

# AI & Cybersecurity: Sec. Alejandro Mayorkas and Marc Benioff

Auto-transcribed by <https://aliceapp.ai> on Wednesday, 18 Sep 2024.

Synced media and text playback available on this page:

[https://aliceapp.ai/recordings/VGzY2yaqNAIRMjbph0C8WQDT5vli\\_E3K](https://aliceapp.ai/recordings/VGzY2yaqNAIRMjbph0C8WQDT5vli_E3K).

|                    |                         |
|--------------------|-------------------------|
| <b>Words</b>       | 5,769                   |
| <b>Duration</b>    | 00:41:38                |
| <b>Recorded on</b> | Unknown date            |
| <b>Uploaded on</b> | 2024-09-18 22:44:03 UTC |
| <b>At</b>          | Unknown location        |
| <b>Using</b>       | Uploaded to aliceapp.ai |

## Speakers:

Speaker A - 42.38%

Speaker B - 57.62%

## Notes:

- Raise your hand if you have already built an agent. Oh, my gosh. That's actually working. It's a huge shock. Uh, we're so grateful that everybody is here and also that, uh, the product is working.

- President Obama was born in Cuba and came to the United States as political refugees. His mother's philosophy was that every day is a new life. He says government has a responsibility to make itself better today and better tomorrow. Best is redefined.

- Mark Whitaker: Can you just help us understand a little bit of your background because it's so inspiring. How do you end up in this incredible career of public service? And maybe you could just walk through a couple of these key things.

- How do you contrast the leadership of President Clinton, President Obama, and President Biden? All three empowered the individuals whom they appointed to execute their respective visions. How do you look at them as a leader yourself?

- We have to learn how to disagree and how it relates to this environment. I draw inspiration from my family. Do we need more dialogue, more communication? Is there a different construct in our educational system? Are there bridges that we need to build?
- There are different forces in Washington. Political landscape is not synonymous with governance. We fight for resources. Let's take online child sexual exploitation and abuse. It's not that easy. And there are a lot of competing priorities.

**Speaker A**

**00:00:03**

Okay. Good morning, everybody. How are you doing? Are you enjoying dreamforce? You are. How was the keynote yesterday? Was it good? All right. Raise your hand if you have already built an agent. Raise your hand if you built an agent. Oh, my gosh. Wow. That's actually working. It's a huge shock. Brian, did you build one? Fantastic. Amazing. Uh, we're so grateful that everybody is here and also that, uh, the product is working. That was a bit of a high wire act for me to say that we were going to do it and, uh, it's actually exciting that it's happening. So I'm so thrilled. And, uh, I also want to just give, uh, a huge shout out and a lot of gratitude to my friend McConaughy here in the front row, who. Anyway, uh, just a little backstory. The keynote, he really helped me with the keynote and when I really got stuck, and we're trying to explain things that have never been explained before and trying to put ideas in place, and then he wrote that great line that this is how AI was meant to be. So, Matthew, thank you for everything you're doing for Salesforce. And also his beautiful wife Camilla's with him. Thank you. And with that, I'd just like to now introduce you to our good friend, uh, Secretary Alejandro Mayorkas. Secretary, thank you very much.

**Speaker B**

**00:01:34**

Thank you.

**Speaker A**

**00:01:35**

We are so grateful to have the secretary with us. And, um, you know, we, um, uh, have all kinds of amazing things happening in artificial intelligence in the world. And, you know, one of the things that you've done that has been so important is that you are leading the US Safety commission because the technology is amazing and it can move in directions that we may not want it to move. We've all seen the movies, you know, um, majority report and war games and her. We grew up with these movies. Right. I. So it's in our subconscious and it's in our minds to watch this technology start to emerge and so forth. But you have had a lot of very wise things to say in these meetings that we've been having on AI safety. And, you know, this is an opportunity, I'm sure that a lot of folks haven't had the opportunity to meet you and learn about you. And, uh, I want to go into the details, but before we go into your background and your incredible life story, just tell us what has been your biggest surprise. Working with my peers and others in artificial intelligence and

leading this AI safety.

