

Date: July 31, 2020

To: All TSA Employees

From: David P. Pekoske  
Administrator

Subject: 100 – Message from the Administrator: Acting Deputy Administrator Patricia Cogswell's Retirement from TSA

This is a bittersweet day for me and for all of us at TSA. After serving for more than two years as Deputy Administrator, Patricia Cogswell is retiring from TSA. Today is her final day at TSA, and I want to express my deep appreciation and gratitude for her tremendous accomplishments during her time helping me lead the agency.

The White House announced intention to appoint Michael Miklos to be our new Deputy Administrator, with his expected arrival in August. As I congratulate Mike on this announcement and look forward to welcoming him to TSA, I will forever be in debt to Patty for her extraordinary public service here at TSA.

Patty was a key part of our great successes over the last two years. While I served as the Senior Official Performing the Duties of the Deputy Secretary for seven months in 2019, she assumed a much larger role. This included providing leadership at TSA during our busiest summer travel season in history, overseeing our agency's responses to heightened and emerging threats, such as cyber and unmanned aerial systems, and meeting TSA Modernization Act requirements, all while maintaining TSA's strong relationships with the transportation industry and Congress. As one example, she represented TSA before Congress three times in six weeks, ably demonstrating through her responses her commitment to and knowledge of TSA's critical security mission, and emphasizing her care for our most important asset – you, our employees.

As Deputy Administrator, Patty took the lead in maturing and institutionalizing our budget and decision-making processes, critical to our ability to achieve one of our organization's strategic priorities – accelerating action. She has been a champion of agency innovation and further developing public-private partnerships.

Patty invested in the culture and people of TSA – bringing employees together to participate in the annual Federal Employee Viewpoint Survey, moderating important discussions on professional development and reexamining how TSA looks at discipline and performance. She traveled across the country to meet with employees in person, led efforts to support TSA volunteers at the border, and mentored employees in their professional development. She took particular enjoyment in meeting with employees charged with all aspects of the TSA mission – FAMS, cargo, surface, compliance, international, intelligence and vetting, and screening operations, as well as the HQ staff supporting operations.

Patty is an accomplished leader with nearly 24 years of federal service. She has worked for DHS since its creation, serving in multiple leadership positions in three elements of DHS Headquarters

and three DHS components. Prior to TSA, she served as Assistant Director for Intelligence at U.S. Immigration and Customs Enforcement, Acting Undersecretary within the Office of Intelligence and Analysis, Acting Assistant Secretary for Policy Integration and Implementation, and Deputy Assistant Secretary for Screening Coordination. She also served on the National Security Council staff as Special Assistant to the President for Transborder Security, and acting Deputy Assistant to the President for Homeland Security and Counterterrorism.

Having led programs at the White House, DHS and the Department of Justice in intelligence, policy, border security, screening, aviation security and information sharing, she brought an unparalleled breadth of experience to TSA.

Her commitment to TSA employees was never more evident than during the unprecedented 35-day partial government shutdown in fiscal year 2019. TSA's workforce demonstrated true professionalism and dedication through that incredibly trying time, remaining focused on their commitment to our security mission. In recognition of all our employees were asked to do, Patty took action to ensure TSA exercised all options in paying and caring for our people. After the lapse in appropriations, she engaged with members of Congress to seek legislative changes that would support our workforce in the event of another government shutdown.

I want to sincerely thank Patty for all she's done for TSA and the traveling public. Please join me in wishing her continued success and all the best in the next chapter of her professional career.

A handwritten signature in black ink, reading "David P. Rebocke". The signature is written in a cursive, slightly stylized font. The first name "David" is written in a larger, more prominent script, followed by "P." and "Rebocke".