UNITED STATES OF AMERICA

DEPARTMENT OF COMMERCE

TRAVEL AND TOURISM ADVISORY BOARD

MEETING

THURSDAY
JUNE 30, 2016

The Board met in the Commerce Research Library, 15th Street and Pennsylvania Avenue, N.W., Washington, D.C., at 9:00 a.m., John Sprouls, Chair, presiding.

PRESENT

JOHN SPROULS, Chair; Executive Vice President and Chief Administration Officer, Universal Parks
MARGARET E. McKEOUGH, Vice Chair; Executive Vice President and Chief Operating Officer, Metropolitan Washington Airports Authority
GEORGE AGUEL, President and CEO, Visit Orlando
HELANE BECKER, Managing Director, Cowen and Company
THEODORE BALESTRERI, President and CEO, Cannery Row Company
THELLA F. BOWENS, President and CEO, San Diego International Airport
BRUCE CHARENDOFF, Chief Public Policy Officer, Sabre Holdings
HENRY CRUZ, Senior Partner, The CrossBrook Organizations, LLC
BRAD DEAN, CEO, Myrtle Beach Area Chamber of Commerce
KURT EKERT, President and CEO, Carlson Wagonlit Travel
MIKE GALLAGHER, Co-Founder and Co-Chairman, CityPASS
ADAM GOLDSTEIN, Co-Founder and CEO, Hipmunk
NICK HENTSCHEL, Vice President of Business Development, AmericanTours International
ADAM MEDROS, Senior Vice President for Global Product, TripAdvisor
STEPHEN J. MORRISSEY, Vice President, Regulatory and Policy, United Airlines
MARY MOTSENBOCKER, President, International Tourism Marketing
SUSAN PRESBY, Owner/Director of Sales, The Mount Washington Cog Railway
TRICIA PRIMROSE, Global Chief Communications & Public Affairs Officer, Marriott International
OLGA M. RAMUDO, President & CEO, Express Travel
GARY J. SCHLUTER, General Manager, RMHTours LLC
MARTY ST. GEORGE, Executive Vice President, Commercial & Planning, JetBlue Airways
WILLIAM D. TALBERT, President and CEO, Greater Miami Convention & Visitors Bureau
DENISE THEVENOT, Executive Director, Louisiana Tax-Free Shopping for International Visitors (LTFS)
ALSO PRESENT

PENNY PRITZKER, Secretary, U.S. Department of Commerce

KELLY CRAIGHEAD, Executive Director, National Travel and Tourism Office, U.S. Department of Commerce

THOMAS S. ENGLE, Deputy Assistant Secretary for Transportation Affairs, Bureau of Economic and Business Affairs, U.S. Department of State

KEN FLETCHER, Chief Risk Officer, Transportation Security Administration, U.S. Department of Homeland Security

KARIN KING, Managing Director, Office of Visa Services, Bureau of Consular Affairs, U.S. Department of State

KATE McADAMS, Senior Advisor to the Secretary, U.S. Department of Commerce

SARAH MORGENTHAU, Deputy Assistant Secretary for the Private Sector Office; Executive Director, Homeland Security Advisory Council, U.S. Department of Homeland Security

DAN TANCIAR, Director of Travel and Tourism Initiatives, Office of Field Operations, Customs and Border Protection, U.S. Department of Homeland Security

ARCHANA SAHGAL, Director, Office of Advisory Committees and Industry Outreach, U.S. Department of Commerce

CHRISTOPHER THOMPSON, President and CEO, Brand USA

LI ZHOU, Deputy Director, Office of Advisory Committees and Industry Outreach, U.S. Department of Commerce

VANESSA BALGOBIN, Senior Transportation Industry Analyst, Office of the Assistant Secretary for Aviation and International Affairs, U.S. Department of Transportation
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9:10 a.m.

CHAIR SPROULS: Good morning, everybody. I would like to welcome everybody here to the first meeting of this U.S. Travel and Tourism Advisory Board. For those new members, I think you're going to find this a tremendous experience and I'll expound on that in my remarks in a few minutes. But right now, I'd like to quickly go around the table so everyone could introduce themselves. I don't know whether -- we may have to pass mikes around.

MS. CRAIGHEAD: We have one mike right here.

CHAIR SPROULS: I will start. John Sprouls, Executive Vice President, Chief Administrative Officer for Universal Parks and Resorts.

VICE CHAIR McKEOUGH: Good morning. I'm Margaret McKeough, the Chief Operating Officer of the Washington Airports Authority.

MEMBER AGUEL: Good morning, George
Aguel, CEO of Visit Orlando.

MEMBER MORRISSEY: Good morning, Steve
Morrissey, Vice President for Regulation and
Policy at United Airlines.

MEMBER BOWENS: Good morning, Thella
Bowens, President and CEO of the San Diego County
Regional Airport Authority.

MEMBER EKERT: Good morning, Kurt
Ekert, the CEO of Carlson Wagonlit Travel.

MEMBER BALESTRERI: Good morning, Ted
Balestreri, Chairman, CEO and Founder of Cannery
Row Company.

MEMBER MOTSENBOCKER: Good morning.
I'm Mary Motsenbocker, President of International
Tourism Marketing.

MEMBER PRESBY: Good morning. My name
is Susan Presby. I'm the Owner and Director of
Group Sales for the Mount Washington Cog Railway
in New Hampshire.

MEMBER HENTSCHEL: Good morning. My
name is Nick Hentschel. I'm the Vice President
of Business Development of American Tours
International.

MEMBER SCHLUTER: My name is Gary
Schluter with Rocky Mountain Holiday Tours and
I'm here actually representing the International
Inbound Travel Association.

MEMBER THEVENOT: Hi, good morning.
I'm Denise Thevenot. I'm the Executive Director
of the Louisiana Tax-Free Shopping Program.

MEMBER CHARENDOFF: Good morning. I'm
Bruce Charendoff. I'm the Chief Public Policy
Officer at Sabre.

MS. SAHGAL: Good morning, Archana
Sahgal, Department of Commerce.

MS. McADAMS: Kate McAdams, Senior
Advisor to the Secretary of Commerce.

MS. CRAIGHEAD: Kelly Craighead,
Executive Director of the National Travel and
Tourism Office.

MS. ZHOU: Good morning, Li Zhou,
Department of Commerce.

MEMBER DEAN: I'm Brad Dean, President
of the Myrtle Beach Area Chamber, also the Myrtle
Beach Area Chamber CVB.

MEMBER CRUZ: Henry Cruz, CrossBrook Organizations.

MEMBER BECKER: Good morning. Helane Becker, Managing Director at Cowen and Company.

MEMBER TALBERT: Good morning. Bill Talbert, President and CEO of the Greater Miami Convention and Visitors Bureau.

MS. KING: Good morning. I'm Karin King. I'm the Managing Director at the Visa Office at the Department of State.

MEMBER RAMUDO: Good morning. Olga Ramudo, Express Travel Miami and Chair of the Hispanic Initiatives for the National Tour Association.

MEMBER GALLAGHER: Hi, good morning. Mike Gallagher. I'm Co-Founder, Co-Chair of CityPASS.

MEMBER GOLDSTEIN: Hi. I'm Adam Goldstein, Co-Founder and CEO of Hipmunk.

MEMBER PRIMROSE: Hi. I'm Tricia Primrose, Global Chief Communications Officer for
Marriott International.

MEMBER ST. GEORGE: Hi. Marty St. George, Executive Vice President of Commercial and Planning, JetBlue Airways.