**Speaker B**

**00:02:51**

Commission, I think, uh, the biggest surprise, Mark, is, um, the sense of partnership in realizing the incredible opportunity that AI presents when people think of our department. They think of, you know, what breaks can we impose on our country's inventiveness, our innovation? To the contrary, what we want to do is create the space, uh, for its potential to be realized. And we also want to demonstrate, as you always say, Mark, about the impact that business can have in the progress of our country and the progress of our world. Um, I want to demonstrate that government can move at the speed of business, that we can harness AI to advance our mission while protecting the safety and security of our nation's critical infrastructure. Um, the level of partnership and collaboration and the sense of hope in terms of what this technology can mean for the world, I think is amazing.

**Speaker A**

**00:03:56**

You know, one of the things that, you know, usually in these, uh, programs, because I've, you know, I've had an opportunity to work with so many administrations, obviously, and I, you know, you know, for us, it's always difficult because the administrations are changing, but our values are not changing. So then we're trying to align with, however the administration that's in place is working. But the thing that has really struck me and the power of your leadership with this safety commission is how you've been able to generate, you know, through what is a very diverse group of people, a very substantial framework. So can you just address that, how you're getting to this point? Because I've never seen a leader in an administration like yourself be able to come up with such an incredible outcome so quickly.

**Speaker B**

**00:04:42**

So, thank you, Mark. So our, um, AI safety and security board is comprised, as you well know, not just the leading technology luminaries, but also the civil rights, civil liberties community, the, uh, privacy rights community. We have a very, A, uh, comprehensive and representative group. And the key is to develop a framework that is not just targeted at the model developers, but really includes and accounts for the entire, uh, ecosystem. The model developers, the cloud, compute, the infrastructure entities that are going to be taking, uh, AI and using it in their operations. Um, and so what we're trying to do is capture the entire ecosystem and speak to that ecosystem with a framework that defines roles and responsibilities, where everyone has a role to play and everyone has responsibilities to execute on for the full progress in a very socially responsible way of this amazing technology.

**Speaker A**

**00:05:53**

It's funny, because I hadn't heard you exactly say it like that, but that is kind of what we said yesterday, that we built a platform that had integrated these hyperscalers and the models and the roles and the responsibilities and the sharing model and the security and everything, so that our, you know, customers don't have to do that. And then they'll be able to build their agents. But then, as you're talking, I'm thinking, my gosh, that is what the framework is like, that you have built this incredible framework for doing this, but you were able to seek alignment so easily with all of these diverse personalities. That's the part I had not really seen. And then to see them all kind of step up and agree to it, what was the magic to make that happen?

**Speaker B**

**00:06:36**

I think the magic is just bringing everybody together. There's, uh, a strength in collaboration and collective action. I don't think there's. There are different perceptions of what the vision is for this technology. I just think it's very important to get everybody around the table working together towards a common goal and shared solutions. And it's really the power of convening more than anything else, because the thought leadership is extraordinary.

**Speaker A**

**00:07:08**

Well, I'd love to let the folks here really understand who you are. And, you know, I've got a number of questions in my mind, but I think, before I get into them, I think it is important to kind of let people understand you were born in Cuba and you are an immigrant here into the United States, and then established this incredible life of public service. But can you just take us briefly through that journey of what it was like being born in Cuba and how you made it here and became this incredible leader in our country?

**Speaker B**

**00:07:41**

Well, uh, thank you. I was born in Cuba, and my, uh, mother and father brought my sister and me to this country as political refugees, um, escaping the communist takeover, uh, of that country. It was the second time in my mother's life that she was a refugee. Uh, she fled the Holocaust and lost a tremendous amount of family, uh, at the hands of the Nazis. Um, the philosophy in our family that was born of that displacement and an understanding, a profound understanding of the fragility of life was really my mother's philosophy, which is that every day is a new life. Something beautiful can happen that changes your life wondrously. Something tragic can happen. Uh, that really is a significant setback. And therefore, uh, we have a responsibility. We have an opportunity, but also responsibility to make ourselves better today than we were yesterday and better tomorrow than we are today. That was my mother's philosophy, and that is what she drove her children, including me, uh, to embrace and try to live. I think the same is true for organizations, um, that we have a responsibility to ensure that an organization, whether it

is in the private sector, and the extraordinary evolution that you have led and driven, um, being materialized in your new, um, uh, programs and capabilities. But also for the government, um, the word change is sometimes received with tremendous trepidation. And so I tend to use the words progress, improvement, but, um, I'm not interested in the static. I'm interested in what tomorrow can bring and how we can redefine ourselves for, uh, the better.

