussed in the homework
14 assignment deal precisely with that.

15 Because they're substantive issues,
16 some of which we are -- sort of informally we may
17 or may not be close to resolution on. But in my
18 mind, many of them are critical components that
19 need to be in the final report for this process
20 to succeed.

21 So if I may, and I can take a minute
22 and review them quickly, some will resonate at

1 that strategy level, not every one, but enough of
2 them so I think they start to give us framework
3 for, yes, we will need to identify that and speak
4 to it. And some of these may necessitate
5 subcommittees to, hey, go forth and figure out
6 how we're going to do this.

7 MS. BURMAN: Okay. That's good.

8 Before you do that, I just want to go through the
9 people that haven't spoken, and then we'll come
10 to you. So we'll go Mark, Eric, Kate, phone, and
11 then anyone in the audience. And then we'll come
12 to you, and then we'll go through that. So thank
13 you. Mark?

14 MR. HERETH: Mark Hereth. I support
15 going through Dan's list in his homework
16 assignment. And I did see Christie put up a
17 listing of subcommittees. I think at some point
18 this afternoon we should consider going back to
19 the subcommittees that we talked about in the
20 last meeting.

21 Because we actually agreed that once
22 we got mission statement goals and objectives

1 addressed, and particularly the mission
2 statement, that we would then be able to move on
3 to some of these other subcommittees and start to
4 get some momentum.

5 And so without getting into specifics,
6 I think there's value in spending time on those
7 subcommittees that we talked about. I know you
8 have not -- I don't think you've gotten
9 permission and those staffed up, but I think we
10 did agree upon the actual subcommittees or at
11 least the first three that we wanted to get
12 going. So I'll stop there.

13 MS. BURMAN: Yes. That's correct.
14 And that will help us also. Because some people
15 may now have a preference for some of the
16 substantive issues of where it might fall. So
17 let's now go, I think it was Eric, Kate, then
18 Michael, and then we'll go to Dan. Eric?

19 MR. AMUNDSEN: Okay. Eric Amundsen,
20 Energy Transfer. The only thing that I wanted
21 to, I guess, remind folks, there's a companion
22 slide to the kind of context. And it was the

1 four -- kind of the four framework elements, high
2 value, you know, deliberate, pitch/catch process,
3 actionable and measurable.

4 And I think those are included in the
5 presentation that I sent. So again, we don't
6 need to go through those. I just want to
7 recognize or acknowledge that those kind of go
8 together. And it's there for information
9 purposes.

10 MS. BURMAN: Perfect, thank you.

11 Kate?

12 MS. BLYSTONE: I agree with going
13 through Dan's list. I'm curious what you've got
14 on it. But also, I mean, I think to your point
15 of our timeframe, not for today but overall, I
16 think one of the things we need to discuss as a
17 group is whether or not we're meeting enough.

18 And I realize subcommittees may be
19 able to take care of some of this, but I think
20 part of the reason why we were stymied over the
21 last year is just because we didn't get it
22 together.

1 And I don't know, I almost wonder if
2 we need to meet every, well, shoot for meeting
3 every other month. And if we hit quarterly,
4 awesome, you know. Like, I just would love for
5 the group to weigh in on that. Because I just
6 feel like it's hindering our progress, because
7 we're not getting together regularly enough.

8 MR. MAYBERRY: Yes, actually, I
9 totally agree. There's been some interest and
10 discussion on that. And, you know, I think in
11 our charter we put we'd meet approximately four
12 times a year. I could easily go with every other
13 month. So I think we should consider that.

14 I would think in four meetings every
15 other month we should have this thing pretty
16 close to nailed down, if not sooner. So I
17 support that. And we have the flexibility to do
18 that, obviously.

19 We also talked about venue. We don't
20 always have to come here. And I know it can be a
21 challenge contractually, you know, especially
22 with our process, to come here all the time. But

1 we could, you know, have it at the PHMSA office
2 or we could do it by phone as well.

3 MS. BURMAN: Thank you. So I think I
4 also have heard feedback about wanting to do it
5 every other month as well, at least, to continue
6 the momentum. So I think that Alan will be
7 looking to do that and will get out, this week or
8 next week, dates that will try to nail that down.
9 Michael?

10 MR. BELLAMY: Yes, thank you, Michael
11 Bellamy, GE. So every other month meeting, fine,
12 but I do feel that subcommittee work is going to
13 be essential to make speed in between as well.

14 And I'm just curious. I guess I'm not
15 sure what the process is perhaps, again, because
16 I'm coming late here. How are we going to get to
17 these subcommittees? How are we going to pick
18 them? Are we going to do that today? I hope so.
19 Do we go with what was discussed last time and
20 debate that, or do we start with a fresh sheet of
21 paper? Can you help me?

22 MS. BURMAN: So as I see it, when we

1 get to -- in a minute when Dan starts talking, in
2 some his thoughts on the how, I think part of it
3 also is fleshing out some of those key issues
4 that we need to capture. Some of those key
5 issues will then also frame some of the
6 recommendations.

7 Obviously, the PHMSA staff, especially
8 the Council, will keep us on track in some of the
9 tasks that we were directed to do per the
10 charter, as well. And we need to do a shell of
11 an outline for those reports.

12 And the subcommittees, and the
13 formation of them, and where we had established
14 them, what those buckets are for some of the
15 substance where it makes sense to fall into,
16 whether or not we need to have other
17 subcommittees to address some of it.

18 I don't think we should be stymied by
19 some of the bureaucratic process of the naming of
20 the subcommittee as long as we make sure that
21 we're substantively capturing the issues, and the
22 right people are in them who want to be in them

1 to help produce the work product to be utilized
2 at the meetings to help flesh out and prepare us
3 for the discussion that we'll need to use for
4 recommendations that we need to put forward.

5 I think we've identified a number of
6 things that will come again, looking at the
7 mission statement, and the charter, as well as
8 that that'll help us.

9 I think we could come up with a pretty
10 good outline in the next week and a half for an
11 outline that we'll be able to populate with
12 folks' input, whether it's via email, or phone
13 calls, to then say, okay, this looks like a
14 pretty good thing for us to work off of from a
15 draft perspective.

16 And then today, we can talk about some
17 of those issues and already get working on some
18 of the subcommittees. But I think we need to
19 start working on some of the -- what are the
20 substantive issues we need to capture. We've
21 already identified many of them. And I think one
22 of the subcommittees is on emerging technologies

1 which I would assume you would want to be on.

2 All right, thank you. Does anyone in
3 the audience have any comments? On the phone?

4 (No audible response)

5 MS. BURMAN: Eric? Tent card's up?
6 Dan? The floor is yours.

7 MS. BLYSTONE: Dan, can you use the
8 microphone?

9 MR. COTE: Oh, of course. I forgot to
10 push the fool button. Thank you. Sometimes I
11 need a minder, that's just the truth. Basically,
12 what I approached this with was from two
13 perspectives.

14 Number one, what are the strategic
15 givens that we all need to recognize in this, and
16 things that we've discussed, and the things where
17 -- the major issues where we seem to have reached
18 at least partial strategic consensus.

19 Now, falling out of that, in my mind,
20 will be at least five subcommittees, once we
21 agree that that is strategic. And it will be
22 necessary to incorporate in the document, because

1 these are broken out into sort of separate
2 categories of thinking in terms of the process.

3 And I'll just give it a minute so you
4 can all follow along rather than I start reading.

5 (Pause)

6 MR. COTE: The speed of light just
7 isn't what it used to be.

8 MS. BURMAN: While we're waiting for
9 that, I just had a sidebar with Christie on
10 looking at potentially having an administrative
11 meeting which is a conference call format in
12 December so that, at that point, what we can be
13 doing on that call is fleshing out a draft
14 timeline that could be reacted to from, again,
15 not everybody who is interested has to -- anyone
16 who is not interested doesn't have to be on the
17 call.

18 But it would be something that we'd
19 give ahead of time to folks so we could work out
20 a substantive timeline/outline as well as working
21 on looking at an outline of a shell of a report,
22 and what's missing, and what needs to be added to

1 it. Part of that would be some of the discussion
2 today.

3 But this administrative meeting
4 conference call would help us to continue the
5 momentum. And it'd also be something that,
6 between now and that meeting, I'd be working with
7 PHMSA staff, as well as getting input from folks
8 on things that we need to start collecting, to
9 make sure that we're getting the information from
10 the report as well as looking at the transcripts
11 of what happened today, okay. So that's why this
12 is important to me to get that feedback.

13 While we're waiting --

14 MR. COTE: I can begin.

15 MS. BURMAN: Are you good? Okay.

16 MR. COTE: Rather than, I mean, rather
17 than holding this process up any further, let me
18 read the bullet and then talk it through, pause
19 for a minute for questions, and then we'll do
20 this in a linear order.

21 The first, and this isn't so much an
22 objective but a recognition that we all need to

1 be clear on, "For the program to be successful,
2 industry operators will need to voluntarily agree
3 to participate." And be it our subcommittees or
4 our overall committee, we need to keep that
5 clearly in mind.

6 Anything we design for the industry
7 will need to be valuable enough and painless
8 enough for enough people in the industry to agree
9 to do simply based on its merits.

10 Now, we can talk about incentives and
11 a way to encourage people to do it, but at the
12 end of the day, it has to meet that overriding
13 objective where we create something that, to coin
14 a phrase earlier, sits on the shelf in PHMSA.
15 And we will have spun our wheels.

16 So I'll pause on that one. Anyone
17 have any disagreement with that?

18 (No audible response)

19 MR. COTE: And I take silence as
20 approval. So we'll move on.

21 The second one, information
22 dissemination, there's been a lot of discussion

1 on data sharing. And the strategic purpose of
2 this is data sharing. And at the same time, data
3 sharing is an issue, and there are
4 confidentiality issues for many of the people who
5 will contribute data in the industry.

6 So it's appropriate to have various
7 levels of information disclosure that range from
8 confidential, to peer to peer, to aggregated
9 industry data that ultimately can easily be
10 shared with the public.

11 So there needs to be a range of what
12 I will call disclosure sets that range from
13 absolutely confidential to part of an aggregated
14 public disclosure document.

15 In my mind, this is one of the places
16 we need a subcommittee to really think about what
17 those levels are and what the various information
18 streams that fall into the various boxes will be.
19 So my first recommended subcommittee is both
20 communication and confidentiality.

21 Comments or thoughts? Does anyone see
22 that differently?

1 MS. THEBERT: Without reading things,
2 it's hard for me to follow. I need to see --
3 anything written down. I can't comprehend at the
4 same time as you're reading.

5 MR. COTE: Well, these will get sent
6 to you. So you'll certainly have an --

7 MS. THEBERT: I do have a concern with
8 the confidentiality at different levels. Because
9 who's going to make the determination, the
10 operator or -- because this is not a full-time
11 job for us. I mean, we go back to our jobs,
12 unlike the FAA where they have everything set up
13 where a committee does that regularly. I mean,
14 does something stay around forever while the
15 systems are going on, so for us to review and see
16 if it's a trade secret or not?

17 MS. BURMAN: So a couple of things.
18 Christie is going to send the hows right now to
19 everyone. I don't think this is -- we're not
20 right now being asked to vote on anything. And
21 we're not here being -- we're not being wedded
22 into, you know, laden with more things that will

1 have to be wordsmithed.

2 I think what we're trying to get to is
3 some of the substantive issues. And Dan is
4 trying to draw out from people if there's any
5 issues in some of the statements that he's
6 saying.

7 MS. THEBERT: I thought he said
8 silence means consent. So I just wanted to make
9 sure.

10 MR. COTE: Well, no, I'm glad you
11 brought it up.

12 MS. THEBERT: Okay.

13 MS. BURMAN: I will say that part of
14 that will be fleshed out when we get to the
15 report and the recommendations. And I'm sure
16 we'll have a lot of discussion and robust debate
17 on some of those topics.

18 Just in terms of -- oh, now it's up.
19 I want to go back to the first one, for the
20 program to be successful, industry operators will
21 need to voluntarily agree to participate.

22 I would say that for the program to be

1 successful, I don't necessarily agree that it's
2 just the industry operators that will need to
3 voluntarily agree to participate. I think that
4 it's a voluntary program but, that to be
5 successful, everyone needs to buy into the
6 success of the program and that it is a voluntary
7 program.

8 And to the extent that we're
9 motivating people to be participating in it is
10 important. So I just think it's not just about
11 voluntarily agreeing to participate. And that
12 gets to some of the issues that people raised
13 about what does it mean.

14 Because just because you voluntarily
15 agree to participate, there may then be penalties
16 associated with that which we have to be
17 sensitive to. That gets to some of John's
18 concerns from what does that mean.

19 MR. COTE: Well, and we will cover the
20 penalty part in a minute. And certainly we can
21 include that. We can modify that bullet, Madam
22 Chairman, to include industry operators and other

1 key stakeholders. I mean, we can make that as
2 broad as possible, no problem.

3 MS. BURMAN: Yes. And I'm not looking
4 -- we don't need to necessarily wordsmith it.
5 I'm just giving thought for some of the context.

6 MR. COTE: Good deal. So any more
7 comment on information dissemination?

8 MS. BORENER: Yes. This is Sherry
9 Borener.

10 MR. COTE: Oh no. Did I misspell
11 that? My spellcheck might not have -- did I --
12 oh, decimation. Ha, ha, ha, ha. Come on, you
13 guys, this was at night. Just cut me some slack.

14 MS. BURMAN: Does anyone have any
15 comments?

16 MR. COTE: It may be decimated indeed.

17 MS. BURMAN: Sherry?

18 MS. BORENER: So yesterday I think
19 this was one of the topics that came up. And
20 it's always a horrible word, because it's
21 governance. But who gets information, what the
22 quality is, what the content is, all of that

1 really falls under that broad issue of
2 governance.

3 And I just want to second what was
4 said earlier about CAST. The whole
5 organizational structure and how you participate,
6 you know, how you become a member, who gets
7 privileges, that governance issue is a very key
8 part to building that trust and keeping people
9 involved. So I think this is an extremely
10 important topic. But it's kind of broader than
11 just information dissemination as --

12 MR. COTE: Don't disagree. But
13 specifically information both shared and
14 confidential were critical discussions that took
15 place from all of the other industries, and
16 certainly there's a good deal of sensitivity here
17 as well. And so rather that fall under a
18 governance subgroup that covers that and a number
19 of other issues, or is specific, it's an area
20 that we will need to address in detail. Thank
21 you.

22 MS. BURMAN: Thanks. Alan?

1 MR. MAYBERRY: Just clarification,
2 Dan. Just thinking, putting my SMS hat on, we're
3 also looking at leadership commitment certainly
4 to be a part of this. That would get the drive
5 toward use of it as well. I mean, there has to
6 be buy in at all levels but certainly the
7 leadership level we look to to really --

8 MR. COTE: That's fair. And this has
9 a really tight SMS linkage to your point, Alan.

10 MR. MAYBERRY: Yes.

11 MR. COTE: No question about it.
12 Those -- yes. I mean, the people practicing SMS,
13 hard to imagine them not being interested in this
14 process.

15 Next, in terms of information sharing,
16 you know, obviously it's the identification of
17 risk, the method or methods of identification and
18 validation as appropriate, in other words, how
19 you found them, how you validated the fact that
20 it was genuinely a risk, remedial actions, and
21 additional follow-up measures are all very
22 appropriate to this process.

1 And this was an area also that Eric,
2 you know, spoke to at a very high level.

3 Clearly, we will need a group of people working
4 on that in more detail sort of fleshing out
5 mechanisms, getting into the level of detail of
6 what is inclusive in that.

7 For example, yesterday we spent a lot
8 of time on ILI, for example. Clearly, that's
9 critical input on the distribution side. DIMP
10 plans and identified risks is another one, and
11 how we got there, and how those conclusions were
12 arrived at.

13 And so I can envision a subcommittee
14 working on this. What information specifically
15 are we talking about? Not meant to be entirely
16 inclusive but with at least enough framework to
17 be illustrative of what we're looking for. So
18 the industry and the stakeholders really know
19 what's going on.

20 Thoughts or comments?

21 MS. THEBERT: This is not directly to
22 your Number 3, but I guess overall I'm just

1 thinking, I've read ahead to Number 4. So
2 there's a call back process.

3 I mean, on PHMSA side, is PHMSA going
4 to commit to run the program, and have employees,
5 and do system maintenance? I'm just kind of
6 confused on how, once we have all these ideas,
7 and what's implemented, it's, like, who runs it.
8 Is it PHMSA? Or is it, like, is PHMSA paying,
9 like, FAA or -- I don't know if that's our job to
10 figure out.

11 But, I mean, I would think if we're
12 going to say you have to call back, we need to
13 make sure we have a plan in place. Like, they
14 have two employees to do this, I mean, I guess
15 I'm probably thinking beyond this. But to me it
16 doesn't -- something's missing.

17 MR. COTE: You have a great point. If
18 you just hold on a minute --

19 MS. THEBERT: Oh, sorry.

20 MR. COTE: -- we have a bullet on that
21 very thing coming right up.

22 MS. THEBERT: Okay.

1 MR. COTE: So, I mean, clearly, that's
2 an essential -- the question you're asking is an
3 essential need of the program --

4 MS. THEBERT: Right.

5 MR. COTE: -- somehow. And so -- you
6 betcha.

7 MS. THEBERT: Like an administrator or
8 a --

9 MR. COTE: Well, and again, that's --

10 MS. THEBERT: -- IT, whatever.

11 MR. COTE: -- just a need that we
12 haven't determined yet, to tell you the truth.
13 Unless, Alan, unless you'd like to share anything
14 with us.

15 MR. MAYBERRY: The answer is yes. I
16 mean, that needs to be considered.

17 (Simultaneous speaking)

18 MR. MAYBERRY: How is it paid for.
19 And the Secretary willing, we'll carry it out.

20 MS. THEBERT: But, I mean, this group,
21 once we've done all this, I mean, it's going to
22 be disbanded or whatever it's called. So if

1 there's any problems in the future, do they come
2 to PHMSA if something doesn't work out? Or I
3 guess I'm still thinking ahead.

4 MR. MAYBERRY: I see that as, you
5 know, there are a couple of approaches to these
6 programs. One is for the government to own it,
7 you know, through a third party, through another
8 government agency like we've seen with BTS. But
9 then the other alternative is for, you know, a
10 more privatized platform by industry. So I think
11 we need to lay those out as options, as the team
12 that looks at, you know, how do you pull this
13 off?

14 MS. THEBERT: Right.

15 MR. COTE: Well, and to that point,
16 this is another area I recommend we'll need a
17 sub-team to examine what's possible, how that
18 might work with various mechanisms. And
19 ultimately, the 800 pound gorilla is how does it
20 get paid for.

21 MS. THEBERT: Right.

22 MR. COTE: So you're absolutely right.

1 MS. BURMAN: I think that Michelle's
2 raising very good detailed framework questions.
3 So it's sort of like when we have that before us
4 or when it is sort of that step that's part of
5 it, which is, you know, when we listen to the FAA
6 and the FRA those are, you know, it's not like
7 we're inventing it from the ground up. There are
8 models that I think we intend to look at and
9 start seeing how we can make it our own and what
10 we need to do to refine it to actually be useful
11 to us.

12 MR. COTE: Exactly. And all of these,
13 or at least two, three, and four are all diverse
14 enough so that you can see different
15 subcommittees working on them. Because there's
16 enough technical requirements and analytical work
17 that will be required to succeed at those, so
18 hard to combine them.

19 And four moves on. This process will
20 require a data capture system that will
21 necessitate reporting forms and processes that
22 capture data that include standard information as

1 well as free-form information.

2 And one of things we heard from the
3 railroad yesterday, you'll all recall, is the
4 value of the free-form information that the
5 employees were submitting. And so again, we will
6 need both. And we'll need to both create the
7 forms and identify a system of data capture to do
8 it.

9 And so, you know, and obviously
10 lastly, based on the free-form information, it
11 may be necessary, as you pointed out accurately,
12 to call back to people to get additional
13 information or simple clarity in terms of what
14 they're trying to communicate to us. Because any
15 time you allow free-form, there's just a lot of
16 room not to understand.

17 MS. THEBERT: So, Dan, are you -- I
18 guess I'm maybe getting ahead, but when you say,
19 like, who's going to analyze the data? Is that
20 going to be something that -- how are you
21 envisioning that?

22 MR. COTE: Well, I think that --

1 MS. THEBERT: PHMSA would do it?

2 MR. COTE: -- that, and we've got a
3 bullet in a minute that'll talk to that, but it
4 means someone has to, outside of --

5 MS. THEBERT: Whether it's private or
6 --

7 MR. COTE: -- the boundaries of this
8 committee.

9 MS. THEBERT: Okay.

10 MR. COTE: Whether it's a third party,
11 NASA, PHMSA, someone will have to do that.

12 MS. THEBERT: And I guess you'd have
13 to see, whoever it is, what's their point of
14 view?

15 MR. COTE: Exactly.

16 MS. THEBERT: Because if PHMSA's
17 analyzing, it's going to be different than a
18 private party analyzing it versus someone else.

19 MR. COTE: Which is certainly one of
20 things the subcommittee's going to have to
21 consider.

22 MS. THEBERT: Okay, okay.

1 MR. COTE: I mean, is everyone
2 comfortable? And I'll just reference the 800-
3 pound gorilla that some will feel. Will PHMSA
4 have a large enough firewall so that they can
5 analyze the data and still not use it for
6 inspection, investigation, you know, follow-up,
7 and all of that. That would be asking for a lot,
8 arguably.

9 MS. THEBERT: Yes.

10 MR. COTE: So, other thoughts,
11 comments?

12 MR. WARNER: Dan, I think we also
13 heard from the professor at Michigan State that
14 quality control needs to be a key part of that
15 bullet, probably. So ultimately, we also, on
16 that committee, need to talk about how we're
17 going to quality control.

18 MR. COTE: That's a great add. You're
19 --

20 MS. BURMAN: And just so I don't lose
21 control of my Chair role, put your tent card up
22 and I'll recognize you. Holly, I think you had

1 your tent card up? Do you still want to --

2 MS. PEAREN: Chris, are you done? So
3 Holly Pearen, EDS. I think it might be just
4 really helpful to quickly do a point of
5 clarification.

6 I think, as I understand it, Dan's
7 talking about components of a report that would
8 make recommendations to the Secretary about the
9 formation of a system to collect voluntary
10 information. So these items that Dan's talking
11 about right now would be included and fleshed out
12 in a report that the members of this committee
13 would write, potentially with the input of other
14 subject matter experts rather than the committee
15 members would themselves execute.

16 MR. COTE: I would agree with that
17 statement with the caveat that, yes, the
18 committee would review every subcommittee
19 recommendation and analysis and approve it as a
20 committee for final submission to the Secretary.
21 But you're on the right track.

22 And, yes, in my view, these bullets

1 will require more expertise in some specific
2 areas than may necessarily be in the room. Or if
3 one or two of us, you know, have the expertise,
4 it's not much help. I mean, this will require
5 stakeholders or subcommittee members who are not
6 members of the full team. So I agree with that.
7 Does anyone disagree?

8 (No audible response)

9 MS. BURMAN: Anyone on the phone have
10 any comments? Anyone in the audience? Terry?

11 MR. BOSS: Again, I want to emphasize
12 that this effort has gone on quite a bit the last
13 four or five years in these information sharing
14 and coordination centers, the ISACs, and where
15 they had to figure out do they do a third party.
16 How do they share it with the government? What
17 kind of legislation needs to be out there?
18 What's the format of the data?

19 So all these issues have been
20 discussed in all these different groups. A lot
21 of good information out there on what they've
22 learned and learned they shouldn't do. Because

1 there's a lot of mistakes.

2 DNG ISAC's and AGA, we've got the
3 upstream ISAC which is being done within the API
4 member companies. And obviously, the electric
5 companies have got some of these things going on,
6 financial services. So there's a lot of
7 experience, it's not necessarily this group, and
8 some of the folks that are doing the safety
9 systems. But there is a lot of experience on how
10 to do some of these things that I think we could
11 learn from those.

12 MS. BURMAN: Thank you. Anyone on the
13 phone, around the table? Okay, Dan? Or Walter,
14 did you have a comment?

15 MR. JONES: I don't know if it's a
16 comment or a thought. As we're talking about
17 information sharing, I just want to throw out
18 there that maybe we want to point out that these
19 companies need to share information with
20 themselves.

21 MS. BURMAN: It's a thoughtful
22 comment.

1 MR. COTE: Hearing no more comments on
2 four or five, consistent with the other
3 industries whose processes we reviewed, this will
4 likely require a third party to administer the
5 program, and house the information, and require
6 extensive IT system support to put it all
7 together.

8 And again, this goes to that issue of
9 who does it. And I said third party, I mean, it
10 could be PHMSA, if PHMSA were interested, or some
11 other branch of DOT, or, I mean, it could be a
12 lot of places. But either it's a second or a
13 third party. Clearly this group cannot be tasked
14 with running the ongoing system.

15 And again, I see it requiring a
16 subcommittee to do the kind of analytical work on
17 this to figure out what are those options. What
18 appears to be the best path to success?

19 You know, NASA was what I would
20 consider a second party, because part of a
21 governmental agency versus simply a third party
22 vendor, there are probably advantages and

1 disadvantages to using NTS -- to using NASA that
2 will have to be analyzed, for example, versus
3 third party vendors.