MEMBER MEDROS: Good morning. I'm Adam Medros. I'm the Senior Vice President for Global Product at TripAdvisor.

CHAIR SPROULS: Great. Thank you.

Thank you, everybody. I'd now like to turn the floor over the Secretary Penny Pritzker.

SECRETARY PRITZKER: Well, thank you very much. You know, first of all, John, I would say I remember coming to visit Universal with you. I think I was in my first month or so in this job, so we've come a long way in the last several years.

Welcome, everyone, to the inaugural meeting of the 2016 to 2018 U.S. Travel and Tourism Advisory Board. And congratulations again to each of you on your appointment and thank you very much for your service. This is a very important job.
As leaders of the travel and tourism industry, you provide the greatest insight for us in government to be able to do our part of the job of helping to grow travel and tourism within the United States.

I want to recognize first of all our Board Chair, John Sprouls, and our Vice Chairs Margaret McKeough is here today. Greg Stubblefield is not, but thank you for your leadership as well.

Before we begin, I just want to -- for those of you, John, Greg, and all of you from Orlando, I just want to send our heartfelt condolences to you. I know that your city has been very touched by the horrific events of several weeks ago and it does remind us that and then just the activities in Istanbul of the last few days, that attitudes about travel, tourism, hospitality are both robust and fragile.

And one of the things that our job to do is to work together to figure out how do we make sure that they remain robust when there are
times of uncertainty. And I think we have many things to celebrate about where we're at, but I also think we cannot ignore the uncertainties being created by bad actors, whether they're actions of hate or actions of terrorism. In either event, they have an impact on the travel and tourism industry. And so I'm sure this will be one of the things we talk about. But it's something that is not certainly lost on us at the Department and me personally from my own background about what can happen when there's a general ethos of lack of security and the impact it can have on our industry when people don't feel safe.

Before we get into the work of the committee, I thought what I would do is just give you a little perspective. If you think about the way that we think about the travel and tourism industry, if you step back, and I'm not going to step way back because I started to think about all the ups and downs we've been through in the various decades and then I thought I was just
going to be dating myself, so I decided that stepping back and thinking about in 2008, during the financial crisis, that was a hit that the travel and tourism industry took very hard around the world, right? Not only did unemployment skyrocket, but businesses canceled trips and families were not traveling and that led to a 5 percent drop in U.S. travel by 2009 and I think 49 million fewer travelers globally. You all are well aware of that.

I think we've restored that strength and more by virtue of having close cooperation between the Federal Government and the private sector in a way that we have not ever seen before I think. The President, in 2012, launched the first ever National Travel and Tourism Strategy that's led by the Department of Commerce and the Department of the Interior. That strategy and the tactics that support it are very much guided by your work.

So when you think about what you are doing and your role, your role as advisors is not
to just write reports that collect dust. But
your advice is being fed into actions being taken
by the Federal Government. And so you feed into
an inter-agency effort. I'm going to talk more
about that in a minute.

Let me talk about the strategy first
which is that there are two key objectives of the
National Travel and Tourism Strategy. And first
of all, that could be something you could think
about, but first is to encourage more Americans
to travel in America. And the second is to
increase international visitation. So it's
pretty simple. You could think about whether
that's the appropriate mission for this strategy,
but I think it's so far holding up, holding water
and addresses the goals and objectives all of us
have.

We set a goal, a very ambitious goal
of 100 million visitors to the United States
annually by 2021. Today, we've had a record
breaking in 2015, 77.5 million visitors to our
shores. That's a three percent increase since
2014. So the number I gave you is the 2015 number. And a 37 percent increase since 2009.

Visitors spent about $217 billion with U.S. businesses and that effort supports about 1.1 million jobs across the country. Our goal though is we have to find another 22.5 million visitors to come visit in the next 4 plus years. So there's lots to celebrate in this initiative, but there's a lot of work to be done.

Now let me talk about again your work in addressing different opportunities for us to grow the travel and tourism industry and the United States feeds into what's called the Tourism Policy Council. The Tourism Policy Council is a name for the inter-agency government effort that I lead with Secretary Jewell of all the various different departments. So, for example, the State Department is a big partner of ours because they play an enormous role in many aspects of travel and tourism. The Department of Homeland Security plays a significant role. On and on. So we lead an inter-agency effort that
takes recommendations in and says okay, what are we going to do and then with the White House maybe it may take an Executive Order or something like that to get different initiatives being executed.

I'll give you an example. The Department of Commerce and the Department of Homeland Security took on a joint effort to create based on the TTAB's recommendation a best-in-class international arrivals experience. Your recommendations to improve the travelers' perception throughout the arrivals process helped us focus on wait times and staff professionalism, encouraging public/private collaboration to create the airport passport control kiosks, growing that presence; developing metrics for how to keep track of this; as well as work between -- by the Customs and Border Protection to develop action plans for 17 different airports; to simplify the entry procedures, but also simultaneously preserving the highest level of security.
There is an enormous focus by our government and our administration on doing both hospitality and security at the same time. And as I said to the Secretary of Homeland Security regularly, he's the guy who ought to get the award by the travel and tourism industry because there is all downside for those guys and no upside, but they have embraced the importance of the travel and tourism industry to our economy, and therefore, as the Secretary told me last night, I think it's over 95 percent of wait times to get through the airport process today is about less than 30 minutes and I think it's 93 percent is less than 15 minutes. So they're very focused on with your help on metrics, but they will not compromise our security. And that's right, because we all, your businesses depend upon people feeling secure. So it's this balancing act that we have in different parts of our travel and tourism.

But what's great is the attitude of the inter-agency is extremely cooperative,
positive, and service-oriented. And I will give a shout out to the State Department. The State Department went to bat. For example, I know one of the issues that you all have is India. Wait times for visas in India, a real challenge. To be honest, it's not the State Department that is difficult. It was the Indian Government. But the State Department went to bat. I believe the Ambassador stayed up all night, the night before the Prime Minister's official visit less than a month ago and was able to secure 30 extra positions to process visas in India. It's not because we didn't want them. It was we were struggling with the Indian Government giving us the ability to do that efficiently. It makes no sense, but what we held out is a carrot to them is the year of travel and tourism between the United States and India, celebrating more travel and tourism which is what they wanted.

My point being that it's not always that we're bureaucratic, difficult people. It's that one, there's a job, security; two, sometimes
we don't get cooperation from other governments. So I'm not giving excuses to the government. I'm saying your recommendations are extremely important to help us have the leverage to try and improve the continuous improvement. So take very seriously this endeavor.

    We have our work cut out for us and I won't go on too much longer, but in the weeks ahead, you're going to form subcommittees in four unique areas and we need each of you to take that role seriously because this feeds into a process that I just tried to explain to you. And it helps us do our job better. We want to be supportive and we want to focus our energy on the right things. These four working groups are how you deliver actionable recommendations to us.

    So the four areas, first is travel security and customer experience. How do we help people feel safe? How do we boost enrollment in the Trusted Traveler Program, like TSA PreCheck and Global Entry? So for example, yesterday, the President you saw met with President Peña Nieto
from Mexico and Prime Minister Justin Trudeau.

We pushed one of the outcomes of that meeting is we're going to continue piloting sign-up for all three programs simultaneously. So we're going to have a mobile enrollment into these programs. We need to boost enrollment. It will make the experience at the airport faster. It's more secure. Everybody wins out of that program.

Another issue under travel security and customer experience is how do we treat hospitality and security not as conflicting interests but has complementary goals at every step of the process? And it is important to -- and I'm going to underscore this -- we have enormous cooperation from the Department of Homeland Security on travel and tourism. Don't ever forget they have all downside, no upside in this. So encouraging them, acknowledging what they have to deal with is something that is important.