**Speaker A**

**00:09:55**

The Japanese have a word for that, it's kaizen, which is this idea that organizations and individuals need to continuously improve and achieve a higher and higher level of quality. Akio Toyota said it also as better, better, never best. Is that kind of what you're saying? Is it the same kind of thought?

**Speaker B**

**00:10:16**

Uh, I do believe so. And best is redefined. Um, what did we think of best in terms of the capabilities of a machine before the advent of generative AI? Haven't we redefined what is best? And I think if that redefinition comes to a close, um, I think that would be a sad day for our imagination of what the world can be. And I have to tell you, if you think we've hit best already, um, then somebody's not reading enough of the pages of news.

**Speaker A**

**00:10:53**

Now, you have also very close family. So you've come now from Cuba. You've ended up, um, in Los Angeles. Is that where you moved directly to or where did you go from Cuba?

**Speaker B**

**00:11:06**

We went from Cuba to Miami to Miami. As many Cuban Americans resettling. Uh, my father then had to, um, begin anew. He had a small business in Cuba that was starting to blossom. It was unfortunately taken away, uh, and he found, from Miami, he found a business opportunity in Los Angeles and we, uh, moved to Los Angeles. And my siblings are there and I'm in Washington, DC.

**Speaker A**

**00:11:34**

But you're very close with your siblings, aren't you? You talked to them on a fairly regular basis. Did that come from your mother, your father? I mean, was it part of the family culture at the beginning?

**Speaker B**

**00:11:47**

Um, so, uh, I used to speak to them very, very often. This job has interrupted that, um, uh, um, that came from my mother. And the most important thing to her was that her children

remained close. We have one another and we certainly have adhered to that.

**Speaker A**

**00:12:09**

Well, as you know, my mother is right here in the front row also, so, uh, she's happy to hear these things. And, uh.

**Speaker B**

**00:12:21**

And I had the privilege of meeting your mother a few minutes ago. And what I shared was the, uh, Maxim, of course, that the apple does not fall far from the tree. And therefore I know her to be a magnificent person. My father used to say that the apple doesn't fall far from the tree. But unfortunately the Majorcas tree was planted on the peak of a mountain and the apple seems to have, while fallen close, rolled quite a distance downhill.

**Speaker A**

**00:12:53**

And I countered with, do you know the difference between a Jewish mother and a Rottweiler? And the, uh, secretary did not know. So I had to explain to him that the Rottweiler eventually lets go. So anyway, mister secretary, now you're in Los Angeles and you're starting to have this incredible life and obviously your family are so tight and things are going so well. How do you end up in this incredible career of public service? And maybe you could just kind of walk through a couple of these key things because you've worked for some of the, you're not only working obviously right now directly for the president, United States, but before this, you are, you've, this is not the first administration that you've been a part of. And you've also had so many other key responsibilities in the government and including, I think you were the US attorney as well for a while. So can you just help us understand a little bit of your background because it's so inspiring.