4 The final piece of this that I really
5 didn't write down but should be utterly obvious
6 to everyone in the room, based on the sort of
7 numbers that we heard both the FAA and the
8 Railroad Administration discuss, clearly this is
9 going to take some serious money to pay for. And
10 part of this subcommittee needs to analyze where
11 does the money come from.

12 Thoughts or comments? We get to think
13 about it. I'm not sure we get to decide on the
14 funding, but --

15 MS. BURMAN: I'm sorry, Michael?

16 MR. BELLAMY: Michael Bellamy with GE.
17 All of this is good stuff, and it definitely
18 captures the conversation that's been going on,
19 at least in the last day that I've participated
20 in.

21 I feel a need to kind of boil it down
22 to a group of things that could be acted upon,

1 okay. And I'm not sure how I could participate
2 in individual working groups on any one of those
3 seven, not that they're not valid, but I just
4 don't think they're the content of working
5 groups.

6 So I wonder if it needs to zoom out a
7 little. And I see two areas coming from our
8 mission statement discussion. One was around
9 technology improvement and the other was around
10 the bigger notion of sharing close calls, and
11 incidents, and general learning from things which
12 might not be technology related. And that's
13 where, you know, the different ways of reporting
14 in might help.

15 The third area I would suggest, the
16 third kind of big theme, is governance. And a
17 lot of these things fit into an overall
18 governance bucket.

19 And we've had some inputs and some of
20 the might fit, not fit, but I think a sub-group
21 that looks at governance, so a sub-group around
22 technology, a sub-group around the broader kind

1 of close call, incident sharing, and a third
2 group around the governance, that would be my
3 proposal.

4 MS. BURMAN: Thank you. Any reaction?
5 Alan?

6 MR. MAYBERRY: I'm trying to take a
7 step back on it. One of the reasons why we're
8 here talking about this is, you know, oftentimes
9 in the aftermath of a failure, we're hearing, you
10 know, the common refrain is, well, I just pigged
11 it, you know, three months ago. Or there's pig
12 in the line now.

13 And we're trying to crack this nut.
14 It's a common refrain, so what would, you know,
15 to make sure there's enough information, what do
16 you need? If only we had blank, blah, or a way
17 to share, you know, lessons learned from this
18 data.

19 I think if we target ILI, like,
20 drilling down on ILI, which is specifically in
21 the mandate, whatever framework we develop for
22 that, I think, lends itself to other methods as

1 well. I think it can.

2 But, you know, maybe for example
3 purposes, we use that one and say if only I had
4 what, you know, X to share information better, or
5 a system, you know, that dealt with intellectual
6 property concerns, legal concerns, that would
7 allow us to share information back and forth
8 better.

9 Certainly, already, you know, there's
10 expectations that the operator shares their dig
11 results with the vendors. You know, that's
12 something that ought to be automatic. But, of
13 course, it doesn't always happen, as we've seen.
14 So there's that. And that's cost of entry.

15 But, you know, what are things -- I'm
16 just -- what do we need in this system that would
17 crack that nut of, "I just pigged the line three
18 months ago, and I didn't see it." But how do we
19 get smarter at, you know, avoiding that type of
20 refrain. That's kind of what we're after.

21 And maybe by using, like I said, try
22 to, I'm sort of rambling, but to use that

1 example. Because that kind of -- it did get us
2 here. How do we crack that nut? And, you know,
3 maybe that can provide the framework for how this
4 works. Anyone have any thoughts that -- you guys
5 own the data and own the tools.

6 MS. BURMAN: Mark?

7 MR. HERETH: Mark Hereth. I
8 appreciate, first, I appreciate Michael's three,
9 the technology improvement, incidents or incident
10 related, and governance. I would suggest that
11 those three point us back to the subcommittees
12 we've discussed previously. And maybe as a
13 check, we revisit those today based on what we've
14 heard. I think that's certainly appropriate.

15 Alan, to your point, I think that one
16 of those subcommittees, two of them possibly,
17 address exactly what you're talking about. One
18 was to have a process for information sharing so
19 as to develop the process for doing that
20 systematically. And maybe the way you do that is
21 to start with ILI.

22 And then there's a second one which I

1 think Michael was alluding to or referring to
2 which is technology improvement. And maybe
3 that's one that endeavors into addressing exactly
4 what you're talking about. In fact, Michael gave
5 that example yesterday in his opening comments.

6 I think there are opportunities we
7 have there. And I'm probably pushing us to the
8 subcommittees, because I think that's the vehicle
9 to get progress. But I don't want to stymie
10 discussion. I just want to -- I think that the
11 things that are being raised go to the
12 subcommittees.

13 MS. BURMAN: I think it's now an
14 appropriate time to start looking at the original
15 subcommittees, to now start populating some of
16 what we've heard today to see where they fall and
17 then to start populating it so that we don't wind
18 up with 30 subcommittees and none of them fall
19 within the original three or five.

20 And again, I'm not wedded to the names
21 of the subcommittees, per se. I'm wedded to
22 where the issues fall and also, from my

1 perspective, the processes I have to keep in
2 mind.

3 We need a deliverable that works and
4 is manageable to get us to a real action item by
5 the end of the year which requires, on the front
6 end, us to have, shortly, a timeline that lays
7 that out and then populate it. And so that's why
8 the administrative meeting conference call in
9 December will help us flesh some of that out. So
10 that's why today we're trying to get at that.

11 We said a lot, substantively going
12 over it. We're not going to capture everything,
13 and some of the things may fall away, but some
14 things will probably get added. And we'll think
15 about things that we say, well, how can we have
16 not thought about that.

17 But also, one of the things I'm going
18 to have do is look -- Warren Randolph has talked
19 about how this is how they started, with a
20 working group. And Brian Riley talked about they
21 started with a working group.

22 So I'm sure, like with every working

1 group, a report came out. Both of those must
2 have been somewhat substantive or at least some
3 other reports. Those can actually help us to
4 facilitate what might be good in terms of
5 fleshing out some of the outline but then going
6 back to what is our ultimate mission and making
7 sure we populate it with the core substantive
8 issues, okay.

9 And, Michael, for your benefit, anyone
10 can be on a subcommittee. And you can be on more
11 than one subcommittee.

12 (Off microphone comments)

13 MS. BURMAN: Yes, I'm going to have
14 her talk, probably for the benefit of all of us,
15 since I thought I knew it.

16 DR. MURRAY: Okay, just to recap a
17 little about the subcommittee formation, let's
18 see, I'll go back to the beginning. So generally
19 the parent committee members make up the
20 subcommittees.

21 The part of our previous
22 conversations, the group did decide that external

1 subject matter experts may be invited in to
2 participate on a subcommittee, particularly in
3 areas where additional expertise is needed. So
4 this slide really kind of touches on some of the
5 things that were previously talked about.

6 So the subcommittees report back to
7 the parent committee. They're not able to
8 provide recommendations directly to PHMSA or the
9 Secretary. The subcommittee can only provide
10 recommendations back to the parent committee for
11 their review and approval.

12 So work that the subcommittee does
13 that's not approved by this parent committee is
14 really just, you know, draft work that is not
15 necessarily finished products until it's approved
16 by the parent committee.

17 Subcommittee members consist of no
18 more than 15 voting members on any individual
19 subcommittee. So that process sharing
20 subcommittee Mark talked about, for example, can
21 have up to 15 members on that committee.

22 And so I think it was agreed upon that

1 a member of the parent committee can participate
2 on more than one subcommittee. Even if you
3 aren't on a subcommittee, but you want to go to
4 their meeting and listen in, you still have the
5 ability to do that as well. So it's not limiting
6 from listening, and hearing, and seeing what work
7 goes on with any of the subcommittees.

8 And then one of the things, as this
9 committee looks to formulate and solidify some of
10 the subcommittees, that's where we get into the
11 discussion of who else externally might the
12 committee members want to invite to participate
13 on that subcommittee as members so that we get
14 the right expertise at the right time to help to
15 flesh out, do research, identify best practices,
16 and help to draft and formulate recommendations
17 that would come back to the parent committee.

18 At our last meeting in June, there
19 were four subcommittees that were voted on by
20 this parent committee, the Mission and Objectives
21 Subcommittee, Process Sharing, and that's
22 processes in reporting.

1 And PHMSA also has been working to
2 make sure that we get overall a holistic approval
3 on subcommittees, so that it doesn't slow down
4 the work the committee may want to do as we move
5 forward into 2018. So we're also recommending
6 Technology and R&D, training and qualification,
7 and the regulatory funding and legal group,
8 recognizing that the committee may not
9 necessarily want to initiate all of these
10 subcommittees at one time.

11 So just because we're listing seven
12 subcommittees here, it is up to this committee to
13 determine when the work of any of these
14 subcommittees initiate base on the need at the
15 time and how far the committee is advancing
16 through some of this product and work.

17 One of the things that we did
18 previously, I think this was what we had roughly
19 back in June, and I just went and mapped the
20 seven recommended subcommittees, but we wanted to
21 make sure, at a minimum, the subcommittees
22 address the key requirements of the mandate.

1 It's not to say that there aren't
2 other areas of focus that may be outlined as a
3 part of the work of the parent committee, but at
4 a minimum we want to make sure these items are
5 addressed. So we walk away, can we check the box
6 and say that we've looked at all these mandate
7 requirements and we've accounted for them in the
8 report, in the recommendations. Additional items
9 may also be included but at a minimum.

10 And then this is a just a draft. So
11 ideally, the subcommittee would be given tasks.
12 This is where we would define what do we really
13 want the process sharing subcommittee to work on.

14 So all the discussion that we just
15 heard about setting up a governance structure,
16 for example, you may go back as a committee and
17 say, well, you know, that really fits under, I
18 don't know, let's say you just pick one, process
19 sharing.

20 And if that is the case, then in that
21 mission statement -- so if you look and you say
22 process sharing, that's a subcommittee we want to

1 look it, and then you go back to this example I'm
2 highlighting, here under the task description is
3 where we would specify what are all those key
4 areas that we want the subcommittee to work on.

5 Because ideally, a subcommittee should
6 only be working on tasks that the parent
7 committee has requested. So the work of the full
8 parent committee is really to help organize and
9 shape the focus of the subcommittee so that the
10 subcommittees can go, do a lot more of the
11 legwork that I heard talked about, get more into
12 the details, the how, who, what, and when of
13 this, and bring back those recommendations for a
14 parent committee consideration. Thanks, Diane.

15 MS. BURMAN: Okay. So now -- and do
16 we have the slide that has the subcommittees that
17 we can put back up? Okay. So these are the
18 seven that we voted on. None of them have met.

19 And part of the reason that we voted
20 on them, to have them, is because there's a
21 process that we need to do for PHMSA to get
22 approval to have them so that they stand even if

1 we don't do anything with them, so that they
2 exist for legal purposes.

3 So I think now some of this will be
4 making sure that we populate some of the
5 substance with that and where the issues may
6 fall. I see the mission, my own two cents, the
7 mission and the objectives, one obviously the
8 mission statement is there, and making sure that
9 the subcommittee doesn't seek to rewrite the
10 mission statement but keeps in mind that mission
11 statement for the work of fleshing out
12 potentially the outline and the timeline.

13 So that's really more of, you know,
14 making sure we're doing the deliverables. Maybe
15 it's the procedural and the governance part of
16 it. I don't know. I'm just looking for
17 thoughts. Walter?

18 MR. JONES: Yes, that was my question.
19 So we can't change the names of these committees
20 is what you're saying?

21 MS. BURMAN: No. We can't really
22 change the name, we can change -- we can't change

1 the name officially, but we can change the name
2 in our minds even if we call it AKA?

3 MR. JONES: Oh, so we could, like, put
4 a colon at the end though.

5 MS. BURMAN: Yes.

6 MR. JONES: Mission and objectives,
7 and call it governance. And we could -- at
8 process sharing we could call it -- I don't know
9 what would be Michael's call there, close call or
10 whatever.

11 MS. BURMAN: Right. We can call it
12 AKA.

13 MR. JONES: AKA, got it.

14 MS. BURMAN: Yes. Or like I called
15 Michael professor, right. He shall forever be
16 known, right.

17 (Off microphone comments)

18 MS. BURMAN: Don't worry, it wasn't
19 picked up, by most people. All right. So any
20 thoughts? Michael?

21 MR. BELLAMY: Michael Bellamy with
22 General Electric. So to fit inside here, I think

1 it can work. When, Christie, you flashed up the
2 other one that mapped the deliverables against
3 the committees, it occurred to me that the
4 training qualifications -- no, that one there --
5 the training qualifications, the content that you
6 put against that fits exactly with technology and
7 R&D. They kind of go hand in glove. To solve
8 one, you have to solve the other. So they could
9 sit together in one subcommittee happily. I do
10 think the issue of the broader -- so I think
11 that's one subcommittee.

12 Separate thought, the issue of the
13 close call nature, the broader goals similar to
14 FAA and transportation that the Rail
15 Transportation people shared with us, that's not
16 explicitly in any of these today. But if it
17 could fit under process sharing or some such, I
18 would certainly support that.

19 Because it seems to me that, coming in
20 as a newbie, that there's a very strong appetite
21 around the table for something like that. So
22 we'll have to find a place for it if we don't

1 have one already.

2 And I guess the governance piece is
3 largely covered in regulatory funding and legal.
4 So as an observation, at least the way I parse
5 it, fits within this scheme, or could.

6 MS. BURMAN: Mark?

7 MR. HERETH: Mark Hereth. Those are
8 great points. I think we have another slide that
9 we don't need to get into today, but we actually
10 broke out some talking points for each of these.

11 And so, for example, Michael, under
12 best practices, we had learnings, what to do and
13 what not to do from other sectors, which I think
14 can get into some of the learnings about the C3RS
15 yesterday, things like that, you know, examples
16 of other lessons learned, repositories.

17 So I think some of it is fleshing out
18 some of the detail in what those committees do.
19 But that's a great point.

20 And we probably -- I think those
21 slides where we shared some of the sub-bullets
22 under these subcommittees or something, we should

1 make sure, especially for our new members, that
2 they have the opportunity to look at those.

3 MS. BURMAN: So a couple of thoughts
4 also is that I think one of the things that will
5 be helpful is, again, to make sure we capture
6 some of the substantive issues where we think
7 things fall.

8 Knowing that we have that
9 administrative meeting in December, this can also
10 be an opportunity for us to put together where we
11 think the substantive issues fall under those
12 subcommittees and, between now and then, have a
13 document that identifies that so that that
14 administrative meeting can make sure we're
15 capturing everything, and maybe things move
16 around a little bit, or we add things. But that
17 also means that then people can say, well, this
18 is where I'd like -- these are the subcommittees
19 that I'd like to be a part of or not.

20 But again, what's really important is
21 making sure we capture those substantive issues.
22 Mark?

1 MR. HERETH: I just had one other
2 thought which is, Christie, thank you for going
3 through and doing this. Because it is, you know,
4 these are good checks on are we meeting the
5 requirements of the legislation and what's in the
6 charter. So thank you for doing that. It's a
7 good check.

8 MS. BURMAN: Christie?

9 DR. MURRAY: I wanted to go back to
10 Michael Bellamy's point around combining maybe
11 the training and qualifications with maybe
12 technology. What I suspect the committee may
13 find is that all of this work, all the committee
14 work will be inter-related and will closely align
15 and sometimes bleed over.

16 And so it'll continuously be a litmus
17 test to say where does it fit more than maybe
18 somewhere else. But when I think about best
19 practices, best practices could be as broad as to
20 really look at many of these other areas. So
21 you're going to find that -- you may find that
22 some of these areas really are inter-related with

1 each other.

2 And it might mean that a couple of
3 subcommittees might want to have a joint meeting
4 periodically to flesh out the integration between
5 the committees' work. So just food for thought.

6 MS. BURMAN: Okay. Any thoughts on
7 the phone, around the table, in the audience?

8 MR. STOODY: The exercise you laid out
9 for the next administrative meeting will be
10 important. Because many of those are what's and
11 not how's. And some of the how's are on there,
12 like, regulatory, legal, funding, but then also
13 the structure, if there's a CAST model. Who does
14 that, where is it housed, who participates?

15 All those kind of things we can map
16 out, as you suggest, under the different
17 headings. Whereas some of those additional
18 things we've talked about today might fit.

19 MS. BURMAN: Thank you. Anyone else?
20 On the phone?

21 (No audible response)

22 MS. BURMAN: All right. So what are

1 we missing if, after we leave today, that I wish
2 I had said this, positive and negative? So Kate?

3 MS. BLYSTONE: I think that we're
4 maybe all a little fried at this point. And I'm
5 curious, I mean, just noting the silence that's
6 happening.

7 In the past PHMSA has brought forward
8 some thoughts, like this, for example. And I
9 think we can take what we've brought up so far
10 and maybe PHMSA can add to that, PHMSA staff
11 could add to that. And we can have something to
12 look at before our administrative meeting.

13 Perhaps even PHMSA could start dumping
14 stuff in the bucket so we could respond to that
15 rather than trying, as a committee, to do that
16 ourselves. It's just a thought. I know that I'm
17 not coming up with anything, but that doesn't
18 mean that there's nothing there. It's just blah.

19 MS. BURMAN: Yes. I think that's
20 important. I think that part of what, I mean,
21 I'm also not opposed to saying we've reached our
22 maximum. And so at some point we need to decide

1 that, you know, we'll take a break and then it's
2 time to go.

3 But I also don't want to take a break
4 and then we sit through an hour that really we
5 could have just ended. So my issue is that I
6 want us to also look at what is it that we need
7 to do before we leave and make sure that we're
8 capturing, from a key issues perspective, to
9 continue the momentum.

10 We have the administrative, December
11 administrative meeting that will be set up. With
12 that, some of the key things that will happen
13 with that meeting will be we'll be laying out a
14 working timeline that will take us from that
15 meeting through the end to the report.

16 It'll be fleshing out the
17 subcommittees and the buckets that substantively
18 where we think those subcommittees will fall,
19 also with catchy aka names.

20 And then the third will be -- and
21 maybe even who we think needs to be in those
22 subcommittees. And then the third will be a

1 shell, draft shell, of an outline of the report
2 that we can start seeing what that outline might
3 look like and then how those subcommittees might
4 start taking ownership of being a part of saying
5 well, we'll start, you know, wrapping our heads
6 around that aspect of it.

7 And there was a fourth, but I forgot.
8 As I was talking, I was thinking we had a fourth
9 bullet to it. We are going to then do -- the
10 second action item is we're going to do every
11 other month, at least, for the first -- from now
12 through the first quarter of 2018, meet every
13 other month physically and likely at the PHMSA
14 office -- better coffee across the street, so
15 just a point of personal preference.

16 But that also will give us some action
17 items. I am sensitive to the fact that, just
18 like some people don't like breakout groups, some
19 people don't like subcommittees.

20 However, to the extent that in between
21 there is going to be needing to be the worker
22 bees that will be challenging us so that when we

1 come together we have some real things to look at
2 and take ownership on poking at, you know.

3 I am sensitive to the fact that not
4 everybody is going to be comfortable talking
5 openly. And there's always those things that are
6 annoying that you can't say, even, you know,
7 little things.

8 You should feel very comfortable to
9 reach out to me privately on anything that you're
10 not comfortable sharing publicly, even if these
11 are critical issues to you that you want more
12 time on, these are things that you'd like done
13 better process-wise.

14 Whatever it is, I take no -- we need,
15 for a better product, we need people to feel
16 comfortable sharing, in a respectful way, those
17 things that they think are barriers to an
18 effective end product. So I think that's
19 helpful.

20 I am also cognizant of the fact that
21 we will have strong disagreements. I think
22 that's healthy as long as we do it in a

1 professional way.

2 Our job is to produce recommendations
3 to the Secretary. However, I am also cognizant
4 of the fact that I don't want to just be
5 producing recommendations for the sake of
6 recommendations. I'd like them to be something
7 that we've really thought through, that we think
8 it's through them they can actually be actionable
9 after and give the tools that others may need and
10 try to think through some of the issues. We may
11 not have all the answers, but we need to at least
12 give the issues that need to be considered.

13 Alan?

14 MR. MAYBERRY: I just want to add to
15 that. To the extent of bringing proposals to the
16 table, I really appreciate that. I think in this
17 case, you know, we're really seeking input of the
18 committee. It's really a blue ribbon, diverse
19 panel. And we need help. And so we're looking
20 for the help of the committee to come up with
21 those proposals.

22 You know, we do that a lot, like, with

1 our gas advisory committee, or the liquid
2 advisory committee. We do come, you know, with
3 possible outcomes of rule language in that case
4 or rule making where we seek guidance.

5 This is a tad different. And that's
6 after a process of where we go through a notice,
7 and comment and, even before that, an advance
8 notice, you know, putting questions forward on
9 possible policies to put out. And that allows us
10 -- prepares us to come to those meetings with a
11 possible, you know, path forward.

12 In this case, we're kind of starting
13 from the ground. And so we need your input, I
14 think, to the extent we can. I think the staff,
15 and Christie, and the team have really developed
16 an excellent framework and seed documents for us
17 to work with.

18 And, you know, where we can, I'm sure
19 I'll be providing a lot of input as it relates to
20 things like budget and just how would we pull
21 this off, you know. And we can bring proposals
22 like that.

1 But, you know, on this -- there's some
2 high technology type issues we're dealing with.
3 I think we really need the experts in this room
4 to be ready to, you know, propose some options
5 there. Anyway, that's all I had on that.

6 MS. BURMAN: Christie?

7 DR. MURRAY: Going back to Diane's
8 point around planning for 2018 and meeting, I
9 will be polling the committee here shortly for an
10 administrative meeting in December and also for
11 at least the first four meetings into 2018 at one
12 time.

13 So I'll be looking to have you all
14 take a look at your calendars and try to respond
15 as soon as you can so that it'll help us to be
16 able to plan and accommodate getting as many of
17 you together as we can.

18 We'll continue to offer a phone option
19 for committee members who want to be engaged but
20 aren't able to be there physically.

21 Also, start to think about more, as we
22 have the next administrative meeting and possibly

1 the next face-to-face meeting, what your
2 involvement on the various subcommittees you
3 would want. And we will be coming back to ask
4 for chairs of the subcommittees, so think about
5 where your interest, passion, expertise is, and
6 also members for the committee.

7 And lastly, start thinking about
8 subject matter experts that, as we map the
9 critical components that we really want to touch
10 on in each subcommittee, that may naturally fill
11 out what kind of competencies and expertise we'll
12 need externally to help unpin getting the work
13 done of each committee.

14 So those are some key subcommittee
15 components between the administrative meeting and
16 the next face to face meeting that would help us
17 to really make a lot of progress.

18 If this committee meets every other
19 month, also consider when will the subcommittees
20 meet, when will the availability of the parent
21 committee to support both every other month full
22 committee meetings and a slew of subcommittee

1 meetings, and just be aware that some of the work
2 may happen concurrently.

3 It may be one model -- and we can
4 think about how the models could work -- it could
5 be a subcommittee meeting, eventually, let's say,
6 the first meeting in 2018 face to face full
7 committee.

8 And as we organize a couple of the
9 subcommittees, a subsequent meeting could be the
10 first day a subcommittee, the second day is
11 parent committee, and if we do a two-day
12 combination, so thinking about how we can advance
13 the work of the subcommittee, the full committee,
14 but not have them interfere with each other. So
15 just food for thought as we're planning moving
16 forward.

17 MR. COTE: Just to echo something Alan
18 said and something you said, Madam Chairman, the
19 key to this, as we looked at the list of
20 subcommittees, and the way we envisioned this in
21 July of last year, and some of the issues that we
22 fleshed out over the last couple of days, there

1 are clearly some deltas.

2 And it's critical that the level of
3 detail that we've spoken over the last couple of
4 days, things like information sharing and how do
5 we protect confidentiality, for example, how do
6 we really spell out the technical data capture
7 that we need to really identify what information
8 we want to flow in, those sorts of things are
9 critical. So just urge the entire committee, you
10 know.

11 And if I can burden the PHMSA group,
12 we need to be able to email you guys that.
13 Because to your point, when we do that mapping in
14 December, that will really define the mission of
15 the committees. And if there are many holes in
16 that, in terms of critical things that we've
17 missed, we'll just put ourselves back by months.

18 And so it's really important that all
19 of the detailed information that we feel like we
20 need, the detailed issues that we need to deal
21 with in terms of, you know, regulatory treatment
22 or avoiding regulatory treatment for things

1 reported, everything from that to how we fund it
2 really needs to be identified. And it's critical
3 that we map it now.

4 So just urge everyone. I mean, the
5 stuff that Eric did, some of the items that I had
6 identified, clearly are starters. But there's a
7 lot more detail that needs to be identified, and
8 we need to do it over the next few weeks before
9 that December meeting. Thank you.

10 MS. BURMAN: Thank you. Chris?

11 MR. WARNER: So this is Chris Warner
12 from Mears. My comment follows Dan's exactly. I
13 think right now, I don't know it's lack of good
14 coffee, or time change, or what, or just all of
15 the ideas about what should be in each of these
16 subcommittees has got me a little bit overwhelmed
17 as well.

18 And if there would be -- is there
19 someone that you can designate that we can send
20 our ideas to, that we think these are the key
21 components and what committee they can go to, and
22 then can be compiled for us before the next

1 administrative meeting, or something like, that
2 so we can collect it all before we meet again?

3 MS. BURMAN: Christie and I are going
4 to be working together on sort of -- so send it
5 to Christie. And that way, she and I will then
6 be able to work together to prepare substantively
7 for that administrative meeting.