Second, visa facilitation and our partners from the State Department are here. How
do we think strategically about visas in order to
meet these visitation goals? What are the
markets we should focus on? The Visa Waiver
Program and I spoke about this at the World
Travel and Tourism Council meeting. You know,
given what's happening right now with terrorism,
the Visa Waiver Program is something we have to
bolster up because there's a lot of concern, as
you can imagine. So something to keep in mind.

Having said that, what markets should
we focus on most to reduce wait times? Where are
the biggest markets? Where's the biggest
opportunity to meet our visitation goals? How do
we better support the State Department's effort
to meet that demand? Because they are very
willing partners with us.

Key market engagement is the third
group. Where are you seeing barriers to travel
services every day? And where could more
engagement from the government, better
understanding of the markets and the barriers
that you've got, where could we help make
improvements? And particularly markets, the large markets like China and India would be helpful.

A granular understanding of the challenges being faced in greater visitation helps us then focus our engagements with those governments. And we have a very important engagement coming up with India in August which is an opportunity to raise issues at the end, and with China in November. So keep those dates in mind.

The fourth working group is Sustained Focus on Research. So we have our survey of international air travelers. How do we make that, continually make that a better survey? And how do we make sure there's greater take up of that survey and use of that survey by industry? Because it's not free to do the survey and so we want to make sure if we're surveying and we're doing this work that it's something that's valuable to the industry.

I'll close with the following. It's
only with close collaboration and working
together that we can accomplish these objectives.
This is one of the most robust public/private
partnerships that we have and so there's a lot of
opportunity to do more together and you have a
willing partner in the government. And so what
we recognize, we recognize that the industry is
always going to have ups and downs. There's
going to be opportunities. There's going to be
challenges. We don't want to be a laggard as
government. We want to be a partner with you and
try and be proactive about the challenges and get
ahead. And you're our telescope. You're our
ability to see into the industry. You represent
businesses of all sorts, of all sizes from
different parts of the country. And so each one
of you has an important role to play because
you're here because of kind of your unique
position and your unique window into the
industry.

So I thank you very much for the most
important thing that you are doing which is
giving to the Federal Government your time and
your service. It is appreciated. It is valued
and we take seriously your recommendations. So
with that, I am happy to answer a few questions
because I will have to leave in a few minutes.

CHAIR SPROULS: Do we have time for
questions? Thank you, Secretary Pritzker.

This is my fourth term on this board
and I will tell you for those that are here for
the first time, it is not like other boards.
I've served on a number of boards in different
capacities. This board really has an impact. If
you look at our National Tourism Strategy, this
board had a lot of input into making that happen
and also what it said and what was important.

The cooperation that happens between
the agencies is something that I believe -- now,
I don't have exposure everywhere, but I believe
happens much more frequently and much deeper and
much more robust here than I think it does in
many other places and I think that's a tribute to
everyone that's been a part of it. And it's also
a tribute to the Commerce Department and Secretary Pritzker especially in the time that she has been in charge of this.

It's interesting, because everyone talks about the wheels of government grinding slowly. Since I've been on this board, especially in the last several years, the only input I get from Secretary Pritzker is can we go faster? Can we solve things quicker? Can we come up with a recommendation so that we can put them into place? And I think you will find that to be very different, very challenging, but also very, very rewarding.

The priorities that the Secretary has laid out are the things that are important to us. I think everyone around this table would agree. They will guide what we do. They will help us inform the specific recommendations, but we should never forget this is our board. So the things that are important to this industry, our job is to make sure that we make government aware of both what the issues are and how we think the
best ways there are to solve them, not only from a government perspective, but overall within the industry. So our job is to be the voice of our industry. And I can tell you my time on this board and having seen it and the impact it has made, if you truly want to have an impact, you will do it here.

We are going to move very quickly with a number of things. We are going to take today to understand the subcommittees in more depth and start to discuss how we can put teams together because we want to move very, very quickly.

This is the last year of this administration, so this board is going to work hard to come up with things that are actionable as quickly as possible so that we can bring things forward as fast as we can and continue to inform the TCP and the Travel and Tourism Strategy as to what the industry thinks is important.

And I would especially echo the balance between tourism and security. It's
something that we've always focused on. It's something that obviously our government partners and I think with all of the situations that are happening around the world and all of the heightened both awareness and apprehension. It's something that as a board, I think we may be able to help inform ways to be able to keep that balance, but also be able to bring some sense of ability to continue and not react in a knee-jerk way with respect to some of the things that are going on.

So with that, I will turn it over to Margaret, and see if she had any comments as well.

VICE CHAIR McKEOUGH: Thanks, John. I just want to take a few moments to kind of express my enthusiasm for serving a second term here on the board. I, too, can speak first hand to my fellow colleagues about the Secretary's sincereness in taking recommendations and making them happen. An example of that was this past term when we took a look at some of the
transportation infrastructure plans for the United States. And this group was able to identify where perhaps there needed to be more focus on aspects and we did bring together recommendations that were actionable for the Secretary and true to her word. She took them forward and they were implemented. So this truly is a group that has a wonderful leader in the Secretary who is willing to take industry input and strategically incorporate it into action at the federal level.

I want to also underscore comments that have been made about the access that this board receives to the federal agencies, the inter-disciplined federal agencies. They have always provided tremendous support. I know they'll continue to do so during this next term. And that access is just invaluable and that ability to bring together those disciplines, we all have in prior service have learned is just invaluable to the mission here.

I think, Secretary Pritzker, you said
it best in terms of we have an incredible, robust industry that this very seasoned group of professionals around the table knows well, yet it is gradual and like all businesses is constantly faced with uncertainties. So I do think the strategy with John's leadership and the Secretary's leadership, the strategy of the four focus areas we have for the year really are strategic for the time we're in and we look forward to working with you and making contributions to the strategies for travel and making that 100 million international goal.

Thank you.

SECRETARY PRITZKER: A couple of questions before I leave?

CHAIR SPROULS: Are there any questions?

SECRETARY PRITZKER: Yes, ma'am.

MEMBER RAMUDO: This is actually not a question, but a comment. You thanked us for serving. I think we need to thank you for what this administration has done for our industry,
what no other administration has ever done. So
thank you for that.

SECRETARY PRITZKER: I appreciate
that, but I think that you really -- it's the
team here on either side of me that makes this
happen and the folks around the room and I
appreciate that.

You know, the importance of this
industry to our economy, to jobs, is something
that all of you know, but frankly, what I've come
to appreciate, my background is in the private
sector. I've been doing this now for just three
years. And you come to realize the opportunity
in government is we can help move the needle, but
at the end of the day you guys are the ones who
have to execute against the opportunity.

You know, whether it's the 10-year
visa with China and its potential and then
creating -- and one thing this group ought to
talk about, Kelly, is this year of travel. We
made up this idea of the year of travel with
different countries and we kind of use it as an
opportunity. But we ought to think about what it really ought to become because it seems there's a lot of receptivity to in different countries and you could imagine saying let's actually have a strategy. Who do we want to have this with? And what is it and what's included? But anyway, I get into the weeds way too quickly.

I appreciate your comment. Thank you.

It's really the team. The outcomes are a reflection of a group effort. So thank you.

CHAIR SPROULS: Thank you. Any other questions?