**Speaker B**

**00:13:53**

Uh, thank you, Mark. So, um, let me first thank you and, um, uh, communicate that, um, you're inspiring. And the company that you have built, the institution, uh, that you have built is inspiring because you effect so much social change for, uh, the good, um, I felt compelled to give back, uh, to the country that, uh, gave us so much. And so, um, I believe in the justice system. And I became an assistant United States attorney and federal prosecutor. And I focused, um, my work on the prosecution of white collar crime, sophisticated, um, financial fraud, because what I saw on the street, um, was, uh, individuals who felt driven to crime by reason of despair, a lack of understanding or access to opportunity. And I wanted to focus my resources, my energy on individuals who had opportunities and squandered them in the service of greed. So that's what I did. And then I had the privilege of being appointed after about eight and a half years in that line of work as the United States attorney, um, by uh, President Clinton. And I left that because with a change of administration, political appointees are sometimes, um, obligated to

leave. We serve at the will of the president. And so I went into the private sector. And then, uh, um, when President Obama and vice president, then Vice President Biden were elected, I returned to, uh, public service as the director of us citizenship and Immigration Services, the agency within the Department of Homeland Security that, uh, administers our legal immigration system, which is in desperate need of reform. And then I was promoted. I was confirmed again, uh, as the deputy secretary of homeland security. And then in the change of administration, I did not remain, uh, and I returned as a secretary under President Biden and Vice President Harris.

**Speaker A**

**00:16:09**

Well, I want to ask you, because, you know, in my mind, you know, you've had the opportunity now to work very closely with President Clinton, President Obama, and now, uh, President Biden, and you have this incredible position running homeland security, which is so many of the key security organizations of the United States are directly reporting to you. How do you contrast the leadership as a strong leader yourself? And I've witnessed this, obviously. So I'm, um. You know, I think you have some very key words here, but how do you contrast the leadership of President Clinton, President Obama, and President Biden? The three very different leaders, three very different men. How do you look at them as a leader yourself?

**Speaker B**

**00:16:57**

I would probably speak to the commonalities, if I may, or a single commonality that comes immediately to mind, and that is, um, empowerment. All three empowered the individuals whom they appointed to execute, uh, their respective visions and very shared visions. Um, uh, and so I felt, as the United States attorney executing the policies of the attorney general, I felt very empowered to do so. Um, under President Obama, I felt the very same empowerment, whether it was. And, you know, this is all, um, born of shared values and a shared understanding, um, of what the world should be and can be. And certainly, uh, under President Biden, I have felt and Vice President Harris similarly empowered. And having sat with them and spoken of what the challenges are and what the opportunities are, we are, uh, moving in the same direction with tremendous pride. I say.

**Speaker A**

**00:18:11**

In the cabinet meetings are really, and probably, you probably have had three different oval office experiences as well, the one on one experiences and how they manifested the empowerment. Was it different in terms of their energy, the vibration or level of knowledge? I mean, uh, like, for example, I'd remember that with President Obama. You know, I'd never seen anybody spend so much time in the detail and understanding the detail. Um, I don't think that that was as true, for example, with President Clinton. But, I mean, it's a layman's view, and, you know, it's an arm's length relationship when you're

right there. What did you see in the Oval Office environment with.

**Speaker B**

**00:18:51**

So, truth be told, um, under President Clinton, I was the United States attorney, and there were a number of layers between me and President Clinton, so I did not engage directly with the president. The attorney general would have done so, but the attorney general during my tenure was Janet Reno, and I certainly engaged with her. We had some very difficult developments, um, in the law enforcement, on the law enforcement landscape in our country. As the deputy secretary of homeland security, I interacted primarily with, um, Secretary J. Johnson. Um, and I did have occasions, of course, to be in the situation room, more so than the Oval Office with president, uh, Obama. And the level of rigor required. The, uh, drilling down on the, on the details was certainly an element of those engagements. I'm not sure everyone is aware of the fact that I have spent time in the Oval office with President Biden. Um, um, one cannot fly at 50,000ft with President Biden. One has to be immersed in the particulars of the issue and understand, um, the policy from the ground up. Uh, so if I say there are nine sectors along, along the border that our us customs and border protection personnel address, he'll ask me, how many stations, how many ports of entry? What's your people power like? What's the footprint? What's the employment of technology? You have non intrusive inspection technology to detect anomalies in vehicles coming through the ports of entry. How do they work? How many do you have? How many do you need? It's quite rigorous, and I'm only 25. Look at me. That was probably applause of sympathy.