8 She'll send out an email that will --
9 to all of us. And I'm thinking that email should
10 have the action items, the mission statement, the
11 framework. There's two pages to Eric's
12 framework, the framework plus the one with the
13 four statements of values Dan has. And is there
14 anything else that should go in there for right
15 now? Oh, and the subcommittees.

16 DR. MURRAY: Yes. Mark mentioned the
17 descriptions from the previous last meeting.

18 MS. BURMAN: Right. And that way, at
19 least we have all of that, and you can start
20 thinking about that and maybe add to it, and also
21 the charter. You know, we have all of it
22 somewhere, but that way it's in one email. And

1 then to the extent that people want to refer to
2 it, maybe it would be helpful.

3 And maybe when you do the documents,
4 you could list the documents, Document A, B, C,
5 D. So if you say, when you're responding to it,
6 it may be helpful if they say Document A, just to
7 make it easier for you and me. I don't know if
8 it'll make is easier, but does that make sense?
9 Holly?

10 MS. PEAREN: Earlier you suggested
11 evaluating the report from the offshore rail and
12 air working groups. I thought that was an
13 excellent suggestion and would ask a PHMSA
14 representative to provide us with those working
15 group reports so that we can use them to inform
16 our discussion of the outline and shell which I,
17 again, think that would be an excellent topic for
18 discussion on the December call.

19 MS. BURMAN: Okay, good. Sherry?

20 (Off microphone comments)

21 MS. BURMAN: Okay. Great.

22 MS. PEAREN: thank you so much.

1 MS. BURMAN: Thank you. Is there
2 anything else on the phone, in the room, at the
3 table, in the audience?

4 (No audible response)

5 MS. BURMAN: So I did ask if there was
6 anything before. And we are going to end early,
7 just so you know. Is there anything else that,
8 before you leave, you'd say I'd wish I said that?

9 (No audible response)

10 MS. BURMAN: No, okay. So with that,
11 I think we can conclude this meeting. I do want
12 to thank the court reporter, you're excellent, as
13 well as the hotel staff, as well as PHMSA staff.
14 They've been incredible, an incredible resource.
15 And I do want to thank the audience members,
16 especially the ones that stayed for both days.
17 We did notice the ones who stayed both days. So
18 thank you. Thanks.

19 (Whereupon, the above-entitled matter
20 went off the record at 2:57 p.m.)

21
22

A		
a.m 1:11 4:2 73:8,9	actual 216:10	adopt 31:19 48:16 49:3 121:16 163:15 168:12 169:13 186:10,14
ability 19:18 74:17 171:13 254:5	acute 193:18	adopted 112:11 171:9
able 49:13 73:18 91:12 106:3 141:7 160:13 173:11 175:10 192:3 192:6 213:13 216:2 217:19 221:11 253:7 271:16,20 274:12 276:6	adamantly 93:12	adopting 168:10 171:8
above-entitled 73:7 188:18 278:19	adaptable 147:18	ads 28:10,14
Absent 97:21	add 28:16 40:8,11 47:13 64:9 65:4 74:7 79:20 82:10 94:22 104:20 119:17 124:11 141:16 144:22 150:21 151:17 164:6 168:5 168:19 169:15 198:15 198:17 200:18 240:18 262:16 265:10,11 269:14 276:20	advance 98:20 208:12 270:7 273:12
absolutely 50:15 130:10,16 197:22 200:16 211:4 226:13 236:22	added 81:13 168:3 223:22 251:14	advancement 104:17 104:21 135:22 136:9
absorb 94:15	adding 56:15 74:12 79:15 80:2,17 93:14 108:3	advancements 136:19 137:13 147:16 178:6 179:14 181:19 182:16
abstentions 187:3	addition 28:12,22 34:18 47:22 66:2 102:8 141:17 147:15 203:10	advancing 92:7,10 107:3 255:15
academic 7:11 51:16	additional 38:16 80:19 167:22 203:11 232:21 238:12 253:3 256:8 264:17	advantages 244:22
accept 29:14 150:12	address 39:21 43:20 44:22 48:15 58:12 66:11 75:15 89:15 94:4 97:5 103:16 116:18 131:9 141:7 141:13 147:20 152:5 152:9 155:17 160:8 166:5 195:12 206:11 206:15 207:20 220:17 231:20 249:17 255:22	advice 27:22 108:18 124:13,15 133:16 137:2 153:11 154:7 177:17 179:3 181:3,8 182:5
accepting 202:10	addresses 94:12 119:22 120:3 147:16	advising 124:15
access 30:13 110:10,12	addressing 56:16 250:3	Advisor 2:11,14
accident 134:12	adds 99:16 142:8	advisory 2:13 270:1,2
accidents 65:17 86:16 184:4 199:9	adequate 70:12 159:1	advocate 45:18 46:4 126:3 168:10
accommodate 70:22 271:16	adequately 49:14 50:4 88:2	advocated 167:18
accomplish 26:3 36:18 55:3 139:6 160:11	Adjourn 3:17	advocates 7:5 21:18 196:3
accomplished 19:7 174:14	adjourned 19:11	afar 144:17
accounted 256:7	administer 244:4	affairs 8:7
accurately 238:11	Administration 1:3 245:8	affirmative 132:11
achieve 68:20 98:17 207:16	administrative 223:10 224:3 251:8 262:9,14 264:9 265:12 266:10 266:11 271:10,22 272:15 276:1,7	aftermath 247:9
achieving 85:15	administrator 2:2 8:11 127:18 235:7	afternoon 16:5 38:5 215:18
acknowledge 217:7	admit 123:10	AGA 243:2
acknowledged 10:19		agency 92:19 236:8 244:21
acquired 185:19		Agenda 3:4,6,8,10,12 3:14
act 66:18 78:13 90:12 90:22 91:20 100:19		aggregated 226:8,13
acted 245:22		ago 156:20 167:16 247:11 248:18
action 3:15 52:22 148:19 192:10 205:13 205:14,16 251:4 267:10,16 276:10		agree 16:18 37:9 38:17 39:1,4,8 42:12 43:8 44:19 45:20 49:1 53:4 58:17,22 67:19 68:8 77:13 83:7 88:21 89:8 92:3 93:14 97:16,16 98:19 100:17 102:6 110:14 126:12 127:21 150:4 151:5 160:7 171:21 174:12 176:3 197:11 211:3 216:10 217:12 218:9 222:21 225:2,8 228:21 229:1 229:3,15 241:16 242:6
actionable 104:13 108:1 109:6 117:18 118:2,9 134:4 136:20 137:14 178:7 179:15 181:19 182:17 217:3 269:8		agreed 34:13 48:4 215:21 253:22
actions 57:8 187:16 232:20		agreeing 43:15 229:11
active 120:10 209:22		agreement 27:3 45:22 46:1 56:6 87:16 167:5
activities 90:20		ahead 4:12,19,21 83:4 83:5 170:16 172:13 223:19 234:1 236:3 238:18
		air 277:12
		airline 64:11 111:11
		airlines 112:11
		airplanes 111:13
		aka 259:2,12,13 266:19
		Alan 2:2 8:10 25:17 44:3,13 47:18 51:7,8 53:5 59:20 65:8,8 74:7,8 80:4 91:22 98:5 105:10 106:14 115:7 123:8,14 124:3 140:22 141:8,10 147:12 176:1 202:13 206:18 209:12 219:6 231:22 232:9 235:13 247:5 249:15 269:13 273:17
		Alan's 45:9 68:20
		alerting 205:15
		algorithm 56:19
		Alicia 1:19 6:11
		align 263:14
		all-encompassing 124:9
		alleviate 64:4
		allow 21:1 66:13 238:15 248:7
		allowing 13:16
		allows 166:10 173:18 270:9
		alluded 65:11
		alluding 250:1
		alternative 236:9
		altogether 81:19
		Amal 2:11 8:9
		ambiguous 165:11
		amend 35:8
		amended 163:18
		amendment 159:12 164:6 203:9
		amendments 164:12
		America 1:22 2:2 9:18
		American 62:9
		Amundsen 1:14 7:13 7:13 45:8,8 53:2,2 71:11,11 94:7,7 116:17,17 117:22 118:6,9 120:7,22 121:3,17 125:21,21

138:12,12,16,21
 139:2,20,21 152:13
 152:13 154:10,13,17
 155:10,20 156:2,10
 156:17 179:20 180:2
 180:2,7,9 191:16,16
 192:18 197:15 198:8
 199:13,17 200:13
 202:21 204:7,13,15
 211:2,2 216:19,19
Amundsen's 155:17
analysis 28:7 34:7 37:1
 58:18 59:21 63:4
 78:18 80:13,14,16
 83:19 84:8,12,12,15
 84:15,21 85:1 86:3,3
 102:17 105:3,6
 121:11 133:19 134:16
 137:5 146:9,15 155:7
 177:20 179:6 181:11
 182:8 241:19
Analyst 2:11
analytical 237:16
 244:16
analytics 193:7 195:5
 199:19
analyze 80:16 238:19
 240:5 245:10
analyzed 245:2
analyzing 239:17,18
and/or 193:7
Angie 2:13 8:4
annoying 268:6
answer 51:9 58:12 79:5
 79:17 235:15
answers 269:11
anti- 93:2
anticipate 31:2
anybody 25:10 87:5
 97:12 134:19 135:11
 147:10 177:4
anymore 204:9
anyway 39:18 52:22
 149:6 160:18 183:15
 271:5
Anyways 48:11
AOPL 209:3
APGA 69:18,20
API 243:3
apologize 69:7
appear 143:2
appears 244:18
appetite 260:20
Applause 187:6
applies 154:18 184:10
apply 127:10 197:4
appreciate 34:3 65:10
 67:4 70:7 102:11

104:12 148:4 174:17
 249:8,8 269:16
approach 65:15 70:22
approached 222:12
approaches 236:5
appropriate 31:6 104:9
 108:22 117:9 119:13
 128:21 133:21 134:17
 137:6 145:1,11
 146:11 177:22 179:8
 181:12 182:10 191:22
 226:6 232:18,22
 249:14 250:14
approval 225:20 253:11
 255:2 257:22
approve 31:14 241:19
approved 253:13,15
approximately 14:11
 218:11
appurtenance 128:17
appurtenances 128:13
 130:12
area 51:13 84:6,11
 91:11 99:6 127:4
 231:19 233:1 236:16
 246:15
areas 34:11 136:10
 242:2 246:7 253:3
 256:2 257:4 263:20
 263:22
arguably 29:5 240:8
argue 36:12 37:5 63:18
 63:19 114:14 139:7
arguments 159:2
Arlington 1:11,11
arrived 233:12
art 149:7,14 150:5
ASIAS 209:6
asked 159:10 184:22
 227:20
asking 111:7 189:3
 235:2 240:7
aspect 72:5 88:7 91:13
 93:16 106:14 203:2
 267:6
aspirational 98:18
assess 49:14 50:19
 74:18
assessing 110:12
assessment 38:18
 51:19 108:21 133:20
 134:7 137:5 138:14
 142:18 144:9,12
 145:1,11,12 146:10
 146:16 149:14,18
 177:21 179:7 181:12
 182:9
assessments 34:10

142:19 149:9,10
 185:3
assets 152:22
assigned 15:4,6 211:19
assignment 14:9 26:17
 55:16 72:7 188:4
 189:17 191:17 214:12
 214:14 215:16
assignments 12:4 16:7
 26:9
associate 2:2 6:3 7:9
 8:11
associated 229:16
association 2:5,17 7:20
 62:9 100:10 132:6
associations 50:10
 196:7
assume 222:1
assuming 61:22 63:12
assumption 25:7,7
 53:12 77:13,19
assumptions 23:21,22
 24:9,22 53:7,17 71:15
 72:11 77:3 87:14,15
 113:21 171:1 188:1
 190:6 191:9
assurance 206:19
assure 70:2
AT&T 4:4,5,10
attached 85:20 126:19
attempt 56:4
attention 84:7,12 104:8
 104:9,11 199:7
attorney 2:11 6:21
attractive 133:6
attributes 45:1
audible 127:11 129:3
 132:3 134:10 157:2
 161:5 164:22 169:22
 174:4 175:16 177:7
 186:19 187:4 210:3
 211:15,21 222:4
 225:18 242:8 264:21
 278:4,9
audience 29:20 32:18
 53:21 69:6,7,12 72:22
 74:6 87:7 125:14
 131:12 132:1 147:11
 148:22 152:8 161:4
 166:19 169:21 177:6
 185:9 200:2,21 203:7
 208:22 211:20 215:11
 222:3 242:10 264:7
 278:3,15
authority 33:11,12
 79:19,20 80:1
automatic 248:12
automatically 77:19

availability 272:20
available 10:14 16:20
 47:5
avenue 201:21
avoid 86:11 121:6
 127:4
avoiding 248:19 274:22
aware 189:5 194:8
 273:1
awesome 218:4
axle 98:16
aye 186:21 187:2
eyes 186:22

B

B 127:9 277:4
back 4:12 12:3,11,14,14
 12:18 16:10 17:11,14
 18:16 19:3 20:11,16
 21:2 22:6 25:16 26:6
 26:8 38:14 47:4 58:13
 60:13 68:11,16 69:12
 72:3 73:10 74:8 76:2
 97:10 101:14 116:14
 123:7 125:14 130:14
 134:6 138:1 156:20
 157:3,17 161:11,17
 165:4 166:2 167:15
 168:7 172:12 179:17
 180:14 187:10,11,12
 188:22 192:20 215:18
 227:11 228:19 234:2
 234:12 238:12 247:7
 248:7 249:11 252:6
 252:18 253:6,10
 254:17 255:19 256:16
 257:1,13,17 263:9
 271:7 272:3 274:17
backwards 65:18
 155:19
bad 79:2 82:6 134:15
 169:18 201:19
Baker 7:17
ball 110:15 111:4 112:8
ballroom 1:11 23:5
barriers 143:17 268:17
base 110:1 255:14
based 65:18 70:17 80:3
 194:10 205:15 225:9
 238:10 245:6 249:13
basically 64:16 129:14
 222:11
basis 29:13 40:17 51:10
 59:9 115:2
beauty 171:18
bed 38:6
bees 267:22
beginning 17:20 55:18

90:5 157:21 211:12
252:18
behalf 17:19 69:18
belief 205:16
believe 59:9 64:10 83:9
144:16 148:12 150:21
158:4 160:21
believes 49:10 120:3
Bellamy 1:15 7:16,16
123:1,5,5 137:16,16
219:10,11 245:16,16
259:21,21
Bellamy's 263:10
beneficial 197:14
benefit 50:11,14,16,18
52:10 67:9 104:18
252:9,14
benefitted 37:4
benefitting 66:9 110:8
best 128:11 194:13
244:18 254:15 261:12
263:18,19
bet 36:3
betcha 235:6
better 55:1 60:17 67:14
69:1 78:6 80:3 89:10
107:4 108:6 110:12
113:1 160:8 248:4,8
267:14 268:13,15
beyond 42:15 65:14,14
184:19 234:15
big 61:22 96:2 111:17
112:11 120:17 199:1
199:9 246:16
bigger 73:17,18 194:18
246:10
biggest 201:2,5
bit 11:15 13:11 22:1
26:13,17 27:13 36:9
46:6 54:16 72:7 74:16
76:19 96:11 99:3
112:19 113:5 144:21
148:3 188:3 189:18
194:5 242:12 262:16
275:16
bite 97:9
blackboard 53:17
Blacksmith 1:20 10:4
39:21 165:18
blah 124:17,17,17
183:1,1,1,3,3,4
247:16 265:18
blank 247:16
bleed 263:15
blue 269:18
Blystone 1:16 7:4,4
35:5,5,10 36:2 37:8
37:20 75:9 92:22

102:5 150:1,7,10,16
150:19 153:22 154:4
157:10,13,15 159:10
161:11,12,22 162:12
163:13,20 164:8,11
165:15 182:18 186:8
217:12 222:7 265:3
board 71:18
Bob 9:22 86:8
body 81:4 120:5
bogged 131:3
boil 245:21
Borener 2:11 185:10
205:1 206:21 207:4,4
230:8,9,18
Boss 2:16 54:1,1 74:20
75:17 242:11
Boston 22:9
bother 58:10 103:16,20
bothers 103:15
bottom 22:8 94:22 95:2
163:6
bought 111:22
boundaries 239:7
box 256:5
boxes 226:18
brackets 130:5
brainstorm 23:1
branch 244:11
break 12:7,9 21:16
70:21 71:8 72:3 73:4
73:5 106:11 153:2
266:1,3
breaking 181:1
breakout 3:5,7 11:5
12:5,8 14:8,18,22
15:2,5,5,8 16:1,11,21
17:13 18:8 19:19 20:7
20:9,13 26:13 27:18
31:15,18 37:17 39:2
40:12 55:7 56:1 57:2
60:1,9,9 61:5 68:14
71:3 72:8,12 170:11
191:8 267:18
breakouts 11:15 12:2
14:7 16:10 39:15
70:19 188:10
breaks 180:10 181:22
breath 100:21
brevity 174:9,10,18
Brian 251:20
briefly 11:19 132:8
brilliant 102:10
bring 18:10 24:13 59:22
87:13 97:10 123:7
137:20 172:15 211:7
257:13 270:21
bringing 269:15

brings 53:14 172:9,14
broad 197:4,7 230:2
231:1 263:19
broader 195:15 231:10
246:22 260:10,13
broke 261:10
broken 223:1
brought 18:16 20:11
150:3 172:5 200:22
209:20 228:11 265:7
265:9
Brown 1:17 7:6,6
Bryce 1:17 7:6
BSEE 128:15
BTS 236:8
Buchanan 1:17 9:22,22
49:13 50:21 86:8,8
135:14 149:17
bucket 246:18 265:14
buckets 220:14 266:17
budget 270:20
budgeting 70:12
build 41:4 43:12 51:19
52:5 123:1,6 203:20
206:22
building 43:16 231:8
built 105:6 168:8
211:11
bullet 194:3 195:1
199:19 203:11 224:18
229:21 234:20 239:3
240:15 267:9
bullets 195:20 241:22
bunch 41:2
burden 274:11
bureaucratic 220:19
burying 202:11
bus 206:9
business 3:4 10:2 26:9
27:9
button 222:10
buy 111:14 229:5 232:6
buying 56:5

C

C 27:12 127:9 277:4
C3RS 261:14
calendars 271:14
call 3:2,2 5:20 10:8 15:7
48:8 49:22 57:9 86:10
159:13 170:18 176:4
188:10 200:11 223:11
223:13,17 224:4
226:12 234:2,12
238:12 247:1 251:8
259:2,7,8,9,9,11
260:13 277:18
called 14:18 18:8

143:22 205:7 235:22
259:14
calling 159:12,14
calls 92:7 200:9 221:13
246:10
capability 207:13
capture 18:11 20:14
23:19 40:7,20 41:9
75:3 127:13 157:18
174:16 175:4 220:4
221:20 237:20,22
238:7 251:12 262:5
262:21 274:6
captured 48:4 81:21
158:4
captures 113:19 245:18
capturing 118:4 138:17
220:21 262:15 266:8
card 10:21 59:15,17
69:5 82:20 86:1 91:22
131:14 135:12 211:17
240:21 241:1
card's 222:5
cards 90:7,10 94:1
97:13 141:2
care 10:21 43:14
111:20 131:1 132:7
190:17,20 217:19
careful 86:9
carry 235:19
cart 52:16
case 16:3 18:18 79:3
136:3 170:20 256:20
269:17 270:3,12
cases 76:6
CAST 209:6 231:4
264:13
catch 105:5 109:13
110:9,16 112:8
120:11 123:16
catching 111:8 112:22
catchy 266:19
categories 33:8,8 223:2
category 131:7
Catholic 10:2
caught 156:8 179:2
cause 119:14 184:16
cautious 86:22
caveat 241:17
centered 56:3
centers 242:14
central 77:8 206:8
centralized 77:14
cents 258:6
certain 70:10 158:1
19:6 34:15 51:8
certainly 11:22 13:14
114:20 138:13 141:12

143:19 166:14 173:20
 195:3,18 203:5 227:6
 229:20 231:16 232:3
 232:6 239:19 248:9
 249:14 260:18
cetera 21:18 155:5
 166:17 185:19
Chair 1:12,13 33:20
 80:5 174:13 212:18
 240:21
Chairman 10:4 26:15
 26:16 29:13 30:1
 58:16 63:19 68:12
 77:3 80:7 210:12
 214:10 229:22 273:18
chairs 272:4
Chairwoman 30:1
challenge 218:21
challenges 193:9,12
challenging 267:22
change 18:22 33:5
 45:15 48:3 53:14
 77:18 79:22 82:13
 84:19 116:8 117:11
 118:7 135:1 163:1
 164:6 183:8 197:10
 201:6,22 202:5
 258:19,22,22,22
 259:1 275:14
changed 83:12 116:20
 119:9 185:14
changes 88:4,5 101:20
 103:10 106:4 117:3,4
 128:20 132:8 155:16
 155:21 160:21 161:15
 176:13 177:11,14
 178:19 179:17 180:5
 181:21 186:11 204:12
 204:16
changing 84:2 105:12
 116:20 163:3 202:9
chaos 27:5
charge 152:3
charter 35:8 45:14,14
 45:15 56:14 78:8,11
 78:20 83:22 90:19
 138:1 140:12 141:22
 142:4 143:6,16
 159:22 218:11 220:10
 221:7 263:6 276:21
charts 22:22
check 203:19 249:13
 256:5 263:7
checked 93:10
checks 263:4
chemicals 111:21
Cheryl 2:13 8:2
chew 171:17

chief 8:21
chilling 171:10,12
choppy 183:12
chose 111:11
Chris 2:12 7:22 9:19
 17:2 18:20 22:17
 74:10 128:3 131:13
 134:21 241:2 275:10
 275:11
Christie 2:10 8:16 11:3
 11:5 17:1 70:16
 191:20 204:13 215:16
 223:9 227:18 260:1
 263:2,8 270:15 271:6
 276:3,5
Christie's 41:5
Christopher 2:7 38:21
 59:16 74:9 115:8
 118:15 134:20 135:12
 161:6
chunks 97:9
cite 130:20
clarification 63:16
 127:2 151:14 163:14
 232:1 241:5
clarifications 47:15
clarify 75:18 144:19
 165:17 168:19
clarifying 35:6
clarity 27:17 238:13
clear 25:10 26:19 27:2
 44:1,13,14,17 55:19
 69:19 79:7,11 111:6
 127:5 128:1 130:10
 130:16 139:1 140:16
 151:17 155:18 167:8
 168:1 170:7 186:14
 225:1
clearly 29:8 32:6 36:4
 36:10 50:13 51:13
 52:3 55:21 167:5
 208:14 212:5 225:5
 233:3,8 235:1 244:13
 245:8 274:1 275:6
close 43:22 56:22
 155:11 173:13 193:21
 200:9,11 214:17
 218:16 246:10 247:1
 259:9 260:13
closed 22:19 193:8
closely 263:14
closer 85:9
closing 3:15 14:1
closure 158:9
coal 70:1
Coalition 2:4 6:8
coast 111:17
coated 54:21

Coating 10:2
code 34:3 123:15,18
 124:6 158:19 160:17
coffee 267:14 275:14
cognizant 268:20 269:3
coin 110:22 225:13
collaboration 99:8
 100:11 102:15 108:21
 118:20 120:9 121:9
 121:12 196:8
collaborative 28:3
 117:17 118:1 134:3
 136:17 137:11 178:4
 179:13 181:17 182:15
 195:7
colleagues 198:6
collect 30:9 195:4
 241:9 276:2
collected 197:21
collecting 212:14 224:8
collection 102:17
 121:10 128:15 133:19
 134:15 137:4 146:9
 146:15 154:14 155:7
 177:20 179:6 181:10
 182:8
collections 128:14
collective 120:5 151:19
colon 122:12 259:4
combination 273:12
combine 237:18
combining 263:10
come 12:17 16:9 17:11
 17:14 19:3,21 20:16
 21:2 26:6 38:14 55:1
 60:13 68:16 69:13
 71:18 72:3 77:3 91:18
 116:5,14 122:1,3
 129:19 157:3 166:7
 172:7 173:6 179:16
 185:5 193:11,22
 203:21 205:9 215:9
 215:11 218:20,22
 221:6,9 230:12 236:1
 245:11 254:17 268:1
 269:20 270:2,10
comes 47:4 51:3 55:15
 56:13 58:2 112:22
 133:12 183:21
comfort 62:8 132:15
comfortable 34:15
 62:12 68:13 71:7,9
 88:8,9 99:17 124:8
 132:11 204:5 240:2
 268:4,8,10,16
comforting 52:6
coming 25:16 47:6
 48:11 96:22 97:4