MEMBER CHARENDOFF: Just a quick remark. I was struck by some of the dualities, robust and fragile, security and implementation. It seems as though that there's kind of a yin and yang of those concepts. And while this industry is very strong, there is a softness to it that I think we need to strengthen, we need to harden the industry because one thing I've noticed is that these bad acts that happen in the world, these awful events that have occurred in Orlando,
Istanbul, and elsewhere, often travel and tourism becomes one of the targets. We need to clamp down. We need to plot, act, use a waiver or whatever the program might be. And so I think we need to make sure that we strengthen those programs and make sure that they're understood well so that they're not vulnerable.

SECRETARY PRITZKER: I think that's true and I think in the working groups, you have the opportunity to do that and so -- and we're open to thoughts on how to do that.

MEMBER HENTSCHEL: I was just going to add as an inbound operator that brings almost entirely international visitors to this country. I think the other point that shouldn't be missed is changing hearts and minds of people who do visit here and who have a positive experience and go back home, whether it's to China or India and convey that experience in America. That really positions us in the world to continue being a strong force for good.

SECRETARY PRITZKER: So people to
people is kind of the government term for that
and I have yet to go to -- I often have the
privilege of being with the President when he's
meeting with leaders from around the world.
People to people is something that is first of
all, it's a happy topic. It's not a
confrontational topic. It's something that
governments want to do together. And so that's
very well recognized. And why there's such an
interest in this administration in making sure
that we help this industry. It's one of the
reasons why this industry has more impact than
just even the jobs and the economic benefit, but
also that there's, in essence, a diplomatic
benefit that is provided by the experience of
just being here. So thank you.

With that, I can see Kelly is getting
crazy, because I could be getting you off
schedule. So I'm going to depart, but say thank
you very much. I look forward to your
recommendations and if there's any issue, your
first line of defense is with Kelly, and I know
she'll take good care of -- she and our team will
take good care of you and work well with you.
But if you ever need anything, particularly,
please don't hesitate. I'm available. Thank
you.

(Appplause.)

CHAIR SPROULS: Thank you, Secretary
Pritzker.

We'd like to move on now and turn it
over to Kelly who will give us an update on the
National Travel and Tourism Strategy
implementation.

MS. CRAIGHEAD: Terrific. And I think
I have some slides because part of what I'd like
to do is to amplify some of the points the
Secretary made just to ensure that you have
enough context and orientation for where your
efforts will be more value added to the efforts
of the U.S. Government.

So I think it's important to note one
thing which is when this national strategy was
created in 2012, one of the things the strategy
did was to create the National Travel and Tourism Office and to appoint a Senior Executive to lead the implementation of the strategy and to represent the United States internationally. And I'm pleased to say that I'm the first appointee to serve in this position and I think it has added the ability to support all of the efforts, to bring continuity and focus to what the U.S. Government is working on in travel and tourism, but also to have constant and regular and predictable communications with industry.

Obviously, we do this in great partnership with all of the private sector and primarily with Brand USA. So I do want to talk a little bit, if I can figure out to click this, about the relevance that the 2012 strategy still holds. So we do move against it regularly.

In the strategy, we really strive to promote the United States like never before and this is a very large role that industry takes on and under the leadership of Brand USA with support from the commercial service around the
world. We focus very much on the ability to
enable and enhance travel and tourism to and
within the United States. You'll see many of the
recommendations that have come from prior TTABs
come in this space.

Across it all, we're trying to provide
a world class customer service and visitor
experience which really again when we think to
the last Travel And Tourism Advisory Board and
the work that you all did around improving the
international arrivals' experience.

So I do want to just spend a minute to
say that when the Secretary of Commerce and the
Secretary of the Department of Homeland Security,
came together and said you know what, our goal is
to provide a best in class vis-a-vis the rest of
the world international arrivals' experience.

How do we figure out what the key drivers are and
how do we understand what the metrics were? They
did it in recognition that that is something that
government doesn't do well, but the private
sector does well.
So they did come to the TTAB who put together a working group, made up of companies who have a reputation for excellence and customer service. And under John's leadership with support from Marriott, Kathleen Matthews, Tricia's successor, and Greg Stubblefield from Enterprise who can't be here, who is now your vice chair, they really took this on, both the primary and the secondary research and made a set of recommendations back to the government that for at least the public sector piece of the responsibility of the arrivals process, we adapted.

We did it in the Survey of International Air Travelers here at Commerce and our colleagues at CBP also adapted it so that now we've been able to establish a baseline for how we measure whether or not we're providing a best-in-class experience. And this is something we'll be able to report on regularly and very transparently and that product could not exist without this partnership.
So we also, of course, because at Commerce we are very metrics driven and it's very important to the President in our ability to measure the strategy, the ability to conduct research and to be able to measure our results is something that very much drives our ability to execute the strategy.

And then finally in what you've seen and heard from the previous speakers is the ability to coordinate across government. And our goal is to create those kind of one portal access so that whether it's issues affecting the Forest Service to visas, there's an ability to connect.

Now we do this and I want to spend a minute on the -- kind of the partners here, so we talk about a public-private partnership. I'm going to talk a lot about the Tourism Policy Council. What you see on this screen though is the reflection of the fact that our implementation is through a robust public-private partnership.

The Travel and Tourism Advisory Board
advises us on policies that are taken up by the
government, but obviously in your individual
capacities and through U.S. travel and other
trade associations, a lot of the advocacy takes
place there. So what you see is the virtuous
cycle of how we can promote, how we can create
better policies, and how we can have those
advocated for. And really, the strategy has
galvanized this entire community to aim in the
same direction.

So I want to spend a minute to make
sure you understand the Tourism Policy Council.
It's mandated by law. It's been really
reinvigorated by this administration. As the
Secretary said, it's chaired by the Department of
Commerce. There are many agencies that are
invited.

The ones that are highlighted in red
are the ones that are very active in this term
which includes the State Department, the
Department of Homeland Security, the Department
of the Interior, Agriculture Department,
Transportation, and representatives from the Executive Office of the President. So there are many others that attend and they're reflected in the circle, but this is a group that comes together twice a year.

We met most recently on June 6th and we agreed to long-term initiatives that are going to guide the implementation of the strategy. So as John said, this group is going to get to work very quickly and we're asking very specifically to help you in the areas that are going to augment and support our current initiatives. I want to make sure you understand what those are.

Although you cannot see those, I will tell you there are ten active initiatives that make up our second term agenda. In many of these cases we are on track and moving in the right direction. I'm going to talk a little bit more in depth about what we're doing around integrated country tourism plans and our partnership engagement with China and India. But the areas where we are having some challenges to
maintaining what has been significant progress, whether that is expanding enrollment in Trusted Traveler programs, expanding and strengthening the visa waiver program, how we really look and work with our colleagues a CBP to maintain the best-in-class goal. These are areas where we can see around the corner and we can tell that this is where we need some additional manpower, so I want to talk just a little bit about how these initiatives which you all get a copy of roll up in market.

So as the Secretary said, our job has gotten much harder with new economic head winds, increased threats of terrorism. We're very clear that nearly 68 percent of all the travel to the United States are coming from the top ten markets. There's actually 11 based on visitation and based on spend. And so our real goal is we start to double down and try to ensure that we're going to reach our goal by 2021 is to create the opportunity for more efficiencies and more effectiveness in these key markets.
So in a terrific partnership with the State Department, I'm pleased to say that as of April 1st for the first time ever, each of these markets now have a coordinated, integrated tourism plan that not only takes the whole of government approach that we have here nationally, but at post. So those agencies, be it DHS, the State Department and Commerce, Interior and what have you, are organized and focused on tourism in the key markets. They are better connected to the private sector and in partnership with Brand USA and that this -- and as Brand USA, I don't want to take any of Chris' talking points, but we believe that even a 1 percent increase from these top 10 markets, results in nearly $1 billion more to the U.S. economy.