**Speaker A**

**00:20:59**

Well, we're very grateful to you for your public service. And, you know, obviously in the last couple months, I think we've all watched this very difficult scenarios and horrible situations emerge with former President Trump, where we saw these two assassination attempts occur. And, you know, with, you know, your governance of the Secret Service and the other security agencies of the United States, you must have been given this very difficult scenario to really look at what is going on and how you also see the overall complexity of the social environment, which is, you know, creating these things. How do you see what's happening? Do you have any perspective or can you share anything at all about what your insight is into what is really going on?

**Speaker B**

**00:21:51**

Um, yes, and let me, I'm not sure everyone understands the breadth of the department. You know, we have 260,000 people. We're the third largest department in the federal government. We have eight operational agencies. I mentioned us Customs and Border protection, but we have TSA, FEMA, cybersecurity, infrastructure, security agency, secret service and others. The expanse of our mission, Mark, is extraordinary. We are in a



intensely heightened threat environment. And the threat of foreign terrorism, which was the basis the genesis of our department, persists. It evolved over time, where not only was the threat of a foreign terrorist, uh, something that we focused on, but very much what we called the homegrown, uh, extremists. The, um, individual radicalized the violence by reason of a foreign ideology, a terrorist ideology, but an individual that was already present. Now, added to that, we have individuals radicalized to violence because of ideologies of hate. The level of hate in this country, uh, focused on, I mean, the level of antisemitism is extraordinary. Islamophobia, um, false narratives, anti government sentiments. It's an incredibly challenging landscape. And on top of that, the overlay is a very divided political, uh, landscape. And I speak of that as a homeland security issue, because a dividend speaks of a chasm, and nature abhors a vacuum, and it gets filled, and it is filled by our adversaries. And if we take a look, and this is, uh, apolitical, but if we take a look at the rhetoric around Springfield, uh, Ohio, and we take a step back and we think about the fact that parents are not sending their children to school for fear of a violent attack at that school, um, we have got to, um, shrink that divide. We have to reintroduce, um, a level of civility in our discourse so that we, as governor Cox of Utah, uh, says, we have to. We have to learn how to disagree again. Um, and that is the landscape on which we work. The two events, the attempted assassination, um, attempt against former President Trump on July 13, was a very different situation than what occurred this past Sunday. Um, the Secret Service is a remarkable organization. They are operating on a very different landscape than one that existed but a year ago. Um, and they're making the changes and, uh, that they need to. But I have to tell you that, uh, the secret Service has taught my children far more than my words ever could of what it means to serve and what it means to sacrifice in, uh, that service, because they are outside my house, um, unfortunately, necessarily 24 hours a day, seven days a week, and they are trained to stand in the way of danger so that I could be safe. Um, actions are more instructive than words, and they have taught my children a tremendous amount.

**Speaker A**

**00:25:57**

So, thank you. So tell us about that. We have to learn how to disagree and how it relates to this environment that's going on. What is your perspective? You obviously have unique wisdom and enlightenment around this, because you have the arc of not only the United States, but your family and its lineage as well.

**Speaker B**

**00:26:28**

When you asked me that, um, are you asking me for how I. What we need to do for a better tomorrow?

**Speaker A**

**00:26:37**

Well, I think you said it very well. We have to learn how to disagree. How to disagree. How

would we find this? Where. Where are the places that we could look? Or who could we turn to? Is there a place that you would go? Is it a religious background? A spiritual background? Is it a philosophical place? Is it a political place? Have you seen an example in your life where, you know, that we could lean on a historical reference?

**Speaker B**

**00:27:12**

Um, you know, I draw, ah, inspiration. I draw inspiration from my, uh, family. Uh, we do have, um, a foundation of faith. Um, but I draw, um, inspiration from my family. I remember when, um, I sat my daughters down and spoke of the importance of the Windsor, the supreme court's Windsor decision with respect to, um, um, marriage, uh, equality. And, uh, our older daughter at that time, still very young, looked at me quizzically. Um, she attended at that time, or had attended a progressive school in Los Angeles. And she looked at me and she was accustomed to, um, going to school and meeting her classmates, parents, maybe two fathers, two mothers. And so for her, the Windsor decision wasn't so momentous, because she lived in an environment where its meaning and its impact had been lived already. And that gave me great, great hope and enthusiasm, uh, that this generation will lead a better world. Um, you know, the golden rule is something that I think is, um, the grounding, uh, of it all. And it's not particular to a single, um, religion or, um, spiritual origin, which is do unto others as you would have them do unto you. If we can just make that a little bit of an individual and societal mantra, we may get somewhere very good.