115:3 121:15 146:4
 148:9 219:16 234:21
 246:7 260:19 265:17
 272:3
comma 126:16 134:18
 144:17 146:10 147:1
 151:13
commas 130:2
comment 10:22 21:4
 29:18 30:15 34:22
 35:4 38:20 53:3,22
 60:1,5 61:7 62:13,16
 75:1,7 77:2 80:22
 88:13 95:17 96:15
 97:6 105:9 119:10,10
 121:2,4,5,13,21
 126:13 129:10 131:11
 131:12 132:2,13
 135:1 138:13 141:3,8
 141:16 142:21 144:6
 146:18 149:5,18
 150:6,17 151:3 173:9
 175:14,19,21 181:1
 186:4 198:8 209:1
 230:7 243:14,16,22
 270:7 275:12
comment's 125:22
comments 10:19 29:20
 31:11 32:16 41:10
 53:20 60:3 65:12 70:8
 70:15 72:21 78:21
 86:6 87:6 92:15,21
 95:19 96:7 101:21
 103:20 105:8,16
 106:6 108:8,11 109:9
 116:13,18 118:11
 119:7,22 122:5 125:3
 125:9,15 126:9
 127:20 131:16,19
 137:15 138:11 139:15
 145:8 149:15 155:14
 156:1 158:13 159:17
 159:21 161:2,4,7
 173:22 174:1,11
 183:10,15,17 189:20
 196:22 204:20,22
 206:3,6 210:2 222:3
 226:21 230:15 233:20
 240:11 242:10 244:1
 245:12 250:5 252:12
 259:17 277:20
Commission 1:14 2:7
 7:20 8:14 9:2
Commissioner 8:15
commit 234:4
commitment 97:20
 98:1 232:3
committee 2:13 3:4

- 10:10 11:8 12:18 13:1
13:4,15 14:15 16:4,16
17:7,13 20:3 21:1,10
21:12 24:5 26:9 27:3
27:8 30:11 33:12
42:10 46:16 47:7,16
59:10 63:11 70:22
88:2 89:7,14 93:18
94:17 99:15 114:9
142:9 159:11 167:6
225:4 227:13 239:8
240:16 241:12,14,18
241:20 252:19 253:7
253:10,13,16,21
254:1,9,12,17,20
255:4,8,12,15 256:3
256:16 257:7,8,14
263:12,13 265:15
269:18,20 270:1,2
271:9,19 272:6,13,18
272:21,22 273:7,11
273:13 274:9 275:21
- Committee's** 96:19
committees 13:22
48:13 258:19 260:3
261:18 274:15
committees' 264:5
common 247:10,14
communicate 165:6
196:10 238:14
communicating 140:17
165:9 195:21
communication 205:2
205:5,21 226:20
communities 76:14
community 76:13,15
205:22
commuter 111:15,17
111:17 201:3
companies 63:3 70:6
77:11 184:22 243:4,5
243:19
companies' 203:19
companion 216:21
company 6:1,18
compatible 144:13
compel 112:8 113:2,8
compelling 109:20
113:10
competencies 272:11
compiled 275:22
complete 189:10
213:20
completely 35:15 71:20
168:22
completion 212:21
Compliance 9:14
complicate 25:22
- complicated** 185:6
complicating 101:9
complying 120:19
component 34:19
51:15 191:18
components 18:16
23:15 59:4,11 123:12
193:3 206:6 214:18
241:7 272:9,15
275:21
comprehend 227:3
comprehensive 210:9
compressor 124:2
computer 158:15
191:21 206:7
concept 81:14 85:13,21
100:7 109:12 114:15
205:4,20
concepts 41:11
conceptually 81:20
concern 24:11 29:4
38:11 44:12 48:22
50:22 57:11 59:20
65:10 91:4 138:20
145:21 146:8 147:16
147:20 155:17 174:17
227:7
concerned 51:5 61:19
70:9 74:16 112:3,3
191:8
concerns 14:3 64:13
65:3 75:4,6 120:4
229:18 248:6,6
concise 119:2
conclude 278:11
conclusions 67:11
195:2 233:11
concurrently 273:2
conference 5:7 11:18
12:11 15:6,16 22:9
223:11 224:4 251:8
confidential 226:8,13
231:14
confidentiality 104:9
209:15 226:4,20
227:8 274:5
conflict 132:17
confused 22:16 31:17
234:6
confusing 108:13,14
138:7 151:9
confusion 26:20 46:8
56:11
Congress 79:19
connection 192:2
connote 104:7
consensus 27:3 42:8
43:11 77:4 85:14
- 167:5 222:18
consent 228:8
consider 19:1 148:19
149:10 165:19 215:18
218:13 239:21 244:20
272:19
consideration 23:16
208:9 257:14
considerations 18:12
94:17 143:14
considered 235:16
269:12
considering 93:8
consist 253:17
consistent 97:22
149:10 182:21 244:2
consistently 201:19
constrained 26:20
construct 130:15
construction 198:4
Consultants/The 1:20
consulting 2:17 69:16
contain 11:18
contained 143:15
content 17:8 168:8
230:22 246:4 260:5
CONTENTS 3:1
context 102:8 143:2
144:19 174:8 192:22
196:16 198:16 216:22
230:5
contexts 116:8
continually 172:9
continue 61:1 78:22
89:16,16 90:17 95:12
95:14,15 219:5 224:4
266:9 271:18
continues 172:15
continuous 90:14
95:12
continuously 91:8
263:16
contractor 209:19
contractors 7:8 9:21
10:6
contractually 218:21
contrary 71:12
contribute 226:5
contribution 36:13
176:21 197:20
control 94:19 198:2
240:14,17,21
convene 20:3
conversation 16:4 20:1
24:13 55:6 60:7 170:4
170:14 171:19 175:10
245:18
conversations 20:10
- 171:20 252:22
conveys 197:8
convoluted 128:6
cool 92:16 113:13
coordination 242:14
core 56:3 104:18 206:5
252:7
corner 22:10
correct 35:8,9 42:8
127:10,15 130:1
141:5 146:12 151:6
160:22 163:15 179:19
180:7,8 182:22
216:13
correlate 142:4
correspond 143:9
COS 128:15
cost 52:9 64:17,21
66:22 248:14
costs 61:16
council 152:3 153:9
156:22 220:8
counsel 124:4
country 184:10
coup 189:4
couple 4:13 18:4 44:9
97:11 121:10 167:4
168:16 202:16 227:17
236:5 262:3 264:2
273:8,22 274:3
course 52:21 142:1
168:4 222:9 248:13
court 7:2 20:17 45:10
278:12
cover 25:20 58:20
141:15 229:19
covered 70:10 114:16
124:15 134:17 141:11
153:1 185:18,21
203:5 261:3
covers 39:6 47:22
135:10 137:21 231:18
CPU 206:8
crack 247:13 248:17
249:2
crashing 111:13
create 27:1,5 41:4 42:4
51:19 64:2 66:19 87:1
90:2 109:15 110:7
111:2 168:8 225:13
238:6
created 27:11,11
creates 110:10
creating 27:7 47:11
147:21 205:19,22
creative 23:1
crews 198:4
critical 34:19 59:4,11

66:10 165:6 167:9
171:3 199:8 205:3
206:6 210:16 214:1,2
214:18 231:14 233:9
268:11 272:9 274:2,9
274:16 275:2
crystal 127:22
cultural 202:4
culture 116:9 195:13
202:5,10 203:20
cultures 203:19
curious 217:13 219:14
265:5
current 130:6,15 193:6
193:9,11
currently 24:21 64:22
customers 64:20
cut 95:1 230:13
cyber 75:19,19
cybersecurity 54:5

D

D 277:5
da 154:14,14,14
Dan 1:18 9:13 11:4 12:3
14:9 16:7 26:11,14
30:14 34:2 40:1,2
41:7 46:12 50:7 53:4
55:17 67:19 68:8,10
73:14 77:1 79:4 87:10
98:5 99:1 101:15
102:6 114:13 130:3
165:2 166:18,22
173:20 175:8 184:5
185:7 186:3 188:5
190:1 196:22 203:6
210:4 211:3,16 214:9
216:18 220:1 222:6,7
228:3 232:2 238:17
240:12 243:13 276:13
Dan's 40:22 55:16 82:8
215:15 217:13 241:6
241:10 275:12
dat 145:12
data 2:13 30:9 33:13
67:10 74:15,18 77:7,9
77:11,14,14 97:4
108:22 110:12 117:9
119:13,13 128:21
129:12 133:21 134:17
137:6 138:13 140:3
145:1 146:11 148:6,8
177:22 179:8 181:12
182:10 184:10 185:1
185:2,18 195:5
196:19 197:20 200:16
200:17 206:9,12,12
206:14,18 207:17

226:1,2,2,5,9 237:20
237:22 238:7,19
240:5 242:18 247:18
249:5 274:6
database 104:8
dates 219:8
David 4:10
day 5:4,18 12:21 14:2
18:14 165:20 173:12
193:16,16 225:12
245:19 273:10,10
days 87:15 93:10 167:4
188:15 273:22 274:4
278:16,17
de 114:22
de- 52:21
deal 26:20 62:19 65:11
131:9 160:14 214:4
214:14 230:6 231:16
274:20
dealing 39:8 52:7 97:1
124:10 271:2
deals 203:11
dealt 29:10 248:5
Debatably 112:13
debate 36:12 219:20
228:16
debated 38:3 167:3
debates 42:9
debating 38:5 168:17
December 223:12
251:9 262:9 266:10
271:10 274:14 275:9
277:18
decide 66:18 70:20
245:13 252:22 265:22
decided 87:21 191:7
decides 70:18
decimated 230:16
decimation 230:12
decision 61:11
deck 211:11
decline 184:12,16
dedication 104:7
deem 209:11
defense 2:4 6:21 76:8
defer 65:8 94:3,5
deferred 115:14,18
define 34:2 55:21 99:5
109:13 165:5 167:11
212:5 256:12 274:14
defined 41:1,3 123:18
130:6 208:14
defining 126:5 210:19
definitely 15:12 137:22
148:2,17 245:17
definition 38:11 124:6
130:19 132:12 167:8

definitions 128:5
degrade 79:19
degree 150:19
delete 95:22
deleting 29:3
deliberate 12:20 20:4
30:7 120:10 217:2
deliberation 171:7,15
deliberations 3:11 47:2
deliverable 24:16 168:1
213:3,4 251:3
deliverables 168:22
169:5 187:17 192:11
258:14 260:2
deltas 274:1
Deng 1:18 6:3,3 74:3
95:18,18 148:2 206:4
206:4
Deng's 119:10
Department 1:1 140:18
depth 139:11 190:19
derailment 111:16,20
Deria 2:11 8:9,9
description 257:2
descriptions 197:7
276:17
descriptors 127:8,9
design 54:20 207:5,12
207:22 208:9 225:6
designate 275:19
designated 2:10 8:17
designed 36:4,17 37:6
43:22 58:21
designing 54:8,21
desire 203:3
detail 30:18 32:9 36:8
58:19 72:10 140:8
197:8 210:15 231:20
233:4,5 261:18 274:3
275:7
detailed 31:4 42:3
172:18 237:2 274:19
274:20
details 31:2 32:1 76:9
99:16 257:12
detection 104:22 136:9
193:14
determination 227:9
determine 64:4 255:13
determined 130:2
235:12
develop 16:9 54:12
65:16 247:21 249:19
developed 270:15
developing 14:13 65:18
110:10 167:11
development 28:1
91:13 108:19 119:3

124:16 133:17 137:3
153:12 154:7 155:3
177:18 179:4 181:4,9
182:6
dial 11:18 12:13,14
dialed 4:14
dialogue 20:1
Diane 1:12,13 5:17 8:13
26:8 61:8 70:17 105:6
106:7 120:22 140:21
191:19 208:3 257:14
Diane's 271:7
difference 42:18 79:21
130:11 201:5
differences 128:11
different 31:10 32:15
35:20 38:12 39:9
43:21 46:7,9 47:8
54:18 56:18 64:11
72:13 75:21,22 78:19
80:6,15 116:7 135:16
144:11 172:5 175:4
175:15 194:5 204:10
207:7 227:8 237:14
239:17 242:20 246:13
264:16 270:5
differently 17:22 71:6
72:9 226:22
difficult 202:19 207:13
207:15,16
dig 248:10
digest 94:15
digress 168:6
DIMP 43:19 233:9
directed 220:9
directions 41:2
directly 7:1 10:20 66:11
85:11 233:21 253:8
director 2:10 9:11,17
62:11
disadvantages 245:1
disagree 208:20 231:12
242:7
disagreement 46:14
225:17
disagreements 268:21
disagrees 71:2 179:18
disalignment 47:11
disappointed 173:7
disbanded 235:22
disclaimer 19:9
disclosure 226:7,12,14
discuss 14:12 16:8,16
21:1 27:16 47:1 71:15
85:5 143:21 206:19
210:13 217:16 245:8
discussed 16:14 17:15
18:12 99:15 210:15

214:13 219:19 222:16
242:20 249:12
discussing 144:11
discussion 3:5,13,13
11:10 13:10,13 15:9
21:19 22:2 26:5,18
27:13 28:17 29:17
30:19 31:5 35:22 36:7
41:8 46:18 48:6 55:8
56:7 59:2,18 60:14
62:10,20 66:6 68:18
70:20 72:17 74:11
86:5 94:9,13 96:13
144:2 151:22 152:11
164:21 166:20 170:9
171:11 172:19 180:19
186:18,20 189:16
191:13 218:10 221:3
224:1 225:22 228:16
246:8 250:10 254:11
256:14 277:16,18
discussions 12:5 16:2
16:21 19:13 20:5,15
24:14 31:3 35:11
40:12 80:4 231:14
dismiss 14:7
dissemination 225:22
230:7 231:11
disservice 67:21
dissimilar 35:15
distinct 123:11 152:15
180:11
distinction 123:21
distribution 28:6,13,21
28:21 29:4 32:20 33:6
36:11 38:4 43:19,20
47:20 49:1,14,17,20
50:3,5,9 51:4,4 57:18
61:9 64:9 66:13,20
67:9,20,22 68:6,9
79:14 81:10 99:7,10
107:18 109:2 122:9
123:20 126:7,15,21
129:18 133:22 137:8
144:12 151:2,18
153:4 155:2 156:12
165:7 168:18 176:3
178:1 179:11 181:14
182:13 197:6 233:9
distributions 65:2
diverse 21:15 237:13
269:18
diversity 194:19
DNG 243:2
docket 10:14,15
document 14:17,18,19
15:12 17:9,16 18:7
24:9,12,22 25:6 27:12

57:14 71:15 94:10,17
210:9,19 222:22
226:14 262:13 277:4
277:6
documented 76:17
documents 11:10,11
18:4 19:2 212:13
270:16 277:3,4
doing 43:2,3 51:21 54:4
58:3 61:5,16 63:12,17
91:21 96:2 100:9
101:16 102:3 117:12
120:17,18 127:4
146:7 152:9 157:18
158:7,12 160:21
165:7 190:17 196:9
223:13 243:8 249:19
258:14 263:3,6
door 213:5
doors 22:5,6 23:10
DOT 244:11
double 22:6 23:10
dovetails 214:11
downs 57:6 60:19
DR 5:10,12,16 6:3,7 7:9
8:16 11:6 22:15 23:4
26:7 46:11 48:8,11
70:17 74:1,3 82:15,18
83:1,6 95:18 119:8
129:5,7,12 137:20
138:19,22 139:7
140:10 141:5 143:1,5
147:13 148:2 156:5
206:4 252:16 263:9
271:7 276:16
draft 16:18 18:21 24:16
35:13 40:9 48:16 57:9
73:14 94:9,21 101:9
159:5 161:17 162:2
162:17 163:15 164:19
170:2 221:15 223:13
253:14 254:16 256:10
267:1
drafting 212:13
draw 29:5 74:14 123:21
199:6 228:4
drew 2:16 84:7,12
drill 55:14 57:6 60:18
173:3 189:9
drilling 103:9 247:20
drive 232:4
driven 139:14
drop 134:11
dumping 265:13
duplicative 39:7 151:16
duress 157:11
duties 138:2 143:9

E

earlier 16:17 70:8 79:17
135:20 136:6 145:17
175:7 210:12 225:14
231:4 277:10
early 19:8 86:15 205:11
205:18 212:1 278:6
easier 64:9 65:3 102:2
277:7,8
easily 218:12 226:9
east 111:17
easy 63:2 130:4 184:15
echo 95:9 148:4 273:17
EDF 85:11 155:16
197:17
edit 142:8
editing 136:1
EDS 241:3
educate 196:2
education 194:11
199:18
effect 141:16 171:10,13
184:17
effective 18:16 24:3
83:8 268:18
efficiency 52:19
effort 88:5 140:3 202:4
211:6,7 242:12
efforts 28:3 39:7 81:8
eGov 10:14
eight 56:22
either 17:20 24:9 43:10
49:5 87:21 99:12
106:12,20 122:12
176:18 177:3 186:9
212:13 244:12
electric 1:16 69:17 76:7
123:6 137:17 243:4
259:22
electronics 94:20
elements 32:4 212:7
217:1
elephant 172:10
elimination 27:6
else's 145:21
email 11:9 221:12
274:12 276:8,9,22
emailed 11:16 18:6
embedded 142:16
embrace 70:13 81:14
embracing 174:12
emergent 119:14
129:13
emerging 96:21 97:3
119:11 221:22
emphasize 242:11
employee 200:10
203:10,12

employees 37:5 197:20
201:15,17 203:20
204:4 234:4,14 238:5
enable 66:2
enables 207:19
enabling 26:21 27:12
30:3
encapsulate 56:17
encompassed 91:19
encompassing 53:10
84:17 124:7
encore 192:19
encourage 24:5,14 28:2
153:15 155:6 181:5
209:22 225:11
encouragement 118:18
encourages 99:8
108:20 118:20 133:19
137:4 154:13 177:20
179:6 181:10 182:8
182:22
encouraging 118:17
209:10,13
endeavors 250:3
ended 160:17 166:9
266:5
ends 111:16
energy 7:14 45:8 71:11
92:11 94:7 116:17
125:21 152:13 191:17
216:20
Energy/Energy 1:14
enforcement 209:16
engaged 271:19
Engagement 2:10
engineering 7:10
English 127:16,18,19
enhance 40:21 46:20
89:16,17 208:11
enhanced 194:3
enhancement 90:14
enhancements 46:22
enormous 30:18
ensure 65:20,21 77:18
81:1
entire 81:4,14 184:11
274:9
entirely 29:9 77:12
233:15
entitled 30:11
entry 248:14
environment 40:10
107:19 109:3,5
114:17,21 115:1
116:9 117:17 118:1
119:2 134:3 136:17
137:11 178:4 179:13
181:17 182:15 205:19

Environment's 116:7
environmental 2:4 6:21
 21:18
envision 233:13
envisioned 36:20
 273:20
envisioning 238:21
equipment 128:16
Eric 1:14 7:13 12:3
 26:12 45:5,8 53:1,2
 71:10,11 72:7 73:1
 93:22 94:6,7 107:12
 109:7,12 115:7
 116:16,17 117:21
 119:9 121:1 125:12
 125:19,21 138:11,12
 139:21 152:2,7,13
 158:10 162:16 163:6
 163:7 180:2 188:1,2
 189:15 191:6,16
 197:2 200:5 202:15
 203:9 210:5,7,17
 211:2 215:10 216:17
 216:18,19 222:5
 233:1 275:5
Eric's 176:13 177:11,13
 178:18 179:17 180:5
 180:22 181:21 186:11
 204:12 276:11
Erik's 14:9 16:7
Erin 62:14
error 88:1
especially 93:8 128:15
 218:21 220:7 262:1
 278:16
essence 40:7,20 41:10
 75:3
essential 197:22
 219:13 235:2,3
essentially 78:1
establish 207:9
established 10:8
 220:13
esteemed 198:6
et 21:18 155:5 166:17
 185:19
evaluate 63:3 64:4
evaluating 277:11
event 136:13
eventually 61:14 63:13
 273:5
everybody 20:16 82:14
 111:14 140:13,19
 223:15 268:4
everybody's 45:19
everyone's 66:9
evident 198:22
exactly 26:20 33:16

112:16,19 146:6
 170:14 237:12 239:15
 249:17 250:3 260:6
 275:12
examine 236:17
example 32:2 38:3 40:8
 41:6 112:10 175:7
 184:21 185:3 198:4
 233:7,8 245:2 248:2
 249:1 250:5 253:20
 256:16 257:1 261:11
 265:8 274:5
examples 261:15
excellent 11:11 86:17
 111:10 270:16 277:13
 277:17 278:12
exchange 30:8 205:9
 206:1,14
exclude 33:1 67:22
 200:15
excluded 33:7,8 62:6,7
exclusively 27:11
excuse 179:20 212:19
execute 167:6 241:15
execution 194:12
exercise 264:8
exercises 23:2 25:13
exist 194:7 258:2
existing 69:21 119:13
 119:15 129:13
expand 34:16 39:12
expanded 26:16
expanding 82:11
expect 30:19 144:2
expectation 26:2 52:1
 80:19
expectations 41:11
 248:10
expected 79:8
experience 75:18
 194:19 203:18 243:7
 243:9
experiences 76:20
 194:9
expert 139:14 200:16
expertise 242:1,3 253:3
 254:14 272:5,11
experts 241:14 253:1
 271:3 272:8
explain 74:21
explanation 77:1
explicit 139:17 172:8
explicitly 260:16
extensive 30:19 161:14
 244:6
extensively 38:4
extent 57:21 98:10
 101:19 132:14 176:15

197:13 229:8 267:20
 269:15 270:14 277:1
external 252:22
externally 254:11
 272:12
extra 37:15 151:13,14
extremely 70:18 136:2
 231:9
eyes 108:14
eyesight 134:14

F

FAA 51:21 63:20 76:19
 77:6 86:14 93:17
 112:10 188:15 197:22
 207:1 227:12 234:9
 237:5 245:7 260:14
FACA 19:10 20:6
face 193:15 194:20
 272:16,16 273:6,6
face-to-face 167:17
 272:1
facilitate 16:21 66:19
 96:10 104:21 108:4
 135:21 136:8,18
 170:13 179:14 181:18
 182:16 252:4
facilitates 137:12,13
 147:15 178:5 183:4
facilitating 83:12,18
 84:3 104:16
facilitator 17:2,4,5,18
 23:6
facilitators 18:2 25:12
facilities 33:3 109:3
 122:9,11,14,18,19
 123:9,11,15,16,21
 124:1 126:10,17,19
 126:22 127:10,12
 128:13 129:19 130:1
 130:3,5,7,12 134:1
 137:9 150:15,21
 151:1,7,17 152:4
 153:5 156:13 157:1
 158:5 159:3 166:16
 176:16,20 177:5
facility 28:7 34:3 78:17
 80:12 126:8 128:8
facing 97:2 112:12
 148:5
fact 40:8 167:3 201:3
 232:19 250:4 267:17
 268:3,20 269:4
facto 114:22
failing 196:10
failure 247:9
failures 128:17
fair 33:14,17 40:14

112:18 120:15 127:13
 184:7 208:3 232:8
fall 51:5 90:22 110:16
 130:14 198:5 216:16
 220:15 226:18 231:17
 250:16,18,22 251:13
 258:6 262:7,11
 266:18
falling 222:19
falls 51:1 131:1 165:10
 231:1
fantastic 14:4
far 47:21 64:12 82:11
 164:12 255:15 265:9
Farang 1:19 6:11,11
fashion 56:6,8
fast 105:17 179:1
faster 205:17
favor 186:21
fear 87:1 171:7 172:10
feasible 184:1
federal 2:10 8:17 39:17
feed 14:13
feedback 28:4 60:22
 81:9 83:17 95:21 96:2
 96:6 97:12 213:18
 214:1,8 219:4 224:12
feel 20:20 25:20 31:6
 33:10 37:20 67:21
 71:7,9 88:3 102:7
 129:9 133:3 150:3,8
 173:11,12 183:12,14
 218:6 219:12 240:3
 245:21 268:8,15
 274:19
feeling 141:11
feelings 25:21
feels 37:15 71:6
fellow 93:18
felt 150:2 170:5
FEMALE 161:1,19
 163:9 187:2 199:16
 199:21
field 120:16 203:22
fifth 144:21
figure 18:2 43:1 172:2
 215:5 234:10 242:15
 244:17
figured 200:6
figuring 190:12
fill 272:10
filled 25:15
final 28:13 197:12
 210:9,19 214:19
 241:20 245:4
finalize 158:2
finally 67:3
financial 243:6

find 41:11 46:18 52:6
67:7 111:3 127:4
152:17 153:2 260:22
263:13,21,21
findings 195:2
fine 40:18 47:17 48:5
49:8,9 57:5 59:5
78:15 82:2 99:12
100:13 106:18 113:13
114:2 119:20,21
120:6,15 123:18
135:9 145:5 149:13
150:7 191:15 219:11
finished 253:15
fire 201:12
firewall 240:4
firm 43:16
first 5:22 11:7,20 17:18
34:1 36:5 48:15 54:2
66:5 90:10 97:15
102:15 105:11 111:11
115:22 116:14 117:11
118:5 121:12 149:3
152:18 156:7 162:3,4
163:16 168:16 176:11
177:15 180:10,15,15
182:21 183:11 186:10
192:22 193:4 207:3
211:18 216:11 224:21
226:19 228:19 249:8
267:11,12 271:11
273:6,10
fit 25:4,5,5,8 109:22
200:9 246:17,20,20
259:22 260:17 263:17
264:18
fits 256:17 260:6 261:5
five 71:8 72:3 156:20
172:22 184:15 204:3
222:20 242:13 244:2
250:19
fix 89:12,13
fixes 193:22
flashed 260:1
flat 184:13
flavors 55:2
flesh 22:3 196:18
210:20 221:2 251:9
254:15 264:4
fleshed 228:14 241:11
273:22
fleshing 210:14 212:6
212:16 213:9 220:3
223:13 233:4 252:5
258:11 261:17 266:16
flexibility 54:16 166:10
169:13 173:19 218:17
flexible 70:18

flip 22:22
float 19:18 20:21
floor 150:17 163:14
222:6
flow 136:22 153:8 274:8
flush 57:3
focus 17:7 56:1 71:19
90:18 212:12 256:2
257:9
focused 55:17 72:19
103:5 212:17
folders 14:16
folks 5:5,8,21 6:22
10:17 35:2 54:17
56:12 57:13 61:3,3
69:11 73:21 74:5 87:9
94:19 112:8 138:8
192:4 201:4,11
216:21 223:19 224:7
243:8
folks' 175:4 221:12
follow 199:11 223:4
227:2
follow-up 232:21 240:6
following 26:18 174:8
follows 275:12
food 46:11 171:14
264:5 273:15
fool 222:10
forever 45:5 227:14
259:15
forget 73:2 115:20
125:18 134:8 158:3
176:1
forgetting 191:9
forgot 222:9 267:7
form 68:20
formal 205:21
formalizing 56:8
formally 48:2 49:1,3
57:16
format 111:2 191:21
200:5 223:11 242:18
formation 220:13 241:9
252:17
forms 237:21 238:7
formulate 254:9,16
forth 76:2 159:3 173:22
203:21 215:5 248:7
forum 205:10
forward 20:11 26:5 38:8
43:17 59:14 71:13
72:15 73:4 133:1
144:3 147:17 167:20
170:15 176:5 221:4
255:5 265:7 270:8,11
273:16
forward-looking 147:21