So staying focused on this, to have it in place, but to then be able to measure the initiatives that we have and to see where there are visa wait times issues, to see where there are opportunities to have programs like Global Entry is really our play towards having greater
efficiency.

The other thing I want to just raise in this context are these key market engagements. So I think again, the Secretary said it best, we exist to provide the opportunity and it's really industry who has to lead the actual execution of it. So in these two primary markets and again, I think Chris will talk about this from Brand USA, ensuring that we are doing all we can to be attractive and welcoming to China is critically important to our ability to meet the goal. And unfortunately -- well, not unfortunately, but differently, we have a ten-year relationship with China. We work together through this Joint Committee on Commerce and Trade and that has given us a foundation so that we can work together on things like expanding visa validity. So the opportunity for the U.S.-China tourism year is to really have that close relationship to understand what the U.S. can be doing, to be more attractive to the nearly 100 million outbound travelers that China has and so we can build on a
very long relationship to do that.

India, we have a very nascent
bilateral relationship in tourism, but we have
very complementary goals in Prime Minister Modi
and President Obama. So one of the opportunities
for 2017 is to begin to build that bilateral
relationship and to have the government-to-
government exposure that can help create the
conditions for industry to grow.

And so this is an area that as we
think about where we need your help is to really
understand in both of these markets where are
there barriers to trade and what can we be doing
as the U.S. Government to accelerate and
otherwise effect our impact from a policy
standpoint.

These really isolate a limited set of
the initiatives that the Tourism Policy Council
is taking on and I think, John, you said it, Mr.
Chair, that really you're not beholden to the
buckets of the subcommittees. We really are
looking for actionable recommendations during the
life of this administration, our ability to do anything more different that we can do during our time. But Secretary Pritzker is also very committed to ensuring that there is a road map that extends beyond this administration and the role that you all will play when the new administration comes in in ensuring that we maintain a focus on the strategy and on travel and tourism is really dependent on the work that you do and will launch this year.

So I have a number of our colleagues that are here. We've picked a couple of points that we want to make sure, again, by way of context setting that you understand how this kind of universe works together, particularly in the area of DHS, TSA enrollment, achieving the national goal with CBP. With visa processing, we have experts here who will be able to give you a better idea of what is happening in that space, and more importantly what is their strategy moving forward so that you can look for opportunities where you can be helpful or give us
otherwise advice in that area.

And then kind of a little bit different, but just a critical, critical partner to all of us is Brand USA. So for all the work that we do around policies, it's Brand USA who has taken on really the lion's share of promoting U.S. like never before. And one of the initiatives we work with closely with them are these thematic campaigns so that we can look for complementary efforts. So my point is to set some foundation on the policy side. We've asked Chris Thompson to go next to really talk about the market path to 100 million by 2021 and the work that Brand USA is doing. So with that, Chris.

MR. THOMPSON: Thank you, Kelly, I appreciate the opportunity to be here.

I first want to thank each and every one of you who are returning members and the new members having been a member of this body for a short period of time before I took this job. If you will remember this slide that Kelly put up
that showed the three circles which is the U.S. Government, us as Brand USA, and the industry, well, that's an important circle to be able to have the industry input to help shape. And as John said, this organization, this body has had a lot to do with shaping policy and actually bringing true change and improvement to a lot of areas that we really need that for.

I don't think it can be over-emphasized the landscape that now have in support of the travel and tourism industry in Washington. This administration, as was mentioned by Olga, has supported travel and tourism like no other. It shepherded in the passage of the Travel Promotion Act. It created a National Travel and Tourism Strategy. It has mobilized multiple agencies in the U.S. Government around the recognition of travel and tourism as our number one service export.

Ten percent of everything that the largest economy in the world exports, is tied to travel and tourism and we now have recognition of
that, not only at the very top with the President of the United States, with Congress, who has been actively engaged in the processes. These federal agencies that are now actively engaged and represented around the table that are participating, U.S. Department of Commerce as the lead agency and shepherding the Tourism Policy Council which again, that can't go unsaid enough. You look at that Tourism Policy Council, you literally have the nine federal agencies or multiple beyond that around the table focused on the industry and we really, really appreciate that and then this body, the Travel and Tourism Advisory Board that helps the Secretary shape policy to support these goals.

It would be impossible for me to represent the body of work that Brand USA does in partnership with the U.S. Government, so there's a piece at each of your tables which is our annual report. By law, we're required to provide this to the Department of Commerce. Then it's delivered to Congress.
So the report that's in front of you represents the body of work in fiscal '15 which was the fifth of the first five years of our existence. We're now in fiscal '16 which is the first of the second five. So I will allow this report in your spare time to talk about what we are doing as an organization to support the overall strategy of the National Tourism Strategy.

And then specifically, we've been asked to talk about the path to 100 million. So the first slide, whenever we're talking about the path, Kelly recognized the fact that we're all tied to metrics, the National Travel and Tourism Office supplies the numbers that fuel how we're doing against that 100 million. The latest forecast which I know is still evolving, as we speak, is shown here on this slide which is what were the numbers actually through fiscal '14 and what does it look on out which is our path to 100 million visitors.

So we take those numbers and given the
resources we have which is up to $100 million
that the Federal Government sets aside for us to
tap into, a dollar-for-dollar match by the
private sector to bring resources to the table,
we say how are we going to get there and how are
we going to deploy those.

But of course, what we have to always
be cognizant of and I think the beauty of Brand
USA representing the private sector and being at
the table is that we are nimble and that we can
make changes to how we're going to deploy
resources based on the landscape that we're
operating in. If we look at some of the head
winds that we're currently having to take into
consideration, not the least of which is the
strong dollar and currency issues and challenges
in some of our major markets, demonstrate on this
slide not the least of which is Canada, so the
forecast for fiscal '15 suggests that the
Canadian market could be as much as 10 percent
down as a result of the strong dollar. Since
that's the number one market and represents 23,
24 million visitors, 10 percent down, that's 2.3
million visitors that we then have to make up for
in order just to keep pace.

The good news is that some other
markets like Mexico are performing really very
well, Mexico being our number two market is
coming in strong behind that. That's going to
help us make up the loss in Canada. Overall, the
projection for 2015 suggests that overseas
markets are performing decently collectively at
9.9 percent and then total overall growth for
fiscal 15 based on Commerce numbers are coming in
now at 3.3 percent.

So how does that help us toward our
path to 100 million? Well, when we were looking
at -- going into 2015, in order to get to that
goal, we had to have a compounded annual growth
of 4.2 percent. With the performance of 2015
coming in at 3.3 which was below that goal, that
now adjusts our compounded annual growth that we
have to hit over the remaining years at 4.34
percent. So it continues to be a very aggressive
goal, one that we still think that we can hit. We have lots of time between now and then and lots of things that could change and improve and otherwise challenge what we're doing, but our ability to be able to stay on top of that, recognize that and adjust to that is the thing that we're focused on.

When we look at how do we deploy our resources across the markets that we're actively involved in, it's a challenge in a market selection model that has to weigh how do we continue to drive growth in our existing markets? How do we look at -- try to capitalize on growth in emerging markets that have great potential not the least of which is China. And then how do we mitigate the circumstances that we're having to navigate which in many cases is causing some significant declines in some of our major markets.