**Speaker A**

**00:29:04**

So how do we do that? How do we love thy neighbor as thyself? How do we, when we have this kind of, you know, unusual environment in the US, you're kind of seeing it's starting to manifest in these different places. Do you think, are there bridges that we need to build? Do we need more dialogue, more communication? Is there. Do we need to have a different construct in our educational system? Are there things that you're hearing in your own department of your advisors saying, if we could build this bridge or this bridge, we would be better or stronger as a country or as a culture or as a nation?

**Speaker B**

**00:29:42**

You know, mark, um, I think, yes, all of the above. But, uh, I think, you know, uh, the way I look at it, and this is true for something as profound a subject as you and I are discussing now, and it's true with respect to the promise of ai and the responsibilities that come with that promise. It's not they. It's not they, you know, they need to ensure the safety and security of AI. They need to um, discourse in a more civil way. It's me, it's I, it's you, it's we, it's us. We own it. Whether it's through the power of vote, however one, you know, one has to vote one's conscience, uh, whether it's the activities. We own this all together. Um, and I uh, just resist the um, shooting the obligation over the transom. This is on us, all of us, um,

AI, safety and security in whatever role, in whatever role we play. You know, our framework is roles and responsibilities. The responsibilities are, it's not one uh, size fits all. The responsibilities are driven by the role one has. Same is true for the issues that we're discussing. We all have responsibilities and the responsibilities depend on the role. Mhm.

**Speaker A**

**00:31:20**

Can you expand on this a little further? Because I think this is something that we really all need to go a little deeper into and understand and bring into our own lives. What are a couple of ways, basic things that you think that we could do to achieve that dream? I mean, this is a big thought, you know, how would we build that bridge?

**Speaker B**

**00:31:40**

Mark, you are uniquely situated, um, the position that you have, um, built and therefore, um, own and possess. You have a capacity to reach an extraordinary number of people, not only through ah, salesforces, um, products and capabilities, but you have demonstrated um, corporate citizenship and the work that salesforce does in communities. You and your wife Lynn, um, have also had an extraordinary footprint and continue to have an extraordinary footprint in the well being of others. I um, have a different, uh, platform. It is the platform of government and I will share with you a photograph that I have in my office that is very meaningful to me. Sometimes the impact can, uh, be felt amongst many and sometimes the impact can be felt by one. And one is a lot. I have a photograph. When I was the director of us citizenship and immigration services, shortly after I began, I began in August of zero nine. In January of 2010, there was a cataclysmic earthquake in Haiti. Um, and we developed an emergency, um, program for the rescue of children orphaned by that earthquake. And I have a photograph of a young haitian boy running through Miami International Airport, beaming with a smile to meet his new Us adoptive parents. Life is very fragile. Terrible things can happen, but wondrous things can happen as well. And the resilience of the human spirit is really, um, really amazing. Um, I just have to um, you know, our leaders need to um, um, sit in a sauna with one another.

**Speaker A**

**00:34:23**

Uh, I'm not sure, that is going to happen in the current situation.

**Speaker B**

**00:34:29**

No, what they tend to do is put me in the sauna.

**Speaker A**

**00:34:34**

Um, but it's a good visual.

Words matter. The words of leaders matter a lot. People listen. They have impact. Um, they drive their behavior accordingly. But we all have a voice.