148:3
found 232:19
Foundation 10:5 196:6
four 63:11 66:4 81:19
100:2 173:1 191:18
217:1,1 218:11,14
237:13,19 242:13
244:2 254:19 271:11
276:13
fourth 81:7 144:16
146:14,14 267:7,8
FRA 237:6
frame 28:15 32:5 36:5
42:2 43:13 58:20
220:5
frames 32:1
framework 35:11,17
43:9 44:17 57:10,17
191:11,19 192:17
196:18 197:2 198:5
198:21 203:4 205:4
206:5,16,20 207:6,9
207:11 208:7 209:11
210:10 215:2 217:1
233:16 237:2 247:21
249:3 270:16 276:11
276:12,12
frameworks 44:9
188:15
framing 32:13 33:5
38:16 44:1 47:18
189:14
freak 64:16
free 20:20
free-form 238:1,4,10,15
freight 111:19 201:7,9
frequently 13:19
fresh 219:20
fried 265:4
friendly 75:9 80:12
159:11 164:6 203:8
front 14:16 18:1 19:10
93:9 126:6 176:7
208:15 213:2,20
251:5
full 16:10 20:3 28:10
60:11 73:12 102:6
242:6 257:7 272:21
273:6,13
full-time 227:10
fully 58:17 65:15 70:7
99:4 100:17
fund 1:21 2:4 6:21 9:8
275:1
fundamentally 80:6
funding 143:17 144:1
209:18 245:14 255:7
261:3 264:12

further 46:21 86:21
98:7 149:17 224:17
furthering 13:12
future 3:15 13:17 50:22
96:17 119:15,15
129:13 139:10 148:18
148:19 236:1

G

Galleria 1:10
gambit 34:9
gap 193:21
gaps 193:6,14 195:14
gas 1:18 28:5,12 29:2,3
36:11 48:2 62:9 64:11
69:21 70:2,5,5 77:22
78:16 81:10 83:11
88:22 89:1 99:7,9
100:22 107:18 109:1
109:1 111:21 112:1
122:8,8 126:6,15,15
126:20,21 128:22
129:17,17 133:22,22
137:7,7 151:1,1 153:3
155:1,4 156:11 178:1
178:1 179:10,11
181:13,14 182:12,13
184:11 270:1
gather 128:16
gathering 29:5,9 33:2
53:11,13,13,15
128:18
GE 219:11 245:16
gear 12:14
general 1:15 11:20 12:2
123:5 137:16 139:4,5
139:8 140:4 148:16
160:7 196:3 246:11
259:22
generally 19:4 47:10
142:14 252:18
generation 96:21
gentleman 79:17
131:20
genuinely 232:20
Georgia 2:6 9:2 61:13
getting 13:12 17:7 53:8
55:11 91:13 173:12
176:12 192:10 198:1
209:3 216:5 218:7
224:7,9 233:5 238:18
271:16 272:12
give 11:13,20 22:21
34:20 50:18 54:16
68:4 69:13 163:9
171:13 188:3 213:6
215:2 223:3,19
267:16 269:9,12

given 15:5 51:11 70:11
256:11
givens 222:15
gives 44:19 57:10
giving 14:6 187:21
192:7 230:5
glad 5:14 66:7 137:19
228:10
glitch 5:14
Global 10:1
glove 260:7
goal 16:8 37:2 90:17
93:5 97:22 98:14,17
98:17,18 132:10
133:5 176:10 193:20
goals 55:3 215:22
260:13
gorilla 236:19 240:3
gotten 155:20 216:8
governance 230:21
231:2,7,18 246:16,18
246:21 247:2 249:10
256:15 258:15 259:7
261:2
governing 87:15
government 8:12 236:6
236:8 242:16
governmental 244:21
grammar 122:20
grammatical 127:8,14
129:22
grammatically 151:5
granular 144:18 145:7
grasp 44:17
grateful 29:16
greater 47:22
ground 43:16 201:4,18
202:12 237:7 270:13
groups 12:8 15:5 19:19
20:2 23:1 27:18 35:18
37:17 47:6,15 55:8
60:9,10 68:16 72:12
76:7 77:11 188:13
191:8 242:20 246:2,5
267:18 277:12
guess 31:13 37:13,21
39:16 45:9 48:21 51:9
63:18 79:10 109:11
119:9 122:7 138:8,20
139:14,20 146:6,8
216:21 219:14 233:22
234:14 236:3 238:18
239:12 261:2
guidance 62:6 65:1
270:4
guiding 44:20 55:13
57:6

H

ha 230:12,12,12,12
half 14:12 19:20 24:4
39:14 115:21 221:10
halfway 151:12
hammered 101:12
hampered 169:7
hand 17:3,4 260:7
handle 26:8 44:16
77:11
handled 132:19
hands 96:4
happen 16:6 45:3 64:21
72:17 120:21 143:21
144:3 184:4,8 187:19
187:20 207:11 248:13
266:12 273:2
happened 183:15
224:11
happening 265:6
happily 260:9
happy 37:11 104:14
204:9
hard 54:21 73:6 105:15
170:16 171:20 172:13
172:20 184:7 187:8
187:11 203:20 227:2
232:13 237:18
harder 170:21
harm 142:10 151:16
hat 232:2
hate 62:4
hazardous 1:3 28:6
32:22 33:2 92:9 99:7
99:10 109:2 122:10
122:18 123:20 126:7
126:16,20 129:18
133:22 137:8 151:2
153:4 156:12 178:2
179:11 181:14 182:13
hazards 78:17
hazmat 92:11
head 45:19 111:4
116:22 117:7 178:15
182:2
headed 11:21
heading 209:12
headings 264:17
heads 103:1,3 267:5
Health 1:21 9:8
healthy 268:22
hear 4:12 12:3 16:11
74:1,3 145:6 151:21
heard 13:3 18:13 47:18
200:7 219:4 238:2
240:13 245:7 249:14
250:16 256:15 257:11
hearing 66:9 73:3

101:15 186:20 244:1
247:9 254:6
Hello 4:16 5:5 188:21
help 11:11 13:21 23:13
25:12 42:13 46:20
65:21 90:9 142:22
144:20 145:2 158:10
170:9 171:14 213:15
213:18 216:14 219:21
221:1,2,8 224:4 242:4
246:14 251:9 252:3
254:14,16 257:8
269:19,20 271:15
272:12,16
helped 55:7 189:12
helpful 14:8 35:22 58:8
90:10 108:16 241:4
262:5 268:19 277:2,6
helps 190:19
Hereth 1:19 10:3,3
39:20,20 40:15,19
41:15,17,21 42:5,12
94:3 97:15,16 127:7
127:12 131:19 149:3
165:17,18 174:7
215:14,14 249:7,7
261:7,7 263:1
hesitant 171:16
hesitate 69:13 149:4
HEVLE 2:16 29:18
32:19 33:14,17
hey 24:19 173:21 184:3
215:5
hi 67:17 82:18 132:5
hierarchical 41:19
hierarchy 32:13 42:6
43:2
high 142:16 197:4
217:1 233:2 271:2
high- 36:18
high-dimensional
148:6
high-level 34:17 37:7
38:11 45:11 46:5,9
highlighting 86:11
257:2
Hilton 1:11
hindering 218:6
hit 56:21 218:3
hits 56:19 110:15
hitting 111:4
hold 153:20 234:18
holding 224:17
holes 43:21 274:15
holistic 255:2
Holly 2:4 6:17,20 85:5
85:10 101:14 102:4
102:12 104:1 121:5

135:19 155:15 157:19
197:16,17 240:22
241:3 277:9
Holly's 106:4 108:3
125:15 147:14
homework 12:4 14:9
16:7 26:9,17 55:16
72:7 188:3 189:17
214:11,13 215:15
Hon 1:11,13
honest 198:11
honestly 30:16
honor 13:22
hook 139:21
hope 25:10 56:21 93:18
120:12 173:1 174:11
219:18
hopefully 12:5 25:14
110:13 116:21
horrible 230:20
horse 52:16
hotel 278:13
hour 12:17 14:12 19:19
24:3 39:14 212:2,3,4
266:4
hours 162:6
house 244:5
housed 264:14
how's 167:11 171:1
188:5 264:11,11
hows 113:21 227:18
huge 49:20 86:13 89:11
Hughes/GE 7:17
Huh 175:20
hundreds 205:7
Hung 2:12 8:5
hung-up 24:6
hurdle 52:10
hurts 151:13
hypothesize 77:8

I

i.e 153:3 156:11
I/O 206:9
idea 39:11 76:13 78:2
85:7 143:2 205:15
ideally 256:11 257:5
ideas 55:1 109:15
169:18 234:6 275:15
275:20
identification 80:14,15
80:18 83:19 84:13,15
84:19,20 85:1 193:6
232:16,17
identified 80:17 205:3
221:5,21 233:10
275:2,6,7
identifies 262:13

- identify** 109:6 205:11
207:11 215:3 238:7
254:15 274:7
- identifying** 199:5
- ignore** 88:7 89:6
- ILI** 100:11 138:13 140:3
140:15 193:19 233:8
247:19,20 249:21
- illustrate** 167:4
- illustrative** 233:17
- imagine** 63:10 232:13
- immediately** 23:10,12
71:3
- impact** 47:19 49:14,19
50:5,22 51:3 58:7
185:12
- impacts** 57:20
- impetus** 79:7
- implement** 109:17
- implementable** 143:20
- implementation** 109:13
111:8 133:1 171:5
- implemented** 234:7
- implements** 116:4
- implicit** 90:21 91:2 92:3
143:13 172:8
- implied** 100:8 143:18
159:18 160:1 166:15
167:2 202:16
- implies** 120:9
- imply** 100:2,14 113:11
- implying** 91:6
- importance** 97:17
- important** 16:5 24:1,3,7
28:17 41:1 43:11
46:15 57:20,22 59:3
71:16 73:1 75:2 76:11
87:22 93:16 98:9
104:6 105:4 110:1
113:17 114:6,9,10
128:16 140:2 170:6
171:4,7 172:1,4
174:16 201:14 203:13
205:20 207:10 208:17
208:19 209:4,5 212:4
212:7 224:12 229:10
231:10 262:20 264:10
265:20 274:18
- impressed** 34:2
- impression** 120:2
- improve** 28:3,7,13 37:3
77:18 78:22 79:2 81:5
81:8,13,18,21 82:7
83:8 85:18 88:11,18
88:20 89:4,16,22 90:3
92:13 93:5,11,20
95:12,15 98:9,21
109:1 117:10,12
126:6 128:21 129:16
133:21 136:10 137:6
140:5 145:1 152:20
154:14 156:18 159:19
177:22 179:8 181:13
182:10
- improved** 83:21 106:15
107:7 126:2 199:8,19
- improvement** 1:19
36:22 70:4 79:8 84:14
89:7 90:14 93:7
104:17 139:22 195:14
246:9 249:9 250:2
- improvements** 77:20
87:18 88:6,15,20 89:3
108:5 193:5
- improves** 83:20 153:5
- improving** 28:5 58:9
78:13,16,19 81:5,10
83:10,14,16 84:2 86:5
86:18 87:6 88:22 91:8
91:17 93:3 100:3,15
103:13 106:12 107:18
117:6 132:10
- in-line** 7:17
- incentive** 112:19
- incentives** 225:10
- incentivize** 112:8
- incident** 184:9 195:6
247:1 249:9
- incidents** 93:6 246:11
249:9
- include** 28:20 30:12,18
31:7 36:11 43:18 49:3
50:3 59:12 68:9 97:18
176:3,7 195:4,19
206:15 209:14 229:21
229:22 237:22
- included** 24:7,20 30:4
30:20 32:2 36:15,20
100:12 105:14 139:4
164:13 217:4 241:11
256:9
- includes** 28:17,20
47:10 128:12 142:18
151:18 165:7 166:15
179:10 182:12 209:9
- including** 32:3 34:10
37:1 49:6 67:9,13
88:8 141:4
- inclusion** 38:11 67:8
- inclusions** 46:14
- inclusive** 33:11,13 49:7
49:7 99:14 196:17
211:9 233:6,16
- inclusiveness** 33:6
- incorporate** 222:22
- incorrect** 183:2
- incredible** 278:14,14
- independent** 27:22
108:18 133:16 137:2
153:11 154:6 177:17
179:3 181:3,8 182:5
- individual** 76:14 77:10
111:2 246:2 253:18
- individuals** 76:5
- industries** 1:17 76:1
231:15 244:3
- Industries/Berry** 10:1
- industry** 7:15 8:8 9:12
9:21 21:17 47:20
50:11,13 52:4 64:6,12
68:5 76:8 77:9 78:1
89:14 109:17,21
111:11 117:18 118:2
118:8 132:9 134:4
136:20 137:14 138:8
148:12 178:7 179:15
181:19 182:17 195:8
195:10,16,17 196:5
197:12 204:2 225:2,6
225:8 226:5,9 228:20
229:2,22 233:18
236:10
- infer** 184:20
- inform** 12:5 13:21
277:15
- informally** 214:16
- information-** 137:3
181:4,9
- information-sharing**
1:5 5:19 10:9 133:18
153:13 154:8 155:4
156:18 177:19 179:5
182:7,19
- InfoShare** 205:7
- INGAA** 2:16 10:4 54:1
196:6
- inhibited** 25:20
- initial** 16:19 39:5 41:10
- initially** 43:5 112:11
- initiate** 255:9,14
- initiatives** 148:18
- inline** 144:13 145:3
- innovative** 65:13,19
- input** 21:10 198:7
200:11,15,16 221:12
224:7 233:9 241:13
269:17 270:13,19
- input/output** 206:9
- inputs** 246:19
- inserted** 99:11
- insertion** 28:12 38:3
- inside** 259:22
- insistent** 168:18
- inspection** 7:17 28:3
34:9 81:8 83:17 138:3
140:14 141:4 142:8
144:14 145:4,20
146:9,15,20,21 147:4
149:19 150:4,4
177:21 179:7 181:11
182:9 240:6
- inspections** 140:13
142:19 149:8,11
- institution** 6:5 148:11
209:5
- institutionalization**
207:6
- institutions** 7:12
- instructions** 3:5 11:16
12:2 14:18
- integral** 38:7 40:5
- integration** 264:4
- integrity** 2:1 9:5 28:7,21
34:7,8,11 54:10,11
59:21 78:17 80:13
85:1 99:9 100:21
101:3 108:21 133:19
137:5 138:14 142:17
144:17 146:10,15,19
149:8,9,14,18 158:17
177:20 179:6 181:11
182:9 183:18 193:4
197:5
- intellectual** 202:18
203:1 248:5
- intend** 42:3,4 193:2
237:8
- intended** 36:4,10 62:22
79:9,19 87:19 127:13
135:16,19 139:6
140:1,5 141:15 170:8
170:11 196:16 210:18
211:8
- intent** 29:10 32:19,21
33:4 35:7 79:22 100:4
121:17 136:16 137:10
153:16 178:3,11,13
179:12 181:16 182:14
210:8 211:12
- intentional** 129:4
- intents** 136:7
- inter-related** 263:14,22
- Interaction** 209:19
- interest** 152:14 205:22
218:9 272:5
- interested** 70:2 74:22
100:3,15 139:3 140:7
148:12 189:18 223:15
223:16 232:13 244:10
- interfere** 273:14
- International** 2:8
- Internet** 192:2

interpretation 160:17
interpreted 100:6
 123:22 126:18
intimate 22:1
introduce 10:18 46:8
introduced 25:3 144:10
introducing 46:5
inventing 237:7
investigation 240:6
invite 254:12
invited 253:1
invoking 81:15
involved 61:16 231:9
involvement 272:2
IP 206:17
ISAC 243:3
ISAC's 243:2
ISACs 76:5,17 242:14
issue 32:17 35:4 38:21
 66:10 74:20 75:16
 76:18 83:7 86:6 87:6
 90:13 91:7,19 110:21
 112:1 129:22 134:7
 146:7 152:4,6 157:1
 176:17 177:5 199:3
 202:1,19 214:3 226:3
 231:1,7 244:8 260:10
 260:12 266:5
issues 20:4 24:8,9
 53:18 71:18 91:9
 103:12 133:2 172:10
 176:16 194:20 195:9
 195:10 202:4,5,17
 205:11 209:14,17
 212:11 213:16 214:1
 214:13,15 216:16
 220:3,5,21 221:17,20
 222:17 226:4 228:3,5
 229:12 231:19 242:19
 250:22 252:8 258:5
 262:6,11,21 266:8
 268:11 269:10,12
 271:2 273:21 274:20
it'd 224:5
it'll 213:18 263:16
 266:16 271:15 277:8
item 3:4,6,10,12,14,15
 251:4 267:10
items 24:10 148:19
 209:12 241:10 256:4
 256:8 267:17 275:5
 276:10
ivory 201:16

J

jargon 141:13
Jensen 1:20 9:10,10
 29:22 30:1 81:3,3

99:21,21 144:8,8
 145:9 146:13,21
 147:1,4,8 167:14,14
job 86:17 102:8 195:21
 197:2,10 227:11
 234:9 269:2
jobs 227:11
Joe 2:5 7:18 81:1 84:5,6
 84:9 85:22 134:9
 135:7 198:18
John 2:2,17 9:16 62:18
 62:18 67:16,17 69:4
 93:22 95:6,8 97:14
 132:5 198:19 199:22
 200:3,19,22 201:1
 209:2
John's 229:17
join 4:21 50:18 93:19
 114:18 201:9
joined 5:6
joining 19:14,16
joint 70:20 264:3
joked 174:22
Jones 1:21 9:7,8
 109:11 110:5,14,20
 111:5 112:14,17,20
 113:4,8,22 114:5,8
 119:20 120:1,14
 130:20 145:17 146:3
 200:22 243:15 258:18
 259:3,6,13
journalism 150:20,20
July 273:21
jumped 111:14
June 254:18 255:19
justice 196:10

K

Kate 1:16 7:4 35:4,5
 39:1 75:6,8 92:20
 93:21 97:17 101:14
 102:3 105:8 148:21
 149:16,22 155:13
 157:4 158:7 159:9
 164:16 174:5,22
 175:13 182:1,17
 186:7 215:10 216:17
 217:11 265:2
Kate's 119:16 164:17
keep 11:12 20:21 24:15
 47:9 90:9 92:2 93:4
 110:17 116:21,22
 117:7 155:7 159:2
 160:18 174:11,18
 180:22 191:11 220:8
 225:4 251:1
keeping 61:10 231:8
keeps 258:10

Keller 2:1 7:9,9 48:8,11
 119:8 129:5,7,12
 147:13,13 156:5,6
key 12:3 13:2 15:10
 16:1 17:10 18:4,13
 23:20 50:20 110:7
 192:7 212:7 213:15
 220:3,4 230:1 231:7
 240:14 255:22 257:3
 266:8,12 272:14
 273:19 275:20
kidding 105:22 157:8
 211:20
Kinder 2:3,16 8:7
kinds 55:2,3 185:11
kitchen 142:15
knew 112:12 252:15
knowing 18:1 203:14
 213:15 262:8
known 194:6 259:16
Kurilla 62:14

L

labor 21:17 198:7
Laborers' 1:21 9:8
lack 96:17 275:13
laden 227:22
lady 62:15
laid 90:19 100:18
 125:17 160:6 264:8
LaMONT 2:1 9:4,5
 101:2,2,6,8 158:17,17
 159:7,16,18 164:4
 166:6 173:15 183:18
 183:18 185:7 186:2,6
language 56:13 60:11
 71:22 72:20 78:9,20
 84:7 85:20 87:13
 101:17 113:18 118:7
 139:1 142:1 166:13
 168:4,7,11 270:3
large 240:4
largely 261:3
larger 60:13,20 61:1
 67:12 70:5 76:14
laser 55:17
laser-focused 189:13
lastly 23:5 238:10 272:7
late 219:16
latitude 34:20 80:3
Laughter 45:7 48:10
 149:21 150:9 157:6
 157:12 179:21 191:4
law 62:5 79:22
lay 72:4 236:11
layers 66:12
laying 266:13
lays 143:6 251:6

LDC 144:21
LDCs 9:15 77:10
lead 17:13 67:14 118:8
 134:4 136:19 179:15
 181:19 182:17
leadership 232:3,7
leads 117:18 118:2
 137:14 178:6 183:4
leak 93:10 104:22 136:9
learn 65:16 76:21
 243:11
learned 188:14 194:12
 199:18 242:22,22
 247:17 261:16
learning 40:10 70:4
 109:4 114:16,21
 115:1 116:8,9 246:11
learnings 261:12,14
leave 13:1,6 18:1 19:8
 22:5 56:2 100:12
 192:6 265:1 266:7
 278:8
leaving 167:9 168:20
led 128:22
leeway 82:11
left 19:17 22:5,9,10
 23:10 46:19 81:16
 94:8 105:14 186:12
legal 20:6 129:22
 143:17 202:17 248:6
 255:7 258:2 261:3
 264:12
legislation 26:21 27:12
 30:4 43:19 56:14 76:3
 79:6,7 82:10 112:12
 128:1 242:17 263:5
legwork 257:11
Leif 1:20 9:10 29:21
 30:1 32:2 81:2,3 98:6
 99:20,21 102:10
 106:11 144:5,8
 166:18 167:13,14
 174:15
Leif's 146:8
lends 247:22
lessons 194:12 199:18
 247:17 261:16
let's 44:9 169:15 175:13
 216:17 252:17 256:18
 273:5
level 32:9 33:5 36:19
 41:22 42:1 120:16
 142:16 197:4,8 215:1
 232:7 233:2,5 274:2
levels 30:17 58:19
 226:7,17 227:8 232:6
liberty 27:6
life 1:17 10:1 42:10

48:13 54:4
light 146:8 223:6
limit 32:20 160:4
limitations 59:21
limited 25:18 34:12
 96:11
limiting 34:7 254:5
limits 148:16
line 4:21 5:5,9,15 6:15
 11:18 25:15 28:22
 73:21 81:7 84:13
 95:10 127:1 128:6
 134:15 144:16,21
 145:10 146:14 247:12
 248:17
linear 224:20
lines 2:17 4:13 29:5,9
 33:2 83:13
linkage 232:9
liquid 28:6 32:22 33:2,9
 99:10 109:2 122:10
 122:19 123:20 126:7
 126:16,20 129:18
 134:1 137:8 151:7
 153:4 156:12 178:2
 179:11 181:14 182:13
 270:1
liquids 33:5 99:8 151:2
 165:8
list 23:6 93:13 104:15
 122:13 169:5 215:15
 217:13 273:19 277:4
listed 21:8 116:7
 199:13 202:15
listen 17:22 19:21
 115:6 201:4,11 237:5
 254:4
listened 93:17
listening 15:3 170:3
 254:6
listing 215:17 255:11
Literally 73:6
litmus 263:16
little 11:15 13:11 22:1
 23:11 26:13 46:6,11
 54:16 72:6,9,13 74:11
 74:16 76:9 96:11
 106:11 120:18 127:4
 128:6 135:6 148:3
 172:18 188:3 189:14
 189:18 194:5 211:10
 246:7 252:17 262:16
 265:4 268:7 275:16
live 100:20 103:19,19
LLC 2:17
lobby 22:7
location 15:1 77:15
locations 15:21