The selection model that we use takes into account 11 different factors, many of which you'll see are economic and demographic. And
then otherwise, the cost of doing business in markets and a lot of different factors that affect our ability to be effective in any one market. So this model that we load into is what we start looking at in every fiscal year and how we're going to deploy resources. So the new path to 100 million arrivals, when you look at it, those two lines at the top are Canada and Mexico.

This graph looked a lot different just a couple of years ago with Canada being significantly above Mexico, but with the short term hopefully declined in the Canadian market, it's actually Canada's numbers back down closer to Mexico as Mexico is rising. When you take Canada and Mexico out of the model, this is what it looks like as it relates to specifically nine of our major markets. And then this is suggesting how we're going to get to 100 million visitors by 2021.

You'll see that big green line that's right in the middle that's got a very steep climb. That's China. So right now U.K. is still
our number one overseas market, number three overall. But we're suggesting at some point in time which looks like it's going to be after 2012 right now, China will rise to be our number one long-haul market as it relates to the numbers of international visitors.

The next slide I'll tell you is we carve out 16 markets where we're going to be fully deployed with every marketing channel that we have as far as the execution of our brand campaign. We call it our USA campaign and these are the 16 markets that we're focusing on. This used to be 14 markets. The one that was in the original 14 that we're actually up in our game is in France, because we see some opportunity with improving conditions in France to be able to capitalize on a market that brings significant numbers to the United States, and the 2 that we've added to the 14 are The Netherlands and Italy.

So this is our focus along the major markets where we think we can have the biggest
impact to capitalize on growth from existing markets that's been there, we want to keep, and then from emerging markets to be able to get to that goal of 100 million.

The last thing I'd like to talk about is, again, impossible to talk about everything we're doing in the body of work collectively with the industry and in partnership with the U.S. Government, but one of the main things that's now well down the way is to our core as the nation's destination marketing organization, we are story tellers. And our job is to do the best job of telling the story of the United States of America, all 50 states, 5 territories, District of Columbia in compelling ways to make the USA the top of mind and the preferred destination.

So we have an opportunity to tell an amazing story of all of that through the filter of our national parks. We produced an IMAX big screen film that we launched here in February, thanks in partnership with the U.S. Government.

We had two cabinet secretaries to do the world
premiere of the film in the Smithsonian and it's still showing there if you haven't had a chance to see the film, you can see it in the Smithsonian here on the Mall.

But now over these first four months of distribution, it's now in over 100 museums and science centers around the world. Over the next quarter, which is going to be released an additional 40, taking it to 140 around the world. We've premiered it in U.K. We just this week premiered it in Toronto. It's actually being shown in movies before we could actually get to a premiere. And when we premiere it, we're working in partnership with the theater owners, the travel trade, and the travel media and our government partners in market to raise it to a high level, to raise it to a level of exposure so that it has the impact that it can have.

We're very excited about it. We feel like over the course of the film there are going to be over four million eyes that are going to actually see the film and it's going to create
value -- just those four million eyes seeing it is like a $44 million advertising equivalent value. And when you get to see the film, you will see an amazing story on a very immersive medium of the story of the United States of America through our national parks.

So Kelly, with that, I'm happy to answer any questions that anybody has. The last slide I'll highlight, and Kelly mentioned it is part of the arrival experience is certainly is controlled by the Federal Government through Customs and Border Protection and Department of Homeland Security. But we felt like being the marketing organization for the United States of America that we're working in partnership with our Convention and Visitor Bureau partners in markets and major gateways, in partnership with the airports to improve the arrival hall experience which is how can we make those what tend to be very stark and bland arrival halls into something that's more welcoming so as soon as people walk off, get off the planes, they feel
welcome. So we've pioneered that in Chicago in 2014. We just recently with our great partners in Miami, launched the program down there. Also in Minneapolis, St. Paul, tied to IPW that was just hosted -- and in New Orleans where we just did as it relates to IPW.

We're working with Dallas airport, Los Angeles. We have conversations with Dulles here in the nation's capital. And it's our attempt to try to do what we can to make that welcoming experience a little more hospitable. So that is the end of my presentation.

MS. CRAIGHEAD: So thank you. Is there a question or two for Chris and Brand USA? I'm going to remind you that you have to actually speak in the mike because for our FACA rules, all of this is being transcribed, so I think Brad, do you want to go first?

MEMBER DEAN: Chris, just one quick comment and a question, of course, I'm from Myrtle Beach, South Carolina, and unlike some of the top tier cities, an Orlando or Miami, we
don't have an international brand and everything we do is really through you. I've been absolutely amazed in our community, we are up almost 45 percent in international inbound expenditures from tourists coming from outside of North America. So for us, prior to Brand USA, international travel was anything west of the Mississippi. Thanks to you, it's really been a game changer for us.

Just this year alone, 22 percent increase in Chinese inbound travel, so I think that affirms not only the impact you're having on the nation, but also, your commitment that it's not just going to impact those top tier cities, but the rising tide is going to lift all boats. So thank you for all that you and your team are doing.

With that said, I'm curious with the success of the movie, do you think there might be another one down the road, a sequel, if you would?

MR. THOMPSON: Brad, thank you for
those kind words. One of the things you'll see in our annual report is our statement of purpose and the fourth of our five foundational elements is how do we add and create value? And we had what's been there for decades before we've been here and then we create ways that only we can do.

And Brad is very generous in his praise, but we always thought that we were going to be able to bring the greatest help to those destinations that wouldn't be able to do international marketing on their own and being able to leverage resources.

So to answer your question specifically, there is a second film already in production with this one focusing on our national parks and really part of our great outdoors platform. The second film is going to probably be more of an urban experience.

And we say all the time that before there were destination marketing organizations, before there were brands promoting the United States, a lot of what our friends and visitors
outside of our borders knew about our country was through movies and music. And so the second film is going to tell the story, if it stays on message or at least on design, the story of the United States of America through music and how music has shaped our culture and probably more focused on urban experiences to really highlight some of our great urban communities and the music opportunities in those communities. And if it stays on task, we will be premiering that film in February 2018, so two years after the first release.

CHAIR SPROULS: Kelly.

MS. CRAIGHEAD: I think I can see Thella Bowens on the side.

MEMBER BOWENS: Thella Bowens from San Diego. And part of my question was really covered by the Myrtle Beach question, but I am curious about the film. I don't know if it's shown on international flights to and from the United States because even though those people are already en route, those are often repeat
visitors and even though their current itinerary might not cover the national parks, it could really incent them to make that second trip to this country.

MR. THOMPSON: So I never thought I would be in the movie producing business when I took this job, so what I have learned is that the film will have probably a two- to three-year cycle in the theaters around the world and once that's exhausted, then we will look for opportunities to extend the reach of the film through all the mediums which would include online and hopefully in partnership with our aligned partners potentially on board and otherwise. So that's in the mix and in the consideration. We just have to allow its run in the theaters to play out.

MEMBER BALESTREI: In California, 62 percent of all our tourists are Californians going up and down the state. With all the uncertainty in the world, how do you quantify getting America to visit more of America? How do
you know if that's up or down or how do you
measure that?

MR. THOMPSON: So though that is the
responsibility of the Department of Commerce,
it's actually not our focus. Our focus is
bringing as many international visitors outside
our borders that we can bring.

One of the side benefits of this film
is that not only is it in 140 museums and science
centers around the world and IMAX theaters, but
it's also being shown all over the country. So
that's kind of our side contribution to the
National Park Service reaching out to us as
Americans and asking us to re-embrace our
national parks. And our contribution to that
100-year anniversary which is in August of this
year is to actually have this film out there
doing that which is complementing what our
National Park Service is asking us to do.