## **Speaker A**

**00:34:55**

I, um, want to ask you, putting that frame in, because what I found is, obviously we're here in San Francisco. I'm a fourth generation San franciscan, and, uh, I'm very fortunate to have this great culture here in the city and went to public schools here in the Bay Area, and then was able to give birth to this company. And, um, President Bush asked me to, uh, chair his it advisory committee. And so, you know, I put on my suit and went to Washington, DC. And this is now more than 20 years ago. And, you know, and we looked at different problems, you know, that are going on in regards to how technology and government need to come together. And one of the areas that you know very well was cybersecurity at the time. Maybe that word might have not been used very much actually in Washington, DC. And, um, we wrote a report, um, you know, as the chairman of the committee, I was very humbled to be able to write this report. But the report called for at the time, this is more than, you know, more than two decades ago, was about \$100 million of research really focused on how to bolster cybersecurity and to really work with our nation's universities to really help execute that. Because we could see that there were a number of areas that we outlined in this report. Anyway, there was a couple of interesting things when we published this, which was, there was some friction between the committee and, um, the administration, and kind of one, publishing the report, but two also the funding. President Bush had really called for a budget neutral environment. Stephen Friedman, who actually, um, is married to Barbara Benioff, who is the national economic director at the time, um, pulled me aside and said, mark, you just don't understand how Washington works, and this isn't going to happen. None of this. And, um, it was very, you know, uh, troubling for me, because what I realized was that it was almost like I was speaking one language, but when I was in Washington, DC, I needed to learn another language, that it was almost like two industries. It's not so unlike when I'm in the tech industry and I'm going to visit one of my customers and financial services or media or healthcare, and I have to kind of understand their lingua, Franco, or their buzzwords. Tell me, why is that? Why is it, you know, why is it difficult for, and I'm sure you see this all the time where folks like me are coming to Washington probably to help or give their advice or they see something, but it doesn't translate exactly into how Washington DC works. Can you give us some enlightenment on how to. How do we get that, uh, how do we get that plug into that socket in the right way? How do we all be able to do that? We have a lot of examples, even in the audience. Even Matthew, who's in the front row, you know, went to Washington, DC recently to help out on some very critical issues. But I think for all of us, we struggle to figure out what is that receptacle? How do we make that connection?

## **Speaker B**

**00:38:07**

Um, so, um, let's ask a question. If you see, um, something in your company that needs to

be prioritized and in order to prioritize it, you need to drive funding to it, you have a vision for it, you understand where it fits in the mosaic activities and you say, you know what? We need to plus that up. You're going to plus it up. You're going to plus it up. There are different forces in Washington. Uh, one force is the political landscape. And the political landscape is not synonymous with governance. They are not one and the same. And I might say in my department, you know what? This is a priority and it needs to be plussed up. But the process of getting the funding to do that is, um, labyrinthine, difficult. And it involves politics and perhaps competing visions with respect to the underlying policy, perhaps a united vision with respect to the policy, but a difference. Other priorities or a desire not to deliver success because of an electoral impact. The mosaic is very, very different. And I do think, um, that there are people who bridge that divide, but I. Or, um, those two different ecosystems. But a bridge is necessary. They are different. We fight for resources. And if I shared with you a problem here and a problem there, you would say, oh, my God, we have to end. Let's take online child sexual exploitation and abuse. And I'm not, uh. It is a scourge that people don't understand the gravity and the breadth of it. 80 plus million images, um, reported, uh, last year of international proportion. The heinousness of what transpires is unbelievable. We fight for resources. If this was within your remit, mark, given your level of engagement and heart and care for children especially, you'd be pouring money into it. It's not that easy. It's not that easy. And there are a lot of competing priorities. Uh, it's tough.

**Speaker A**

**00:41:01**

Secretary Mayorkas, I want to thank you for your service to our country. We're so grateful to you. Thank you so much.

**Speaker B**

**00:41:07**

Thank you, Mark. Thank you. Dreamforce attendees can receive a complimentary special edition of this year's Time 100 AI issue using the QR code on screen, Time's annual list of the 100 most influential individuals in AI recognizes the people driving the adoption of artificial intelligence forward.

**Speaker A**

**00:41:31**

Asking the hard questions about what comes.

**Speaker B**

**00:41:33**

Next and reshaping the world as we know it.