LocusView 1:19 6:11
Logistics 1:20
long 14:7 47:18 70:11
 151:10,10 169:2,10
 169:11 180:10 192:8
 207:21 220:20 268:22
longer 87:22 103:22
 113:3 132:4
look 13:8 14:15 18:11
 26:5 27:19 35:13
 41:18 49:21 54:17,20
 63:20 64:15 72:12
 73:13 82:14 89:11
 91:14 92:6 96:1 101:9
 102:22 112:4 113:12
 116:11 134:14 152:3
 166:6,8 178:18 202:4
 202:9 206:7 208:20
 209:8 212:5,9,10,12
 232:7 237:8 251:18
 256:21 257:1 262:2
 263:20 265:12 266:6
 267:3 268:1 271:14
looked 256:6 273:19
looking 39:5 45:2 49:16
 52:4 60:21 65:13,17
 95:14 98:13 124:13
 128:10 133:1 135:17
 137:22 147:17 148:7
 148:15 167:20 173:3
 176:10,12,13 180:12
 182:2 187:18 188:16
 191:5 200:4 212:8
 213:22 214:8 219:7
 221:6 223:10,21
 224:10 230:3 232:3
 233:17 250:14 258:16
 269:19 271:13
looks 13:20 22:17
 23:19 39:5 43:5 55:3
 65:21 72:16 73:16
 96:9,10 126:14
 221:13 236:12 246:21
 254:9
lose 113:20 128:20
 129:1 240:20
losing 56:1 68:7
lost 81:9 116:15 136:1
 136:13,14 155:20
 156:3 158:11
lot 25:19 27:4 31:4 36:7
 39:6 48:12 53:11,14
 54:4 56:13 59:1 61:12
 63:4 64:14 68:17
 75:20,22 76:6,16
 77:20 86:15 90:6 94:1
 94:12 97:8,13 99:4,15
 103:5 151:22 161:9

169:17 173:18 174:13
 185:16 189:6,7
 194:17,19 195:19
 196:8 197:2 199:4
 210:14 213:14 225:22
 228:16 233:7 238:15
 240:7 242:20 243:1,6
 243:9 244:12 246:17
 251:11 257:10 269:22
 270:19 272:17 275:7
lots 113:10
lotted 24:10
loud 178:19
love 137:17 218:4
loves 160:17
lunch 12:16 187:10
 188:17 189:5
lunchtime 52:17
luxury 61:19

M

MacNEILL 2:2 9:16,16
 67:17,18 95:8,8 200:3
 200:3
macro 184:9
Madam 26:15,16 29:13
 29:22 33:20 58:16
 68:12 210:12 214:10
 229:21 273:18
Madame 59:19 63:19
 77:2 80:7 154:21
 161:8
main 5:7 12:11 13:2
 16:13 22:7 45:1 48:22
 49:18 201:7,8
maintain 21:6 79:9
 207:15
maintenance 198:1
 234:5
major 33:7 36:13 53:14
 127:16,18,19 195:1
 222:17
majority 120:19
making 43:1 49:6 89:11
 91:5 101:18,20 102:2
 102:20 112:22 133:2
 138:22 139:13 160:21
 161:14 185:5 199:2
 201:5 204:16 252:6
 258:4,8,14 262:21
 270:4
MALE 130:18 133:11,14
 134:18 162:22 164:2
 190:4
manage 74:15 76:1
 77:7
manageable 251:4
management 28:22

34:8,11 54:10,11
 81:15 84:15,16,19,21
 85:2 96:5,6,10 98:1
 99:9 134:8 135:8
 193:4 197:5
Manager 2:12,13
mandate 143:15 247:21
 255:22 256:6
manner 207:14
map 264:15 272:8
 275:3
mapped 255:19 260:2
mapping 274:13
Mark 1:19 2:8 8:20 10:3
 38:19 39:19,20 93:22
 97:14,16 115:8
 125:12 127:6 147:10
 148:21 149:2 150:1
 150:22 165:16,17
 173:14 174:3,6
 211:17 214:9 215:10
 215:13,14 249:6,7
 253:20 261:6,7
 262:22 276:16
Market 7:7
master's 23:5
masters 23:9,12
material 192:19
materials 1:3 142:2
matter 73:7 158:15
 188:18 200:16 241:14
 253:1 272:8 278:19
matters 202:17
mature 199:4 210:20
maximize 208:10
maximum 265:22
Mayberry 2:2 8:10,11
 25:17 33:20 44:4,19
 52:7 65:9 68:22 92:2
 92:16,18 98:7 105:11
 105:19,22 106:20
 107:1,6,9,13,16 115:9
 115:11,15,19,22
 124:5 125:1,4,7,11
 141:10 143:4,11
 176:2,18 177:2 191:1
 202:14,22 218:8
 232:1,10 235:15,18
 236:4 247:6 269:14
McLAREN 2:12 7:22,22
 17:2 128:4,10
mean 38:22 39:5 42:17
 42:20,22 43:5,20 49:6
 51:22 52:11 56:12
 75:13 77:22 78:18
 82:1,8,12 88:3,14,19
 92:12 112:17 113:10
 117:11 120:8 123:17

- 124:7 126:17 127:21
151:9,11,14 159:19
169:9,12 171:10
172:8,12 183:20
199:14 211:4 217:14
224:16 227:11,13
229:13,18 230:1
232:5,12 234:3,11,14
235:1,16,20,21 240:1
242:4 244:9,11 264:2
265:5,18,20 275:4
meaning 123:15 124:1
meaningful 55:9
means 37:1 100:13
149:12 173:6 183:6
195:8 213:4 228:8
239:4 262:17
meant 233:15
Mears 2:7 9:20 74:10
134:22 275:12
measurable 85:15,19
85:21 93:14 107:19
107:22 108:2 109:6
117:10,13 126:2,3,8
129:1,20 134:1 137:9
178:2 179:9 181:15
182:11 183:20 184:6
217:3
measure 107:17 183:22
184:3,8 185:11,12,22
measured 116:2
measurement 91:14
measures 70:4,11
116:1 185:11 232:21
measuring 108:7
meat 72:14
meaty 192:16,16
mechanical 7:10
mechanically 45:21
mechanism 90:2
mechanisms 52:5
233:5 236:18
meet 13:19 19:2 61:5
169:15 213:13 218:2
218:11 225:12 267:12
272:20 276:2
meeting 10:8,11,16,19
12:10 13:18 14:3
19:10 38:2 55:18
73:13 167:16,18
188:10 192:11,15,20
212:15 215:20 217:17
218:2 219:11 223:11
224:3,6 251:8 254:4
254:18 262:9,14
263:4 264:3,9 265:12
266:11,13,15 271:8
271:10,22 272:1,15
272:16 273:5,6,9
275:9 276:1,7,17
278:11
meetings 3:15 38:2
55:19 170:5,13 188:8
192:12,13,16,17
218:14 221:2 270:10
271:11 272:22 273:1
meets 272:18
member 13:1 14:22
15:14 17:13 94:17
159:11 231:6 243:4
254:1
members 17:7 19:11
21:8,12 23:7 24:6
67:20 69:20 93:19
174:1 241:12,15
242:5,6 252:19
253:17,18,21 254:12
254:13 262:1 271:19
272:6 278:15
membership 68:1
memorializing 49:6
mention 34:5 95:20
mentioned 16:16 53:4
105:4 123:8,14
150:22 191:6 205:6
206:18 209:13 210:11
276:16
mentions 138:1
merits 225:9
meshes 92:18
mess 160:13
messages 97:22
met 1:10 257:18
meter 124:1
method 232:17
methodologies 31:1
methods 144:12 145:3
232:17 247:22
metric 185:21,22
metrics 87:14,17 88:9
91:10 108:7 184:19
185:4
mic 7:1 10:20 69:11
84:10 85:9 101:5
123:4
Michael 1:15 2:1 7:9,16
122:22 123:5 137:15
137:16 216:18 219:9
219:10 245:15,16
250:1,4 252:9 259:15
259:20,21 261:11
263:10
Michael's 249:8 259:9
Michelle 2:6 9:1 31:12
38:19 59:15 60:4 61:6
66:11 69:2 74:22
77:16 81:22 85:7,12
91:4 92:17 103:13
106:9 122:5 123:7
131:5 164:19 165:22
168:14 172:8 174:8
177:8
Michelle's 37:14 87:4
237:1
Michigan 1:18 6:4
95:18 131:20 206:4
240:13
microphone 62:13,16
78:21 88:13 92:15
101:21 105:9,16
106:6 108:8,11 109:9
118:11 121:13,21
125:3,9 126:9,13
127:20 129:10 131:16
144:6 145:8 146:18
149:15 150:6 155:14
156:1 159:17,21
161:2,7 173:9 175:19
175:21 186:4 189:20
204:20,22 222:8
252:12 259:17 277:20
Mike 2:1 9:4 48:9 101:1
101:2 102:6 147:13
156:6 157:14,19
158:16,17 160:7
165:22 166:4 173:14
174:7 183:17,18
186:5
miles 49:18,18
million 49:18
mind 20:21 24:15 27:1
38:7 47:9,19 54:19
59:2 64:1 75:5 110:6
165:13 167:10 174:19
180:22 184:9 191:11
203:12 214:18 222:19
225:5 226:15 251:2
258:10
minded 44:5
minder 222:11
mindful 19:6
minds 259:2
mine 74:15,18 122:6
204:8
minimum 255:21 256:4
256:9
minor 125:22 144:15
203:8
minute 12:9 14:10
18:10 71:8 72:3
101:15 102:21 106:3
116:12 140:22 160:22
214:21 220:1 223:3
224:19 229:20 234:18
239:3
minutes 19:5 24:2 73:6
94:14 156:20 211:18
mirrors 161:22
missed 178:20 197:12
199:20 274:17
misses 199:6,17,19
200:6 203:11
missing 69:14 74:9
104:16 176:14 180:5
198:22 223:22 234:16
265:1
misspell 230:10
mistake 168:6 169:20
mistaken 123:13
mistakes 243:1
mitigate 53:16
mixing 156:5
mode 20:22
model 41:5 264:13
273:3
models 63:20 237:8
273:4
modification 80:12
87:13 144:16 161:10
modifications 162:16
modifiers 122:8
modifies 151:1
modify 119:12 169:15
229:21
moment 5:3
momentum 216:4
219:6 224:5 266:9
money 33:21 245:9,11
month 218:3,13,15
219:5,11 267:11,13
272:19,21
months 13:20 167:16
167:20 213:5 247:11
248:18 274:17
Morgan 2:3,16 8:8
morning 4:3,4,6,7 5:8
8:10,16,18 9:4,7 11:6
11:9,22 12:13 19:15
42:15 59:2 94:11
168:5,9 169:4
motion 29:14 58:14,15
150:12 151:21 152:10
153:17 154:1 157:5
158:8 159:4,12
162:18 163:14 164:16
164:17,17,18 165:18
165:20,21 166:21
173:7 174:2 176:12
180:16 183:10 186:10
186:14 187:5
motioned 161:12
motions 171:8

motivate 208:10
motivates 58:4
motivating 229:9
mouth 33:21
move 21:22 54:18 73:4
 85:8 114:2 117:5
 119:3 120:6 126:4
 144:3 149:2 216:2
 225:20 255:4 262:15
moved 117:5
moves 237:19
moving 101:16 102:13
 110:17 205:17 273:15
MSCIS 2:10
multi-source 148:6
multiple 121:6 186:22
municipal 69:17
municipals 61:13,18
 62:2 64:14
Murray 2:10 8:16,17
 11:3,6 22:15 23:4
 26:7 46:11 70:17
 252:16 263:9 271:7
 276:16

N

nail 219:8
nailed 218:16
name 5:22 6:18 69:15
 207:2 258:22 259:1,1
names 250:20 258:19
 266:19
naming 220:19
Nancy 2:14 8:18 17:4
 18:20 22:13,18 23:5
NASA 239:11 244:19
 245:1
national 2:5 7:20 9:16
 104:10
natural 77:22 184:11
naturally 272:10
nature 109:5 117:18
 118:2 134:4 135:2
 136:18 137:12 178:5
 179:14 181:18 182:16
 260:13
naught 171:12
near 143:6 199:3,5,17
 199:19 200:6 203:10
 203:14,16
necessarily 31:7 54:7
 62:3 76:8 86:13
 144:13 203:13 229:1
 230:4 242:2 243:7
 253:15 255:9
necessary 31:7 32:5
 37:16 83:22 170:16
 222:22 238:11

necessitate 215:4
 237:21
necessity 81:21
needed 26:22 124:22
 135:5 142:11 175:10
 253:3
needing 153:17 210:20
 267:21
needs 16:6 27:19 30:20
 48:4 51:13 59:12 64:5
 77:20 91:17 93:7
 126:11 144:17 167:6
 176:14 179:16 187:19
 189:8 201:13 212:20
 214:5,6 223:22
 226:11 229:5 235:16
 240:14 242:17 245:10
 246:6 266:21 275:2,7
negative 58:8 78:4 82:4
 90:4 98:11 107:10
 265:2
negatively 98:11
network 49:20 51:4
 67:13 139:18 184:11
never 157:4,9
new 1:13 8:13 25:2
 65:16 96:22 102:22
 160:12 169:17 262:1
newbie 260:20
news 15:18
Nguyen 2:12 8:5,5
nice 5:4 22:12,13,19
 24:20 197:2,10
nicely 214:11
night 213:6 214:12
 230:13
nine 18:16 23:15 32:4
 56:20,21
NiSource 1:18 9:14
non-binding 66:15
non-punitive 203:3
non-punitively 203:21
noon 12:16 13:1
normalized 201:20
North 1:11,22
notated 15:22
note 21:9 69:13 78:8
 90:4 105:12
notes 116:21
notice 185:15 270:6,8
 278:17
noting 265:5
notion 28:20 62:21 77:5
 81:18 89:6 110:9
 123:9 167:2 203:9
 209:3 246:10
NOVEMBER 1:8
NTS 245:1

number 10:15 12:12,13
 15:7,19 184:21,21,22
 221:5 222:14 231:18
 233:22 234:1
numbers 93:9 184:12
 245:7
nut 247:13 248:17
 249:2

O

o'clock 15:8 38:5
o'clock-ish 13:6
objective 49:22 50:2
 68:20 88:17 207:21
 213:13 224:22 225:13
objectives 90:20
 208:12 209:9 210:13
 215:22 254:20 258:7
 259:6
objects 80:19
observation 20:22
 184:7 198:9 200:14
 261:4
obvious 245:5
obviously 50:12 63:13
 75:19 116:4 194:1
 196:13 218:18 220:7
 232:16 238:9 243:4
 258:7
occur 40:12 193:17
occurred 260:3
offer 36:9 158:21
 271:18
offered 98:19
offering 84:3
office 219:1 267:14
officer 8:21
official 2:10 5:18 8:17
 20:12
officially 259:1
offshore 277:11
oftentimes 247:8
Ogeechee-Canoochee
 2:5 6:8
oil 2:17 111:21 112:1
 132:6
old 73:18
omitted 48:2
onboard 167:21
once 13:19 23:9,14
 41:3 65:5 103:2 106:1
 116:4 121:7 158:1,7
 160:9 168:19 171:8
 215:21 222:20 234:6
 235:21
ones 13:15 39:12 53:9
 201:18 278:16,17
ongoing 244:14

open 14:19 19:13 29:6
 30:10 46:16 66:7
 82:12 173:18 189:16
 191:14 205:10
open- 160:16 166:8
opening 3:3 250:5
openly 268:5
operate 213:7,8
operations 7:14
operator 4:3,4,5,7,10
 4:16,19 5:2,6 9:12
 100:15 195:11 196:4
 196:4,4 199:5 227:10
 248:10
operators 7:15 10:6
 37:5 61:12,14,15,22
 63:2 64:19 65:21
 66:21 100:10 110:8
 110:11 111:3 113:2
 114:22 122:16 126:21
 127:3 193:8 194:2,8
 194:18 225:2 228:20
 229:2,22
opinion 78:18 151:19
 168:17 169:3
opinions 175:4
opportunities 24:12
 67:5 250:6
opportunity 12:18
 16:11,15 19:12 21:3,7
 22:21 46:22 47:13
 51:12,18 71:14,19
 85:17 194:18,22
 195:14 196:2 199:6
 199:11 262:2,10
opposed 93:12 98:21
 120:11 132:16 187:1
 265:21
opt 67:1
option 45:16 47:4 48:21
 144:21 271:18
options 162:20 236:11
 244:17 271:4
order 3:2 10:10 144:20
 224:20
organization 76:3
 209:7
organizational 231:5
organize 12:1 257:8
 273:8
organized 13:12
original 33:15 68:12
 84:7,11 163:5 164:3,4
 164:19 165:4 167:2
 168:7,11 250:14,19
originally 25:3 181:1
other's 171:22
ought 101:11 248:12

outcome 58:9 87:20
116:1 185:21 208:1
outcomes 42:3,4
104:13 108:2 109:6
117:19 118:3,9 134:5
136:20 137:14 178:7
179:15 181:20 182:17
270:3
outline 220:11 221:10
221:11 223:21 252:5
258:12 267:1,2
277:16
outlined 256:2
Outreach 2:10
outs 3:9 12:15
outside 20:6 32:21
113:6 239:4
overall 88:17 89:5
123:12 153:6 195:16
217:15 225:4 233:22
246:17 255:2
overarching 144:11
overly 44:10 145:7
overreaching 144:10
overriding 225:12
overwhelmed 275:16
ownership 267:4 268:2
oxygen 169:8

P

P-R-O-C-E-E-D-I-N-G-S
4:1
p.m 188:19,20 278:20
page 14:20 56:10 94:16
151:11 165:19
pages 42:22 276:11
paid 235:18 236:20
painless 225:7
painted 197:6
panel 269:19
Panhandle 1:14 180:3
paper 219:21
paradigm 54:6
paragraph 30:5 45:12
81:5,17 121:15
132:18
paramount 100:22
parent 252:19 253:7,10
253:13,16 254:1,17
254:20 256:3 257:6,8
257:14 272:20 273:11
parentheses 75:11
119:16
parenthetical 183:6
Parker 2:3 8:6,6
parking 24:10 25:19
parse 261:4
part 18:22 21:5,18 22:3

24:13,21 25:6,16
30:17,21 34:6 38:7
40:5 47:1 49:7 52:13
58:5,7 71:16 76:2
83:22 91:3 100:10
107:22 109:18 116:5
117:6 118:21 122:7
167:6 170:12 175:1
199:1,8,9 205:20
208:5 209:8 214:6
217:20 220:2 224:1
226:13 228:13 229:20
231:8 232:4 237:4
240:14 244:20 245:10
252:21 256:3 257:19
258:15 262:19 265:20
267:4
partial 222:18
PARTICIPANT 63:15
83:4 130:18 133:11
133:14 134:18 161:1
161:19 162:22 163:9
164:2 187:2 190:4
199:16,21
participants 4:20 20:20
184:21 185:15
participate 54:22 67:1
115:4 225:3 228:21
229:3,11,15 231:5
246:1 253:2 254:1,12
participated 167:17
245:19
participates 264:14
participating 23:7
185:1 229:9
participation 66:13,20
116:1,2 118:17
203:10 208:11 209:10
209:14,22
particular 30:5 32:16
35:2 54:22 93:12
103:12,14 139:14
193:12,13,19 195:11
particularly 11:8 47:20
63:1 197:3 216:1
253:2
parties 30:12,20
partners 1:15 30:4
parts 75:21 82:9
party 209:19 236:7
239:10,18 242:15
244:4,9,13,20,21
245:3
pass 52:9
passed 173:8
passes 187:5
passion 43:7 80:11
88:16 272:5

path 244:18 270:11
pathway 72:16
pause 73:20 95:4 223:5
224:18 225:16
pay 245:9
paying 113:9 234:8
pays 209:18
Pearen 2:4 6:20,20 66:5
85:6,10,11 102:13
104:3,5 135:20 136:6
155:15,15 161:8,20
162:5,9,21 197:17,17
241:2,3 277:10,22
peer 157:8 205:5,5
226:8,8
penalties 229:15
penalty 229:20
people 30:9 49:15
50:13,15 51:4 57:20
58:5 60:17 61:4,6
75:5 76:7 90:6 94:1
100:7 103:4,8 114:18
115:4 118:14 122:3
122:10 132:15 141:1
148:12 158:13 165:11
167:22 168:17 171:19
173:5 184:22 190:16
194:14 205:8,9,16
206:1 207:13 208:20
215:9 216:14 220:22
225:8,11 226:4 228:4
229:9,12 231:8
232:12 233:3 238:12
259:19 260:15 262:17
267:18,19 268:15
277:1
people's 41:11 60:15
perceive 50:16
perceived 100:14
percent 48:1 58:22
204:3
perfect 24:17 196:12
217:10
perfectly 37:11 149:13
performance 1:19
136:11
period 117:14 152:21
154:15 156:19 210:21
periodically 264:4
permission 27:20 216:9
Perry 2:4 5:10,12,16 6:7
6:7 74:1 82:15,16,18
83:1,6 137:20 138:19
138:22 139:7 140:10
141:5 143:1,5
person 48:12
personal 55:6 267:15
personally 98:2

perspective 55:6 67:4
68:13 81:11 91:15
167:19 170:1 187:18
195:17 221:15 251:1
266:8
perspectives 222:13
phase 151:22 152:11
189:8
PhD 1:18 2:1,4
PHMSA 2:3,9 8:1,3,4,5
8:9,12,17,19 10:14
16:20 39:11 40:9 51:3
51:14 52:2,18 63:10
64:4 77:21 90:9,22
92:6 94:10 99:3
100:19 101:10 102:7
106:16,17 124:4
140:11 152:3 158:22
159:5 163:16 164:20
166:9,14 170:2
171:13 188:12 190:21
195:4 202:3 204:11
207:5 219:1 220:7
224:7 225:14 234:3,3
234:8,8 236:2 239:1
239:11 240:3 244:10
244:10 253:8 255:1
257:21 265:7,10,10
265:13 267:13 274:11
277:13 278:13
PHMSA's 86:16 99:13
101:17 239:16
PHMSA.2016-0136
10:16
phone 5:21 11:9,14
12:12 14:17 15:4,17
32:17 53:20 60:3 69:6
72:22 73:11,22 82:16
86:7 87:5 95:16 105:3
125:13 131:11 137:19
145:18 147:11,19
148:22 152:7 166:19
168:14 177:6 183:17
185:9 200:1 206:3
210:2 211:14 215:10
219:2 221:12 222:3
242:9 243:13 264:7
264:20 271:18 278:2
phrase 28:13 81:12
88:10 97:17 108:3
110:22 119:1,5
225:14
phrases 18:13
physical 101:20
physically 102:1 267:13
271:20
pick 7:2 82:9 219:17
256:18