CHAIR SPROULS: Mike.

MEMBER GALLAGHER: So first of all,
Chris, I think Brand USA has exceeded all our
expectations in its implementation, just an
incredible job. So I served on the Brand USA
Committee last year. And Todd Davidson would be
here. He was the chairman of that, but he's in
his state, his governor is thinking about
doubling Todd's budget, so he couldn't be here
today. Obviously, that would take priority and
understandable.

So Brad, and I and some others, so we
made the last day of the last TTAB was last
December, we made some four recommendations for
Brand USA that we'd like to see implemented. So
I don't know what the status of them are, but
these are all reasonable things that would make
Brand USA -- they're not dramatic, but they do
make Brand USA even better than it already is.
And so I would hope that we'd try to implement
those right away.

MS. CRAIGHEAD: With that, there are
two -- I should say to that, Mike, you know, the
recommendations that came in at the end of the
last term are under review right now. Two prior
recommendations from the last TTAB Board had to
do with implementing and refining airport
specific action plans and expanded Trusted
Traveler programs. So as you know from our kind
of interest in addressing the passenger
experience and overall customer service or
customer visitor experience, we've asked DHS, the
new Deputy Assistant Secretary Sarah Morgenthau,
to talk a little bit about these two programs in
particular, again with the thought that this will
help shape and set a foundation for understanding
about where you're going next and where this
group could be helpful in particular to the
airport experience and expanding Trusted Traveler
programs.

MS. MORGENTHAU: In the meantime, I
just want to thank Secretary Pritzker for the
shout out to the Department of Homeland Security.
The Department is very focused, very grateful for
this partnership. Travel and tourism is of
utmost importance to the Department and I think
that we tackle it sort of in two ways from the
security perspective, but also from the traveler experience and recognize that we can't do this alone and so we're grateful for the collaboration within the inter-agency, but also with all of you in industry.

I'm joined here today too by Ken Fletcher, who is the Chief Risk Officer at TSA; and Dan Tanciar from Customs and Border Protection, who is the Director of Travel and Tourism. And I think this is important because it shows how the Department and how at headquarters the Secretary is working collaboratively within the Department with CBP and TSA so that we can tackle internally problems and then work with you in industry.

I'm going to touch on some of the things that Kelly just mentioned. John and Margaret, I also want to thank you as well. And some of these things you've heard from Secretary Pritzker and Kelly and Chris, but I think it also demonstrates that we're steadfast focused on similar priorities.
DHS, along with our component agencies, CBP and TSA, as mentioned, have supported President Obama's National Travel and Tourism Strategy to expand the nation's ability to attract and welcome international visitors while maintaining the highest standards of security.

In 2015, more than 112 million international travelers arrived at U.S. airports, an increase of 5 percent from the previous year. According to Commerce, international air traffic to and from the United States grew 7 percent in the first quarter of 2015. Both CBP and TSA have had to adapt their operations, steady year over year increases in air travel volumes we have had since the beginning of the decade that show no end in sight.

Today, as you know, we're focused on TSA and our travel industry stakeholders have been tremendous partners in our efforts to address security effectiveness while also mitigating the effects of passenger volume growth
at airport security checkpoints.

I want to take this opportunity to update you on what we've been doing. The administration, DHS, and TSA are pursuing the appropriate resources to ensure we can provide effective screening while providing a positive passenger experience. We face a dynamic and dangerous threat that remains committed to attacking aviation. The Metrojet, Brussels, and of course, most recently Istanbul attacks remind us every day of our enemy's focus on aviation targets.

TSA requested and received congressional approval for two reprogramming requests allowing us to shift fiscal year 2016 appropriations to TSA to staff up at our checkpoints for screening operations including hiring new staff, expanding overtime, and converting part-time officers to full time.

I think the conversion from part time to full time is especially important because one of the things that we've been seeing is dramatic
attrition and we think that this will kind of --
will correct that because of being able to work
full time.

TSA is also shifting resources from
lower volume airports to higher volume ones at
peak travel times as we did over Memorial Day
weekend and we are doing again this holiday
weekend. TSA will continue to work with Congress
to right size and resource TSA appropriately.
The reprogramming allowed TSA to hire 76 new TSOs
that I believe have been in place effective just
right about now.

Overall, we are measuring success in
the experience of passengers since before
Memorial Day. Ninety-nine percent of passengers
have waited less than 30 minutes; 92 percent of
passengers have waited less than 15 minutes; and
for those in TSA PreCheck, the average wait time
is less than 5.

Secretary Johnson and Administrator
Neffenger have attacked this issues with an all-
hands approach. We have worked with our partners
and expanded cooperation with industry and it's showing pretty dramatic results. TSA established a National Incident Command Center for the ICC at TSA Headquarters. The ICC closely tracks, this is a daily call, tracks daily screening operations, movement of transportation security officers, TSOs, available K9 teams and other resources needed to meet predicted passenger volume increases. These efforts have improved TSA's ability to deploy resources in the most efficient and effective manner.

A key to the success of the ICC is the partnership and coordination with all major airlines, airports and industry trade groups. These added resources, including the two reprogrammings, the strategic focus on the busiest airports, the daily calls with industry and authority, delegated to front line leaders to shift resources as needed has produced sustained, positive results.

New TSO hires will have substantial impact on TSA's screening operations across the
system allowing for the staffing of more than 160 additional lanes per day and the screening of an additional 115,000 passengers per day.

TSA has also worked to improve checkpoint performance, field new screening technologies and mitigate vulnerabilities which includes the increased use of passenger screening K9s. Airlines and airports across the country are assisting TSA by carrying out functions such as enforcing the one plus one carry-on baggage regulations, providing staffing support to conduct nonsecurity-related duties, providing passenger-volume projections, promoting TSA PreCheck and reminding passengers to arrive early.

Similar to the airports' specific action plans developed by CBP in conjunction with representatives from Commerce back in 2014 that Kelly alluded to, TSA deployed teams of subject matter experts to 21 largest airports for optimization visits. During these visits, the subject matter experts reviewed airline
schedules, passenger loads, queue design and
checkpoint and baggage screening locations.
These optimization visits resulted in the
development of local action plans for each
federal security director to identify and
implement improvement for summer travel season.

TSA is working to identify and procure
innovative technologies that will increase
security effectiveness while improving the travel
experience. One such project is the development
of the innovation lanes that will allow TSA to
use emerging technologies in an operational
environment.

Currently TSA is exploring
opportunities at several airports and airlines
across the country with an initial demonstration
or applied in the field at Atlanta. The findings
developed from these pilot locations will inform
innovations, new processes, and technology
investments we intend to implement throughout the
aviation security enterprise.

Additionally, in conjunction with DHS
Science and Technology Office, TSA recently posted a fraud agency announcement for innovation lanes which provides a formalized entry point for interested parties to present new security ideas and approaches.

So now I want to turn our focus to the international arrivals process and CBP. Since many of you are new to the Travel and Tourism Advisory Board, I'm going to provide you a brief overview of the President's records supporting growth in the travel and tourism sector while maintaining the highest security standards.

In 2009, the President signed into law the Travel Promotion Act which created Brand USA, thank you, Chris, the destination marketing organization for the United States who you just heard from which is partially funded by fees collected by DHS.

In 2012, the President announced the National Travel and Tourism Strategy setting a goal to welcome 100 million international visitors to the United States. The President
followed up in May 2014, with a Presidential Memorandum on travel and tourism directing DHS and Commerce to collaborate on the development of airport specific action plans at the nation's busiest gateway airports and to create a best in class arrivals experience for international visitors.