- picked** 259:19
picking 121:4
picture 197:7
piece 24:7 36:21 130:1
 131:2 138:4 140:3
 150:15 153:9 158:5
 176:16 201:14 245:4
 261:2
pieces 36:19 51:20
pig 247:11
pigged 247:10 248:17
PII 1:15
pilots 198:2
pipe 2:17 49:18,19
 128:6,7,7 130:11
pipelines 32:22 34:10
 67:10 82:5 99:11
 102:9 106:17 123:10
 132:6 176:22 178:2
 179:11 181:14 182:13
pipes 78:13 90:12,16
 90:22 91:6,20 100:19
pipng 49:17
pitch 105:5 109:12
 110:9,15 120:11
pitch/catch 217:2
place 4:20 18:19 20:19
 63:21 171:11 231:15
 234:13 260:22
places 226:15 244:12
plain 139:1
plan 13:13 42:17 71:13
 213:8,12 234:13
 271:16
planning 3:13 20:9
 21:10,12 271:8
 273:15
plans 13:18,21 192:10
 233:10
platform 236:10
playing 120:16
please 7:1 10:17 11:17
 14:19
plenty 166:10
plural 178:15
plus 2:1 9:5 101:3
 158:18 183:19 276:12
PMP 2:10
point 25:18 37:12,21
 40:22 42:7 43:6 49:9
 51:2,16 57:18 63:15
 80:10 82:8 87:10
 93:20 94:4,21 113:2
 114:4 116:19 117:13
 124:11 131:5 132:22
 139:10 143:14 152:5
 152:18 160:5 161:18
 164:20 165:20 170:8
 171:22 172:19 174:15
 180:19 200:14,18
 215:17 217:14 223:12
 232:9 234:17 236:15
 239:13 241:4 243:18
 249:11,15 261:19
 263:10 265:4,22
 267:15 271:8 274:13
pointed 238:11
points 13:3 31:5 41:8
 56:20 59:7 152:15
 172:9 173:16,20
 180:11 261:8,10
poking 268:2
policies 270:9
policy 2:14,14 65:19
polling 271:9
pondering 118:15
pops 177:13
popular 136:2
populate 213:11 221:11
 251:7 252:7 258:4
populating 250:15,17
pose 40:1
position 79:11 87:4
positive 85:19 88:5
 106:14 107:4 265:2
possible 11:13 34:14
 40:2 147:20 184:18
 230:2 236:17 270:3,9
 270:11
possibly 12:20,20
 46:21 48:14 94:14
 249:16 271:22
post 95:1
post-incident 195:1
post-its 22:22
posting 206:12
potatoes 72:14
potential 64:16 92:4
 113:15 141:9
potentially 52:21
 223:10 241:13 258:12
pound 236:19 240:3
practicable 184:1
practical 143:20 184:13
practically 176:7
practices 194:4 201:20
 254:15 261:12 263:19
 263:19
practicing 232:12
practitioner 130:16
PRCI 196:6
precisely 214:14
prefer 183:10
preference 183:9
 216:15 267:15
prejudice 154:3,4
preliminary 11:2 12:19
 14:13 20:14 25:15
 55:8
premise 25:2 46:17
preparatory 19:12
prepare 21:2 221:2
 276:6
prepared 101:10
 158:22 159:5
prepares 270:10
prepositional 81:12
present 1:13 2:9,15,18
 176:5
presentation 111:11
 191:21 192:19 197:19
 201:2 217:5
presentations 10:13
 111:10 199:1,10
presented 73:15 192:21
president 8:7
presiding 1:12
pressure 157:8
pretty 39:5 43:5 48:3
 56:17 87:16 125:22
 155:8,10 218:15
 221:9,14
prevent 199:19
preventing 199:9
previous 38:2 252:21
 276:17
previously 121:5
 249:12 253:5 255:18
Primarily 13:8
principle 44:20
principles 45:1 55:13
 57:7
printed 18:6
prior 31:5
private 61:13,15 239:5
 239:18
privately 71:10 268:9
privatized 236:10
privileges 231:7
proactive 40:11 104:13
 109:5 117:17 118:1
 134:3 136:18 137:12
 178:5 179:13 181:18
 182:15
probably 24:1 39:8
 54:19 56:19,21,22,22
 102:17 123:19 138:21
 139:4,5 160:7 194:18
 194:20 204:2,3
 206:15 208:2 212:1
 234:15 240:15 244:22
 250:7 251:14 252:14
 261:20
problem 86:12,13 87:2
 89:12 111:16 143:12
 145:19,22 192:2
 194:1 230:2
problems 61:10 194:6
 196:11 201:19 202:11
 236:1
procedural 258:15
procedurally 31:14
procedure 66:12
proceed 27:9
proceeded 52:3
process 1:19 21:11
 43:14 66:12 67:5 70:1
 110:10 120:11 132:16
 185:12,21 192:8
 193:5 214:19 217:2
 218:22 219:15 220:19
 223:2 224:17 232:14
 232:22 234:2 237:19
 249:18,19 253:19
 254:21 256:13,18,22
 257:21 259:8 260:17
 270:6
process-wise 268:13
processes 194:4
 237:21 244:3 251:1
 254:22
processing 206:8
produce 46:2 167:21
 203:16 210:8 221:1
 269:2
produced 10:12
producing 269:5
product 53:8 221:1
 255:16 268:15,18
productive 66:6
products 253:15
professional 269:1
professor 6:4 7:10 45:5
 45:6 48:7 109:8 115:8
 119:6 147:10 240:13
 259:15
program 2:12 54:11
 200:8 225:1 228:20
 228:22 229:4,6,7
 234:4 235:3 244:5
programs 2:14 65:18
 199:5 236:6
progress 218:6 250:9
 272:17
prohibitive 66:22
prominent 199:14
promote 40:10 109:4
 114:16,21 117:16
promoting 114:17
 115:1
propel 190:9 191:13
proper 122:20

properly 156:9 194:14
property 202:18 203:1
 248:6
proponent 77:21
proposal 85:12 247:3
proposals 269:15,21
 270:21
propose 116:20 271:4
proposed 29:12 59:8
 94:10 102:13
proposing 84:18
protect 274:5
protected 104:8
protection 10:2 202:22
 209:16
prove 184:8
provide 12:2 15:1 27:17
 27:21 68:4 108:17
 109:14 117:22 121:16
 133:15 134:2 135:15
 135:16,19 136:17
 137:1,11 140:9
 153:10 154:5 177:16
 178:4,13,16,22 179:2
 179:12 180:21 181:2
 181:7,17 182:4,14
 183:3 249:3 253:8,9
 277:14
provided 13:2 20:19
 39:13 166:9 173:18
provider 7:17 77:5
 193:19,20 196:5
providers 7:8 8:22 9:6
 10:6 193:20 194:2
provides 38:16 180:11
providing 66:15,16
 185:1 205:18 270:19
public 1:13 2:6 8:14 9:2
 19:13,15 20:20 21:4
 35:3 36:13 37:4 62:9
 87:1 111:12,19 112:2
 112:3 138:7,19 139:3
 139:4,5,8,16,22 140:4
 140:18 141:12 149:12
 196:3,3 206:13
 209:20 226:10,14
publicly 268:10
Pugh 2:17,17 69:9,15
 69:15,16
pull 124:8 236:12
 270:20
pulled 99:6
pulling 185:2
pulse 203:19
pump 124:2
purpose 16:1 23:20
 27:4,7,10 28:5,15
 29:15 31:22 38:18

40:4,10 44:15 47:10
 47:14 57:10 63:14
 68:3 73:14 83:18
 88:10 89:4,4,7,9 96:9
 96:9,12,12 104:12
 106:17 109:4 114:16
 132:14,17,18 133:10
 150:12 156:5,6,7
 159:13 163:1,4 164:9
 168:5 170:19,20
 226:1
purposes 35:8 58:3
 104:15 135:21 136:7
 153:20 163:8,13
 184:14 217:9 248:3
 258:2
push 111:1 222:10
pushing 106:16 250:7
put 19:9 25:19,20 33:21
 35:13 38:6 42:20
 46:13 50:12 53:7
 59:14 65:1 75:11
 76:16 82:13 85:1
 91:12 92:3 94:1,14
 99:3 107:22 111:13
 114:10 117:13 120:11
 122:7,9,13 130:5
 131:6,8 133:4 145:15
 145:21 148:16 153:20
 155:1 160:9,12 168:4
 169:6 170:2 171:12
 171:16 175:8 189:2
 190:1 200:5 203:3
 209:11 215:16 218:11
 221:4 240:21 244:6
 257:17 259:3 260:6
 262:10 270:9 274:17
putting 52:16 57:12
 75:11 76:17 145:20
 145:22 168:18 211:10
 213:17 232:2 270:8

Q

Q&A 3:5,13
qualification 255:6
qualifications 260:4,5
 263:11
quality 206:19 207:17
 230:22 240:14,17
quarter 267:12
quarterly 218:3
question 30:10 32:15
 34:22 35:6 37:14
 39:22 40:1 43:17 50:6
 68:12 75:16 94:19
 119:18 127:14 131:11
 131:13 135:4 138:9
 141:3 143:8 146:6

232:11 235:2 258:18
questions 14:3 18:9
 25:3,11 32:16 53:17
 53:20 60:3 70:15
 132:6 224:19 237:2
 270:8
quick 13:8 14:1 22:9
 53:3 102:5 176:2
quicker 102:2
quickly 214:22 241:4
quite 76:19 203:15
 242:12
quo 79:9
quorum 10:8

R

R&D 255:6 260:7
rabbit 43:21
rail 64:11 201:3 260:14
 277:11
railroad 51:21 63:20
 77:6 200:8 204:2
 238:3 245:8
raise 17:2,4 24:8,8
raised 20:4 74:20 91:5
 103:13 134:7,8
 229:12 250:11
raises 131:5
raising 113:17 237:2
rambling 248:22
ramp 23:11,11
Randolph 251:18
random 34:4
Randy 2:3 8:6
range 226:7,11,12
rate 22:19 61:15 64:18
rationale 208:12
RCFA 195:2
reach 268:9
reached 43:10 222:17
 265:21
reacted 223:14
reaction 139:2,20
 196:15 247:4
read 27:15 81:4 96:8
 103:2 108:15 122:10
 130:19 133:13 136:21
 141:9 152:8 153:7
 157:22 166:13 169:8
 177:14 178:19 179:1
 180:17 181:6 182:1,2
 182:18 224:18 234:1
reading 133:9 175:14
 178:15 223:4 227:1,4
reads 89:19 137:22
 183:12
ready 15:8 53:8 150:11
 155:12 175:9,11
 271:4
real 143:9 173:3 200:14
 251:4 268:1
realize 78:15 79:8
 217:18
realizing 189:22
rear 79:17
rearrange 70:21
reason 64:2 109:20
 168:16 201:7,8
 217:20 257:19
reasons 247:7
rebut 74:21
recall 238:3
recap 3:15 11:21 20:19
 252:16
recapture 75:5
receive 11:9
received 185:17
recognition 59:7,10
 224:22
recognize 36:21 90:8
 217:7 222:15 240:22
recognizes 59:3
recognizing 51:12
 62:21 202:11 255:8
recommend 79:10
 119:1 193:2 236:16
recommendation 34:16
 52:8,13 80:8 87:8
 100:1 107:17 167:21
 208:6 214:7 241:19
recommendations
 27:22 52:12 65:2
 66:15,16,18 108:19
 124:16 133:17 137:2
 153:12 154:7 171:15
 177:18 179:4 181:3,8
 182:6 187:22 189:11
 190:14 195:3 208:17
 212:10,22 220:6
 221:4 228:15 241:8
 253:8,10 254:16
 256:8 257:13 269:2,5
 269:6
recommended 28:14
 117:15 226:19 255:20
recommending 255:5
reconcile 68:17
reconvene 21:5
reconvenes 20:17
record 10:12 20:7,9,12
 58:17 73:8 97:19 98:4
 99:22 161:20 176:7
 188:19 211:20 278:20
recorded 10:11
recovery 61:15 64:18
 64:20

redial 15:18
redoing 195:19
reduce 152:17
redundancy 88:22
redundant 100:7
 145:12
refer 277:1
reference 18:17 29:3
 88:9 105:2 240:2
references 104:16
referring 124:5 250:1
refine 12:19 16:17
 237:10
reflect 27:13 96:13
 97:19 98:3
reflected 21:19
reflecting 167:15
reflective 24:18 99:14
reflects 78:8 98:11
refrain 247:10,14
 248:20
refreshed 18:15,15
regard 75:12 92:13
 123:13 193:9
region 76:9
regressive 42:11
regroup 187:13
regrouping 157:17
regularly 218:7 227:13
regulate 206:14
regulation 53:10 64:15
 66:4,14 110:4 112:13
 113:11 158:20
regulations 53:15
 64:12 65:14,16 127:5
 130:6 144:1
regulators 8:15 9:3
 21:17 195:8
regulatory 8:7 52:18,22
 70:11 130:15 143:16
 205:13 255:7 261:3
 264:12 274:21,22
reinforce 25:18
reiterate 201:1
related 33:21 34:5
 107:17 139:17 141:18
 142:21 144:1 195:2
 202:17,17 246:12
 249:10
relates 143:16 270:19
relationship 184:17
relative 193:14
relatively 210:21
relevant 59:17 60:16
 200:17
reliability 100:21
remain 15:16
remarks 3:3,16 14:2

remedial 232:20
remediation 51:20
remember 123:8
 172:20 192:20 209:5
remembered 74:6
remind 10:17 75:5
 158:18 216:21
remove 100:1
removed 144:18
removing 93:3,12
repeat 117:20
repeatedly 36:12
repetitive 122:15
 151:15
replace 84:14 121:11
replacement 32:8
replacing 62:17
report 12:15 16:12
 17:12,16 19:3,4 20:12
 20:15 21:5 23:18
 25:16 140:9 187:21
 201:21 203:21 204:5
 211:19 212:21 214:6
 214:19 223:21 224:10
 228:15 241:7,12
 252:1 253:6 256:8
 266:15 267:1 277:11
reported 77:14 275:1
reporter 7:2 20:18
 278:12
reporting 203:12
 237:21 246:13 254:22
reports 3:9 185:17
 195:6 220:11 252:3
 277:15
repositories 261:16
repository 30:8 74:14
represent 50:9 67:7,19
 69:16
representative 6:1,19
 277:14
representatives 2:6
 7:21 21:15
represented 21:13 29:7
 46:21 50:10 61:20
 62:9
representing 6:4 7:8,11
 7:15,20 8:8,12,15,22
 9:2,5,9,11,15,20 10:1
 10:5
reps 21:17
request 27:8 59:12
 115:9
requested 257:7
requesting 185:2
require 205:13,14
 213:14 237:20 242:1
 242:4 244:4,5

required 61:17 237:17
requirement 20:7 65:5
requirements 237:16
 255:22 256:7 263:5
requires 99:17 251:5
requiring 244:15
research 2:11 6:5 7:12
 148:11 254:15
reside 141:19
resolution 40:16
 214:17
resolve 46:1 75:16
 156:22
resolved 176:17
resonate 13:4 214:22
resource 278:14
resources 63:5
respect 30:6 149:8
 194:12
respectful 268:16
respond 37:9 38:1 85:7
 85:11 110:3 168:15
 204:8 206:21 265:14
 271:14
responding 277:5
response 112:10
 127:11 129:3 132:3
 134:10 157:2 161:5
 164:22 167:1 169:22
 174:4 175:16 177:7,9
 186:19 187:4 210:3
 211:15,21 222:4
 225:18 242:8 264:21
 278:4,9
responsible 204:16
rest 140:9
restricting 28:18
restrictive 169:11,11
result 85:21 88:4
 203:14
results 85:15,19 248:11
resume 20:17
resumed 73:8 188:19
resurrect 191:18
retention 93:19
rethink 96:12
return 162:19
revealing 67:12
review 214:22 227:15
 241:18 253:11
reviewed 244:3
revised 168:12
revisit 43:18 249:13
revisited 189:4
rewrite 258:9
ribbon 269:18
rid 86:2 191:1
ride 146:14

Riley 251:20
risk 28:7 34:7 37:1
 51:19,19 59:21 63:4
 64:3 78:18 80:13,13
 83:18 84:12 85:2
 96:10 99:9 108:21
 133:20 137:5 142:18
 145:10 146:10,16
 177:21 179:7 181:11
 182:9 232:17,20
risks 50:19 63:3 110:12
 233:10
Riverkeeper 2:5 6:9
road 209:21
ROBERT 1:17
robust 67:11,15 228:16
role 175:3 240:21
roll 3:2 5:20
room 4:11 6:17 12:11
 15:1,16 18:7 22:10,18
 23:9,12 87:9 172:10
 193:10 238:16 242:2
 245:6 271:3 278:2
rope 111:1
ROSEN 1:17 7:6
roughly 255:18
round 22:20
rule 51:1,3,11,12 52:1,9
 53:13,14 61:14 63:13
 64:2,5,9,16 65:5
 270:3,4
rulemaking 51:1,15
 52:6,8
rules 63:21 151:19
 209:21
run 169:11 207:21
 234:4
running 244:14
runs 234:7
rushing 175:5 213:5

S

s 74:7,12 75:1,11,11
 119:16 178:6,9 183:5
s's 178:14
safe 77:22 78:1,13
 90:12,16,22 91:6,20
 92:9,10 100:19 104:6
 105:12 106:17 207:14
safer 199:2
safety 1:3,16,21 2:3,4,6
 6:8 7:5,5,21 8:12 9:8
 9:14,17 21:17 28:8,14
 34:19 35:6 36:14,22
 37:3 58:9 65:20,20,21
 66:2 68:2,2,4 70:3,3
 78:19 81:1,13,14
 83:20,21 85:18,19

- 86:6,12,18 87:7 88:11
88:18 89:5,14,20,22
90:13 91:2,17,19 92:8
92:9 93:2,3,11,20
95:10,12,13 98:1
100:3,16 101:1
103:14 106:12 109:1
117:6,10,12 126:2,8
128:17,22 129:17,19
132:10 133:21 137:7
139:8 140:1,6 145:2
152:21 154:15 156:19
159:20 166:15 177:22
181:13 182:11 185:14
196:2 199:8 243:8
- safety's** 86:11
sake 43:2 132:21 269:5
sanctioned 46:5
sat 48:12
save 68:15
saw 30:16 74:13 111:9
128:14 191:20
saying 19:10 29:2,3
37:18 64:22 71:7,9
75:14 78:5 89:9,10
111:5,6 113:11 114:4
126:14,15 143:7
153:19 163:22 173:17
174:22 178:12 204:8
228:6 258:20 265:21
267:4
says 62:5 78:16 81:8
99:6 118:19 135:4
140:12 145:10 156:14
scheme 261:5
Scientist 2:13
scope 26:16 40:7,21,21
50:1,2 55:10,21 82:12
96:2 99:5 154:18
156:14 165:5,9 167:9
170:18 173:21 179:10
182:12 189:14 210:10
scratch 81:19 145:13
scribe 17:1
scribes 17:6,9
se 250:21
Seal 1:17 9:22
second 5:18 15:21
90:11 94:15,16
102:20 104:2 121:15
151:21 152:10 159:6
159:8 162:15 163:10
167:16 168:21 183:2
186:16,17 192:20
203:2 225:21 231:3
244:12,20 249:22
267:10 273:10
seconded 158:8 164:17
164:18 165:22
seconds 155:21 192:3
secret 227:16
Secretary 27:21 52:12
59:19 66:17,17 91:1
108:17 116:4 133:15
137:1 153:10 154:6
154:21 161:8 176:6
177:16 179:2 180:21
181:2,7 182:4 187:22
189:11 190:15 235:19
241:8,20 253:9 269:3
section 27:12 28:10
30:11 34:14 45:13
78:12 84:13 90:19
150:22
sections 88:16
sectors 261:13
secure 28:1,11 104:7
105:12 107:19 109:3
119:1,3,4 124:17
133:17 137:3 153:12
154:8 155:3 177:18
179:4 181:4,9 182:6
205:10
secured 36:6
security 75:19,20
104:10 133:5 207:15
209:15
seed 270:16
seeing 48:22 186:8
237:9 254:6 267:2
seek 258:9 270:4
seeking 269:17
seen 73:19 236:8
248:13
segment 93:13
select 17:13,19 191:6
selection 18:3
send 227:18 275:19
276:4,8
senior 2:11,12,14 6:20
7:13 9:10,19
sense 14:6 19:22 40:13
60:12,22 61:6 72:16
72:20 100:5 102:16
103:3,7 133:13 143:7
149:12 175:9 182:3
220:15 277:8
sensitive 98:8,10 175:2
229:17 267:17 268:3
sensitivity 231:16
sent 39:12 191:19
217:5 227:5
sentence 40:9 85:13
95:20 108:1 117:3,15
118:5,13 120:9 122:1
126:1 132:14 133:10
134:22 146:14 151:10
151:10 152:18 153:3
153:5 156:7,13
180:10 182:22 183:2
sentiment 95:10
separate 29:9 35:1 43:2
77:12 123:11 153:2
156:8,11,13 168:22
209:12 223:1 260:12
separately 43:8 66:8
sequence 194:16
serious 65:22 245:9
service 1:14 2:6 7:8
8:14,22 9:2,5 10:6
49:19 193:19 196:5
services 243:6
session 20:9 21:6 60:1
66:7
sessions 11:5 20:7
26:14 31:15,18
set 10:21 14:5 23:3,4
35:11 41:7 67:10 72:2
112:6 133:2 227:12
266:11
sets 226:12
setting 11:2 22:2,13,20
54:6 190:17 256:15
settling 150:3
seven 73:6,6 246:3
255:11,20 257:18
shaking 17:8
shape 12:21 13:16 16:6
79:2 257:9
share 17:15 21:2,4 30:5
30:12 65:22 76:9
194:1 207:14 235:13
242:16 243:19 247:17
248:4,7
shared 16:3 76:4 77:15
226:10 231:13 260:15
261:21
shares 30:6 248:10
sharing 28:2,4,11 36:6
51:20 54:5,7,14 67:2
67:15 89:15 90:1,2
95:21 96:2,6 107:20
108:20 109:3 111:18
119:2,4 137:4 139:18
152:20 181:5,10
186:1 193:1,2,17
194:3,9 201:10
202:18 207:6 226:1,2
226:3 232:15 242:13
243:17 246:10 247:1
249:18 253:19 254:21
256:13,19,22 259:8
260:17 268:10,16
274:4
- She'll** 276:8
sheet 219:20
shelf 109:16 190:21
225:14
shell 220:10 223:21
267:1,1 277:16
shelved 190:21
shelves 190:22,22
Sherry 2:11 207:4
230:8,17 277:19
shocking 93:1
shoot 218:2
short 187:10,16 192:8
210:21 212:20
shortening 176:21
shorter 183:14
shortly 251:6 271:9
show 4:13 14:21 124:8
185:16
shows 40:9 95:13
shuffle 136:13,15
shy 107:1
side 10:21 22:11 33:7,9
48:2 67:22 75:19
233:9 234:3
sidebar 223:9
significant 48:3 67:9
silence 225:19 228:8
265:5
silent 30:6 81:16
similar 35:19 37:14
45:13 46:9 54:10
76:19 94:11 260:13
Simona 2:4 5:12 6:7
82:15,17 83:2 150:3
Simona's 85:7,12
simple 44:4 79:22
238:13
simplicity 174:10,18
simplify 44:11 99:2
simply 29:3 43:8 51:18
99:5 130:14 225:9
244:21
Simultaneous 113:7
129:15 130:9 147:3,7
163:11,21 164:14
178:10 235:17
single 74:14 77:8
sink 142:15
sir 190:2
SIS 74:13
sit 109:16 212:17 260:9
266:4
sits 225:14
sitting 120:2 193:10
size 152:18
sized 97:9
skills 158:16

- slack** 230:13
slated 13:9
slew 272:22
slide 211:10 216:22
 253:4 257:16 261:8
slides 192:21 261:21
slight 116:6
slightly 35:19 46:9
 54:18
slow 114:1 255:3
slower 182:1
slowing 120:20
small 20:5 63:1 70:21
 76:14
smaller 16:13 19:11
 22:2 60:12,18,21 62:2
 73:16
smart 198:13
smarter 248:19
SME 200:15
SMS 52:3 54:12 232:2,9
 232:12
snarky 149:22
solidify 254:9
solution 39:13 75:10
 92:4 130:4 136:2
 141:9 193:22
solutions 1:15,19 6:12
 172:3 194:6,7
solve 196:12 260:7,8
somebody 120:12
 200:7 214:2
someday 52:1
something's 234:16
somewhat 252:2
soon 271:15
sooner 218:16
sorry 5:14 7:2 69:3 73:5
 73:17 82:21 84:10
 85:9,10 93:7 99:20
 101:6,7 102:2 104:4
 109:10 115:10 123:4
 125:19 136:5 144:7
 146:22 147:11 164:1
 174:6 175:22 178:12
 178:15 181:5,6
 188:17 189:19 234:19
 245:15
sort 51:5 55:8 57:12,16
 72:2,10 77:4 80:11,18
 87:9,14 96:3 102:22
 114:17 128:17 136:13
 152:1 156:8 170:17
 173:6 189:17 203:18
 207:22 212:6 214:16
 223:1 233:4 237:3,4
 245:6 248:22 276:4
sorts 193:15 274:8
- sounds** 48:22 71:1 79:1
sources 119:14 129:13
speak 7:1 10:18,20
 17:19,22 23:16 62:3
 84:10 101:4 123:3
 136:4 210:7 211:3
 215:3
speaker 105:3
speakers 184:3
speaking 69:18 113:7
 114:15 129:15 130:9
 145:18 147:3,7
 163:11,21 164:14
 178:10 235:17
speaks 202:1
Specialist 2:12
specific 28:19 38:9,10
 84:16 102:14 103:10
 123:15 142:5 158:21
 160:3,5 166:8,12
 169:19 193:12,19
 212:11 231:19 242:1
specifically 28:18 33:7
 50:1 62:6,7 90:19
 92:8 138:6 143:22
 198:17 231:13 233:14
 247:20
specifics 57:20 58:2
 216:5
specify 124:20 257:3
speed 16:14 219:13
 223:6
spell 274:6
spellcheck 230:11
spend 11:22 13:11
 60:10 213:4
spending 216:6
spent 233:7
spin 107:4
spoke 233:2
spoken 215:9 274:3
springboard 190:19
spun 225:15
spur 170:9
stab 18:21
stacking 107:16
staff 2:9 16:20 35:13
 39:11 52:18 90:9
 101:10 140:17 158:22
 159:5 166:9,14 170:2
 171:13 188:12 198:2
 220:7 224:7 265:10
 270:14 278:13,13
staffed 216:9
Stafford 1:11
stage 11:2 14:5 148:8
 205:18
stairs 22:7,8,11
- stakeholders** 67:6 96:4
 195:19,22 205:2,21
 206:13 230:1 233:18
 242:5
stand 35:12 105:19
 257:22
standard 237:22
standards 207:17
standpoint 127:8,15
stands 52:8
start 6:17 13:18 41:19
 42:2 57:4 101:18
 103:6,8 113:1 117:7
 187:15 190:12 191:22
 210:6,18 211:1
 212:13,14,16 213:9
 213:16,17 215:2
 216:3 219:20 221:19
 223:4 224:8 237:9
 249:21 250:14,15,17
 265:13 267:2,4,5
 271:21 272:7 276:19
started 4:13,18 163:17
 191:7 251:19,21
starters 275:6
starting 65:5 78:3,4
 81:7 89:17 94:21
 161:17 164:20 165:19
 170:8 172:19 187:11
 189:9 196:17 270:12
starts 151:11 220:1
state 1:13,18 5:22 6:4
 6:18 8:14,15 9:3
 95:19 131:20 132:8
 206:4 207:2 240:13
stated 33:1,15
statement's 190:9
statements 18:17 38:13
 39:9 46:10 48:19
 71:20 132:19 175:15
 228:5 276:13
States 48:1
station 68:14
stations 124:1,2,2
stats 49:16
status 79:9
statute 124:13 209:9
statutory 142:1
stay 15:19 21:21 71:4
 95:11 116:13 172:6
 227:14
stayed 278:16,17
staying 73:12
step 37:15 60:19 72:4
 86:21 111:7 197:12
 202:16 210:16 237:4
 247:7
steps 55:12 57:8 58:3
- 113:16 166:22 187:14
 192:7 210:14 212:5
stick 62:4 149:1
Stoody 2:17 132:5,5
 209:2,2 264:8
stop 153:14,16 154:9
 190:8 196:14 216:12
storage 77:9
stored 77:15
straight 75:10 117:8
straightforward 47:3
strategic 3:5,7,9,11
 13:7 14:14 26:18 27:4
 27:7,10 28:15 29:14
 29:15 31:8,22 36:19
 40:4 41:20 42:17 44:1
 55:10 57:9 73:13,14
 88:1,17 89:4 132:9
 170:18,19 222:14,18
 222:21 226:1
strategically 43:11
strategy 7:7 42:8 215:1
strawman 27:7
streams 226:18
street 1:11 267:14
striking 88:10 197:18
strong 260:20 268:21
stronger 183:13,13
struck 87:10
structure 231:5 256:15
 264:13
structured 72:9
struggling 42:13
studied 150:20
studies 16:3
stuff 39:6,17 57:7 58:21
 82:6 131:3,8 169:6
 189:7 245:17 265:14
 275:5
stuff's 76:16
stymie 250:9
stymied 217:20 220:18
sub-bullet 199:15,15
sub-bullets 261:21
sub-group 246:20,21
 246:22
sub-groups 192:14
sub-team 236:17
subcommittee 3:13
 219:12 220:20 226:16
 226:19 233:13 241:18
 242:5 244:16 245:10
 252:10,11,17 253:2,9
 253:12,17,19,20
 254:2,3,13,21 256:11
 256:13,22 257:4,5,9
 258:9 260:9,11
 272:10,14,22 273:5

273:10,13
subcommittee's 239:20
subcommittees 13:13
 49:9 167:22 188:11
 215:5,17,19 216:3,7
 216:10 217:18 219:17
 220:12,17 221:18,22
 222:20 225:3 237:15
 249:11,16 250:8,12
 250:15,18,21 252:20
 253:6 254:7,10,19
 255:3,10,12,14,20,21
 257:10,16 261:22
 262:12,18 264:3
 266:17,18,22 267:3
 267:19 272:2,4,19
 273:9,20 275:16
 276:15
subgroup 231:18
subgroups 188:11
subject 75:20 102:7
 200:15 241:14 253:1
 272:8
submission 206:12
 241:20
submit 189:11
submitted 198:4
submitting 190:14
 238:5
subsequent 132:7
 273:9
subset 29:10 138:14
Subsits 2:5 7:18,18
 84:6,6,11,20 85:3
 86:2 134:13 135:9
 198:20
substance 192:9
 220:15 258:5
substantive 114:4
 131:2 180:13 212:7
 212:21 214:15 216:16
 221:20 223:20 228:3
 252:2,7 262:6,11,21
substantively 181:22
 213:19 220:21 251:11
 266:17 276:6
succeed 167:10 214:20
 237:17
success 116:2,3 208:13
 229:6 244:18
successful 187:19
 208:8 225:1 228:20
 229:1,5
sufficiently 147:17
suggest 27:15 77:17
 102:16 126:4 136:12
 152:17 246:15 249:10
 264:16

suggested 106:4 117:5
 135:20 136:7 204:17
 277:10
suggestion 74:7 135:8
 135:17 136:2,16
 161:9 277:13
suggestions 74:5
 102:15
Sunoco 1:20 9:11 30:1
 81:3 99:21 144:9
 167:15
super 93:16 171:6
supervisors 204:2
support 65:20 98:2
 99:5 118:16 132:8
 146:4 165:14 186:9
 209:3 215:14 218:17
 244:6 260:18 272:21
supporting 93:19
supports 77:21 87:4
supposed 170:10 190:9
suspect 263:12
sway 41:2
swing 22:9
switched 22:16
sync 190:2
system 1:5 10:9 28:2
 54:8,14,22 58:6 61:16
 66:1 67:15 74:7 75:12
 81:15 100:22 108:20
 110:7,22 112:6
 117:16,22 119:4,16
 121:16 123:12 124:14
 124:19 128:7,18
 132:20 133:6 134:2
 135:4,15,15 136:16
 137:4 139:19 152:20
 153:13 155:4,6
 156:18 178:13 179:5
 182:20,20,22 183:3
 185:18 200:11 201:22
 205:12 208:9,13,18
 208:19 209:4,7 234:5
 237:20 238:7 241:9
 244:6,14 248:5,16
systematically 249:20
systemic 195:9,10
 202:4
systems 49:2 54:5,8,12
 54:15,20 55:2 74:12
 74:16 75:12 98:2
 119:11 133:18 135:5
 135:18 136:8 137:10
 144:12 153:14 154:9
 154:9 155:2,5 173:4
 177:19 178:3,11,14
 179:12 181:5,10,16
 182:7,14 197:21

199:2 227:15 243:9

T

table 32:17 35:2 36:7
 44:15 45:19 71:9
 72:22 114:12,20
 172:14,15 185:9
 210:4 211:16 214:5
 243:13 260:21 264:7
 269:16 278:3
tables 22:20
tad 270:5
takeaways 17:10 23:20
 63:6 192:7 201:2
taken 132:7 208:8
takes 12:21
talk 11:4,15,19 13:17
 14:10 15:11,20 24:2
 26:12,12 34:6 39:17
 71:10 72:6,11 75:8
 95:7 108:6 111:7
 126:1 138:2 171:17
 187:14,16 221:16
 224:18 225:10 239:3
 240:16 252:14
talked 16:12 24:18 29:1
 52:14,18 85:14 150:1
 188:2 189:16,21
 203:4 206:22 215:19
 216:7 218:19 251:18
 251:20 253:5,20
 257:11 264:18
talking 12:1 13:14
 52:11 56:15 57:4
 72:18 102:9 113:1
 122:17,18 138:5
 142:17 188:2 196:20
 198:14 220:1 233:15
 241:7,10 243:16
 247:8 249:17 250:4
 261:10 267:8 268:4
talks 78:13
target 13:7 247:19
task 79:22 84:16 257:2
tasked 79:12,14 244:13
tasking 88:1
tasks 17:18 220:9
 256:11 257:6
team 114:9 236:11
 242:6 270:15
technical 135:4 152:5
 237:16 274:6
techno 139:13
technological 104:17
 104:21 108:4 135:22
 136:8,19 137:13
 147:15 178:6 179:14
 181:18 182:16 183:4

technologies 30:22
 145:3 197:5 221:22
technology 28:19 136:9
 193:5,7,14 194:15
 195:11,15 246:9,12
 246:22 249:9 250:2
 255:6 260:6 263:12
 271:2
telephone 2:18 167:18
tell 185:13,14 235:12
tells 185:20
template 23:18 204:10
templates 20:13
temporarily 21:22
ten 72:3 97:4 172:22
 211:18
tend 41:18 44:10
 123:10 200:15
tent 10:21 59:15,16
 69:5 86:1 90:7,10
 91:22 94:1 97:13
 131:13 135:12 141:1
 222:5 240:21 241:1
term 34:4 59:21 121:11
 140:13 149:7,13
 150:5 187:16 192:8
terminals 33:3
terminology 95:11
terms 59:20 60:18 80:2
 80:12 91:12 129:22
 130:2 132:22 165:11
 184:7 190:5 197:3
 210:9 223:2 228:18
 232:15 238:13 252:4
 274:16,21
Terry 2:16 54:1 74:20
 75:4,7 242:10
test 41:5 263:17
testimony 201:8
text 161:14,15
thank 4:8,18 5:1,16
 6:13 10:7 19:15 26:7
 26:15 29:22 31:9
 33:19 39:19 46:12
 58:16 61:8 67:16 68:9
 70:13,14 73:1,10,11
 74:2 76:22 82:21 84:4
 84:5 93:21 95:2 97:7
 97:12 101:2 105:7
 115:19 120:14 133:7
 133:8 136:15 144:8
 162:20 167:12,14
 174:7,20,20 176:8
 186:2 187:9 188:16
 188:22 196:21 197:15
 200:19 204:7 206:2
 211:13 215:12 217:10
 219:3,10 222:2,10

231:20 243:12 247:4
 263:2,6 264:19 275:9
 275:10 277:22 278:1
 278:12,15,18
thanks 7:3 26:6 85:6
 102:11 105:6 140:20
 143:9 145:15 185:7
 186:3 204:18 231:22
 257:14 278:18
Thebert 2:6 9:1,1 31:13
 31:17 32:11 38:22
 42:16 61:8 63:9,17
 64:8 69:3 77:17 78:10
 78:14,22 79:13 82:1
 89:8 106:7,10,22
 107:3,7,11 122:6
 126:10,14 127:21
 151:5 159:6,8 160:2
 164:5,10 168:15
 227:1,7 228:7,12
 233:21 234:19,22
 235:4,7,10,20 236:14
 236:21 238:17 239:1
 239:5,9,12,16,22
 240:9
theme 246:16
Theresa 2:17,17 69:8,8
 69:15,16
things 15:11 16:2 18:5
 21:9 24:10,19 25:19
 36:4 37:6 40:8,11
 44:11,21 45:1 56:15
 56:18 60:14,19 61:2
 79:5 90:7 93:17 97:11
 103:11,16,18 109:22
 114:1,20 120:20
 125:17 132:16 142:19
 156:15 157:20 158:1
 160:3,6,8,9 168:16
 172:6 173:16 184:4
 185:16 187:14,20
 188:6,12 192:15
 193:15 195:12 196:11
 205:3 207:20 209:21
 213:10 214:2 217:16
 221:6 222:16,16
 224:8 227:1,17,22
 238:2 239:20 243:5
 243:10 245:22 246:11
 246:17 248:15 250:11
 251:13,14,15,17
 253:5 254:8 255:17
 261:15 262:4,7,15,16
 264:15,18 266:12
 268:1,5,7,12,17
 270:20 274:4,8,16,22
thinks 114:10 158:11
third 36:21 38:1 45:10

46:5 209:19 236:7
 239:10 242:15 244:4
 244:9,13,21 245:3
 246:15,16 247:1
 266:20,22
thoroughly 197:11
thought 22:18 31:18
 34:18 46:12 49:4
 87:12 98:8 104:1
 108:5 117:5 120:8
 123:6 138:11 141:18
 142:7 143:12 156:10
 171:14 183:21 189:21
 190:2 191:17,20
 197:18 198:20 211:6
 228:7 230:5 243:16
 251:16 252:15 260:12
 263:2 264:5 265:16
 269:7 273:15 277:12
thoughtful 243:21
thoughts 13:2 14:3
 21:4 25:11 39:18 66:9
 67:7 87:11 115:6
 116:22 122:5 124:4
 191:10,12,15 196:22
 211:5 220:2 226:21
 233:20 240:10 245:12
 249:4 258:17 259:20
 262:3 264:6 265:8
thousands 205:8
threat 193:13
three 4:20 6:14 13:20
 15:5 19:19 27:17 36:4
 37:6 38:12 39:8 46:9
 61:4 63:11 68:16 81:6
 111:9 122:13 127:9
 151:8 152:15 162:6
 180:11 193:3 216:11
 237:13 247:11 248:17
 249:8,11 250:19
three-part 155:17
threshold 90:13
throatedly 102:6
throw 92:4 105:1 136:3
 142:15 243:17
throwing 112:6
THURSDAY 1:8
tie 169:18
tied 18:18 160:3
tight 232:9
timeframe 217:15
timeline 212:20 213:2,9
 213:17,21 223:14
 251:6 258:12 266:14
timeline/outline 223:20
times 81:6 83:8 116:20
 121:10 138:1 218:12
tired 65:17

title 6:1,18
today 6:17 11:1,21 26:4
 56:2 96:14 139:11
 171:19 174:14 175:7
 188:7 192:5 210:13
 214:9 217:15 219:18
 221:16 224:2,11
 249:13 250:16 251:10
 260:16 261:9 264:18
 265:1
today's 11:10
told 12:4 175:22 197:22
tool 62:22 68:4,5
 195:11
tools 50:19 51:20 52:5
 66:3 104:22 144:14
 194:13 209:13 249:5
 269:9
top 151:11 163:5
topic 31:11 149:1
 231:10 277:17
topics 14:12 228:17
 230:19
totally 37:9 65:9 218:9
touch 272:9
touched 96:3
touches 253:4
tough 184:3
tower 198:2
towers 201:16
track 11:12 87:17 88:4
 90:9 116:15 220:8
 241:21
trade 50:10 227:16
traditional 65:15 66:4
trails 111:16,18
trained 194:14
training 194:11 199:18
 255:6 260:4,5 263:11
trainwreck 165:13
transcript 10:12,13,20
transcription 20:18
transcripts 20:8 224:10
Transfer 1:14 7:14 45:9
 71:12 94:8 116:18
 125:22 152:14 180:3
 191:17 216:20
transition 70:12
transitioning 70:1
transmission 28:5,12
 28:19,22 29:2 32:20
 33:6 50:1 53:11,15
 67:20 68:6 70:5,9
 77:10 78:16 81:10
 83:11 89:1 99:7,10
 107:18 109:1 122:8
 126:6,16,20 127:1
 129:1,17 133:22

137:7 151:1,18 153:3
 155:2,5 156:11 165:7
 166:16 178:1 179:10
 181:13 182:12 197:6
transmitted 76:12
transparency 28:10
 44:22
transportation 1:1 2:12
 7:19 27:21 91:1 92:9
 92:10,10 108:18
 133:16 137:1 140:18
 153:11 154:6 177:17
 179:3 180:22 181:2,7
 182:5 260:14,15
treatment 274:21,22
tremendous 196:1
trickle 194:21
tried 18:11 21:16
 171:21
trouble 89:20
truly 172:11
trust 1:16 7:5 35:6 93:2
 231:8
truth 98:12 110:18
 204:1 222:11 235:12
try 19:6 25:22 39:21
 103:15 121:6 149:1
 170:13 172:2,2 175:3
 219:8 248:21 269:10
 271:14
trying 27:1 35:21 36:18
 40:6 43:1 45:11 54:19
 64:3 65:10 72:19
 83:16 87:5 91:8
 106:13 145:6 152:14
 162:8,13,14 190:6
 192:15 202:6 207:17
 228:2,4 238:14 247:6
 247:13 251:10 265:15
tucked 22:10
Tulsa 2:1 7:11
tuned 15:19 139:5,9
tuning 57:5
turn 11:1,4 26:8,11
 58:13 63:13 94:8
 189:15 191:12
turned 104:11
tweak 18:22 45:14
 106:1 116:6 203:9
tweaked 27:13 163:6,8
tweaking 47:21 60:11
 60:13 71:5,22
tweaks 101:18 103:19
 213:19
twice 81:18 95:20 116:7
twist 128:1
two 14:2 33:7 36:10
 43:14 48:14 55:19

61:4 66:4 79:5 116:7
118:12 123:11 129:2
157:20 170:5,12
175:14 185:10 188:15
192:3,21 195:20
222:12 234:14 237:13
242:3 246:7 249:16
258:6 276:11
two-day 273:11
type 63:13 104:18
248:19 271:2
types 33:3 102:9

U

U.S 1:1
ultimate 24:15 37:2
58:9 87:20 112:13
132:16 133:5 252:6
ultimately 14:13 16:8
47:16 51:11 67:14
197:14,21 226:9
236:19 240:15
unchanged 161:21
uncomfortable 62:20
underlying 63:21
understand 12:22 34:1
37:10 79:11 110:5
138:20 139:3,11
150:5 172:3 238:16
241:6
understanding 170:4,7
understands 140:14,15
140:19
understood 50:4
124:12,18
undertake 53:9
undo 117:4
Union 2:2 9:17 67:21
198:7
unit 206:8
United 48:1
universal 59:10 87:16
UniversalPegasus 2:8
8:21
universe 124:9
University 1:18 2:1 6:4
7:11 206:5
unpin 272:12
unrelated 34:22
updated 11:10
upstream 243:3
urge 274:9 275:4
use 12:12,14 13:21 15:7
20:13 21:1 22:22 24:3
66:3 78:20 92:12
95:11 96:4,7 112:10
133:6 149:7,14
160:15 221:3 222:7

232:5 240:5 248:3,22
277:15
useful 161:13,21
237:10
uses 92:7
utilities 7:19 69:17,20
69:21,22 70:5 76:7
utility 2:2 9:17 67:18
95:9 200:4
utilize 65:15
utilized 190:18 194:15
197:13 221:1
utilizes 120:12
utterly 245:5

V

vague 159:2 160:16
valid 91:5 185:22
200:14 246:3
validated 232:19
validation 232:18
valuable 80:18 111:3
200:17 203:17 204:6
207:9 208:21 225:7
value 74:13 168:5
170:14 198:14,15
211:7 216:6 217:2
238:4
values 276:13
valves 130:11
various 88:16 226:6,17
226:18 236:18 272:2
vehicle 250:8
vendor 244:22
vendors 21:17 100:11
245:3 248:11
venue 218:19
venues 196:7
verbatim 20:8
verbiage 142:5
version 102:22 161:21
168:12
versions 118:12
versus 43:3 64:10 65:5
107:7 126:20 168:20
169:6,12 239:18
244:21 245:2
vice- 8:6
vice-president 7:7,14
9:13,20
view 33:11 41:13 107:9
114:4,22 138:16
141:14 152:6 171:22
195:15 199:7 239:14
241:22
Virginia 1:11
VIS 14:18 29:15 205:20
207:12

vision 29:14 41:20
44:13 55:10 96:17
visit 19:22
visualize 15:13
vital 59:7
vociferous 186:8
voice 17:14
voices 114:12
voluntarily 225:2
228:21 229:3,11,14
voluntary 1:5 5:18 10:9
28:1,11 36:5 50:8,15
51:2,10,15 53:4 57:21
58:6 62:21 63:8,9
66:1,20 67:2 70:3,10
91:13 108:19 110:22
111:14 113:3 119:4
133:18 137:3 153:13
154:8 155:4 172:11
177:19 179:5 181:4,9
182:7,19 203:12
208:10 229:4,6 241:9
volunteer 139:18
vote 12:20 20:4 27:8,16
29:16 31:14 38:9 39:1
43:7,8 45:22 49:2,11
50:12 56:8 57:16 59:8
59:13 159:4 161:22
166:21 171:9 173:13
175:6,8 227:20
voted 13:15 124:21
254:19 257:18,19
voting 35:7 45:18 47:3
57:11 253:18

W

wait 22:15 102:20
waited 5:13
waiting 4:11 66:2 95:5
97:14 162:10 192:4
223:8 224:13
walk 17:15 23:2 256:5
WALSH 118:4,7,10,12
Walter 1:21 9:7 109:10
119:19 120:7 144:5
145:16 200:20 204:19
243:13 258:17
Walter's 116:13,19
132:21
Wang 2:13 8:4,4
wanted 14:5 21:11,14
56:7 85:6,11 95:9
99:22 136:3,12
137:20 147:13 156:7
157:10 161:22 175:12
198:6 201:11 202:14
216:11,20 228:8
255:20 263:9

wanting 219:4
wants 13:3 47:8 58:6
73:4 164:2
Warner 2:7 9:19,19
31:10 59:19 74:10,10
118:16 131:15 134:21
134:21 154:21 155:1
240:12 275:11,11
warning 205:11
warranted 19:5
Warren 185:16 205:6
251:18
Washington 7:19
wasn't 54:11 59:6 62:20
69:3 100:2 122:17
211:8 259:18
waste 27:4 60:15
wasted 38:14 169:3
wasting 39:14
water 74:17
way 33:1 41:12,18
43:10,14 49:5 51:21
52:2 54:13 63:2 64:20
65:19 77:6 83:12
89:10 94:18,20 95:3
100:6 102:3 106:21
107:19 114:17 117:10
117:13 122:20 126:2
126:3,8,18 129:1,20
133:4,7 134:1 135:10
135:16 137:9 141:13
145:5 148:18 149:4
149:13 151:9 152:17
153:2 155:8 156:20
158:20 160:19 161:10
166:7 177:3 178:2
179:9 181:15 182:11
183:5,20 184:8
190:18 194:15 203:15
208:11 209:8 213:7,8
225:11 247:16 249:20
261:4 268:16 269:1
273:20 276:5,18,22
ways 48:15 99:13 113:1
113:10 115:3 143:21
246:13
wayside 46:19
website 10:14 141:20
142:12
wedded 227:21 250:20
250:21
week 219:7,8 221:10
weeks 275:8
weigh 128:20 140:11,22
147:19 218:5
welcome 5:2 19:15 83:2
188:22
went 37:16 73:8 157:21

188:19 255:19 278:20
weren't 63:22 115:12
 122:6 211:18
wheels 225:15
Whetsel 2:13 8:2,2
white 2:14 8:18,18 17:4
 22:14 23:6 71:18
why's 171:1
whys 58:12
wide 76:12
wider 67:13
willing 171:20 201:4
 235:19
wind 38:12 250:17
wisdom 120:5
wise 122:20 183:9
wish 89:10 265:1 278:8
wishes 13:22
withdraw 59:12 60:1
 153:17,22 174:2
withdrawing 174:21
withdrawn 157:4
 164:16 175:1
withdrew 162:18
woman 145:18
wonder 218:1 246:6
wondered 85:16 198:3
wonderful 183:21
wondering 138:6
 145:19
word 28:9,9 74:7 77:18
 81:5,18 84:2,4 86:3
 92:7 95:15 96:5 98:9
 102:15 104:6 118:18
 121:7 129:2 141:4
 144:9,17 145:15
 147:2 160:15 177:5
 197:11 230:20
wording 166:14
words 18:13 73:19 74:8
 81:19 88:21 96:20
 100:2 104:12 133:4
 232:18
wordsmith 33:22 39:3
 145:7 230:4
wordsmithed 91:18
 228:1
wordsmithing 33:22
 83:7 103:10 118:22
wordy 166:7
work 19:12 36:8 38:15
 44:9,20 45:2 46:12
 49:8 52:4 53:8 60:17
 64:3,6,7 68:19 69:22
 71:4 76:9 91:8,20
 92:13,17 101:12
 103:21 120:17 131:7
 133:7 165:11 166:2

169:3 170:16,22
 172:13,20 187:8
 189:7,10 194:11
 199:12 213:14 219:12
 221:1,14 223:19
 236:2,18 237:16
 244:16 253:12,14
 254:6 255:4,13,16
 256:3,13 257:4,7
 258:11 260:1 263:13
 263:14 264:5 270:17
 272:12 273:1,4,13
 276:6
worked 52:19 76:18
 203:20
worker 267:21
workers 2:2 9:9,17
 67:18 95:9 200:4
working 1:6,10 5:19
 10:9 56:9 68:14 86:17
 94:10 105:17 153:9
 165:12 173:4 188:11
 188:13 221:17,19
 223:20 224:6 233:3
 233:14 237:15 246:2
 246:4 251:20,21,22
 255:1 257:6 266:14
 276:4 277:12,14
works 64:1 194:10
 249:4 251:3
world 144:21 194:13
worms 29:6
worried 35:16 191:10
worry 17:7 55:22 57:14
 189:3 259:18
worth 24:1
worthy 211:6
wouldn't 45:17 98:15
 160:15 197:10
wow 173:5 190:16
wrap 13:9 103:1,2
 195:6
wrap-up 3:17 14:1,2
 15:9 19:8 23:14
wrapped 98:15 116:22
wrapping 68:21 267:5
write 241:13 245:5
writing 211:19
written 53:10 129:7
 150:13 163:16 186:11
 227:3
wrong 202:8
wrote 97:11 197:3
www.regulations.gov
 10:15

X

X 61:5 248:4

Y

year 171:2 172:22
 187:18,20 189:10
 212:18,19 217:21
 218:12 251:5 273:21
years 63:11,11,22
 86:19 97:4,5 172:22
 173:1,1 184:13,15
 242:13
yesterday 16:3 18:12
 26:19 27:14 29:2 38:4
 41:6,10 49:16 59:7
 62:10 65:12 93:18
 96:13 111:10 139:15
 144:10 170:4 184:2
 199:1,10 200:8 201:3
 203:5 205:6 207:1
 209:6 230:18 233:7
 238:3 250:5 261:15
yesterday's 197:19
Yiding 119:10
Yiming 1:18 6:3 95:18
 147:18 206:4
Yiming's 147:16
York 1:13 8:14

Z

zero 93:6 98:1,13,18
zoom 246:6
Zuniga 2:8 8:20,20

0

1

1.3 49:18
1.7 93:10
1:10 187:11,12 188:17
1:19 188:20
10 3:3,14 78:12
10:07 73:9
10:30 12:7
10:45 12:14
100 58:22
12 167:20
12:14 188:19
12:15 187:11
15 12:9 94:13 253:18,21
189 3:11
192 128:4,11 130:10
195 128:4,11

2

2 15:20 17:3 22:4,4
 165:19,19
2:30 13:9
2:57 278:20
20 19:4 63:22 97:4

184:13
2017 1:8
2018 3:15 13:18 255:5
 267:12 271:8,11
 273:6
220 3:13
222 3:13
25 43:21
265 3:15
267 3:16
278 3:17

3

3 3:7 13:6 14:20 17:5
 28:10 34:14 45:13
 90:19 233:22
3:00 68:21,22
3:30 26:4 46:3
30 1:8 19:4 155:21
 250:18

4

4 14:20 38:5 234:1
4,000 205:9

5

5 3:2,4 14:20
50 47:22

6

6 3:6
63 3:5
65 3:7

7

7 3:8
70 64:19

8

8 3:10
8:30 1:11
8:43 4:2
800 236:19
800- 240:2

9

9 3:12 15:8
9:30-ish 15:7
9:53 73:8
923,000 49:18
950 1:11

C E R T I F I C A T E

This is to certify that the foregoing transcript

In the matter of: Voluntary Information-Sharing
Working Group Meeting

Before: Pipeline & Hazardous Material Safety Admin.

Date: 11-30-17

Place: Arlington, VA

was duly recorded and accurately transcribed under
my direction; further, that said transcript is a
true and accurate record of the proceedings.



Court Reporter

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701