Our on-going efforts at CBP have played an essential role in improving the international arrivals' experience.

In 2016, DHS and Commerce updated the President on progress made in the joint report entitled Supporting Travel and Tourism to Grow Our Economy and Create More Jobs, a National Goal on the International Arrivals Process and Airport-Specific Action Plans. The 2016 reports outlines the collaborative work between DHS and Commerce and the private sector to set a benchmark for measuring progress on the national goal of a best-in-class international arrivals process.

The previous U.S. Travel and Tourism
Advisory Board was a big help in helping us identify survey metrics. CBP is on track to implement the new survey questions as recommended by the TTAB within the next couple of months. These results should be available by the beginning of 2017. We're proud to report that the most recent survey completed -- this apparently does not include the new questions, is that over 90 percent of travelers felt welcome to the U.S. The percentage of travelers waiting 15 minutes or less increased to 91 percent. The percentage of travelers who felt their progress time was short or reasonable was 96 percent. Ninety percent of travels in 2016 were satisfied with this overall inspection area. And 92 percent of travelers responded positively that the CBP officer was welcoming.

Innovations like automated passport control, over 1400 kiosks at 43 airports including pre-clearance, mobile passport control at 13 airports, global entry over 4.5 million eligible, and efforts to eliminate the use of
paper forms in passport control are having a positive impact at airports across the country.

We continue to pursue additional global entry in international agreements. This week, CBP Commissioner Kerlikowske is in Singapore to announce the formal launch of a Global Entry there. We signed a Global Entry agreement with Taiwan in April and expect to sign agreements with India and the United Arab Emirates soon. Additionally, CBP continues to pursue agreements with Brazil, Chile, Finland, and France on top of current agreements with Canada, Mexico, Panama, the United Kingdom, The Netherlands, Germany, South Korea, Japan, Qatar and Israel.

More than 7.5 million individuals are enrolled in one of our DHS Trusted Traveler programs; 4.5 million in CBP; and 3 million TSA PreCheck with expedited screening benefits, good for 5 years.

TSA and DHS are working to increase the Trusted Traveler program enrollments.
including increasing TSA PreCheck marketing resources and building new partnerships. We’re collaborating with airports and airlines to open 43 TSA PreCheck enrollment centers in 41 airports with several other airport enrollment centers opening soon.

Currently, there are more than 370 enrollment sites compared to 329 in October 2015. We are working with the Travel Industry Advisory Council composed of representatives from the U.S. travel associations, global business travel associations, airline and airport associations, travel agent associations and airline marketing representatives to enhance effectiveness of TSA PreCheck marketing efforts.

Sorry, if I'm not speaking in there. Can everybody hear me okay?

MS. CRAIGHEAD: It's for the transcriber.

MS. MORGENTHAU: Okay, because clearly we have been busy, targeting major companies in four travel and tourism sectors, airline travel,
agents, hotels, and credit cards. They have a powerful financial incentive to retain and build customer loyalty by marketing TSA PreCheck to their customers, to improve the travel experience. They know who potential TSA PreCheck customers are and how often they travel. They maintain travel contact information and can effectively market TSA PreCheck.

Recently, DHS Secretary Johnson and Secretary Pritzker sent a letter to the CEOs at the top hundred U.S. companies as ranked by Air Travel Spend urging them to support our efforts to enroll more frequent travelers in one of our programs. We've had preliminary discussions with resort operators including some represented here on everything from helping us urge reservation holders for vacations at their properties to enroll in the DHS Trusted Traveler program to helping us develop a new social media advertising campaign.

Initially, we have seen some tremendous results. TSA PreCheck enrollments
have tripled over the last year, averaging more
than 15,000 per day for the week leading into the
Memorial Day weekend. Enrollments in CBP's
Global Entry were averaged around 10,000 per day
before the Memorial Day weekend.

Industry can continue to support our
current enrollment goals by using marketing channels to
promote, market, and educate the traveling public
about DHS Trusted Traveler program benefits and
we encourage all of you to do that. You can also
encourage frequent business travelers including
employees to enroll in a DHS Trusted Traveler
program and encourage companies with loyalty
programs to consider offering points, mileage
redemption to pay for the DHS Trusted Traveler
application fee which as you know is $85 for TSA
PreCheck and $100 for Global Entry over 5 years.
So we have been very busy and thank you very
much.

MS. CRAIGHEAD: And so, Sarah, I will
kind of point to the fact that you illustrated
two areas that from Trusted Traveler programs to
the airport specific action plans that incorporated both the public and the private sector at airports as a really rich opportunity for engagement by industry and the consideration of beyond enrolling in Trusted Traveler where there are best practices, where there are innovations that can be taking place.

So I'm sure Mr. Chair, there will be lots of questions, but this again is an area where we're looking for very actionable, specific recommendations in these two areas of airport specific action plans and Trusted Traveler programs.

Mr. Chair?

CHAIR SPROULS: No, I agree. And I was wondering and maybe Dan, you may be the one who may be able to answer this, where are we with respect to the updates on individual airport action plans?

MR. TANCIAR: I'll pretend like I'm at a concert. First of all, thanks very much. Good to see all of you and -- thank you very much,
yes, I'm in the movie business now too, apparently.

So with respect to just overall improvements with the airport action plans, as you know, those were established in 2014. There have been a lot of progress on the big ticket items certainly from the mobile passport control, automated passport control, Global Entry continues to grow and enroll. And there are some local progress being made on other initiatives that are more of a local nature.

So I think we've had a lot of great progress considering as Ms. Morgenthau already said, seven percent growth this year already. So that's awesome for everybody. We're excited about it. I know you guys are, too. But that's a lot of people to deal with.

And so I think as a result of what we did and the groundwork in '14, '15, and coming up to this summer, we're going to have a decent summer this year and not a bad summer which we've had many, many years ago.
As we go forward though, it's important that we look to '17 and beyond. As we like to say the summer is coming and what we're doing is looking at things like Global Entry and what are we going to do to modernize Global Entry, make it more mobile, a little less reliant on kiosks and of course, biometrics.

Biometrics are going to be a huge opportunity for us. Biometrics today, fingerprints give us great law enforcement coverage. We're not able to take advantage of the facilitative benefit that things like facial recognition might give us. So we're looking very hard at that, not only in our inbound process, but of course, as we begin to look at the biometric exit process.

CHAIR SPROULS: And Dan, while you have the mike, what about staffing plans?

MR. TANCIAR: Staffing plans. So a great questions there. As you know, we have our Resource Optimization Strategy. We couple three things: business transformation; resource
optimization, of course, what we currently have;
and then, of course, our workload staffing model.

As you all know in '14, we received
2000 officers from Congress who were very, very
thankful for that. It has been no secret that
there's been some difficulties in getting all of
those folks on board. There still remains a gap,
mostly at our land border locations, our
airports. Those positions that were allocated
have been brought on board and we should start
seeing most of them in full swing in the signed
off officers actually soon.

Now, it's important to note though
that along with that, we continue to do our
workload staffing model, our Resource
Optimization Strategy still does go to the Hill,
and in the President's budget, there is still an
outstanding need of 2,107 CBP officers. So
that's out there. So even though we still
haven't gotten all the 2,000 from '14, it is
still a need as we begin -- not begin, as we have
embarked on taking our hiring processes,
revamping them to the extent that we can.

There's also some legislative proposals out there, looking to help us out with that as well.

CHAIR SPROULS: And I would just mentioned for those folks who are new to the board, this board in and of itself cannot lobby to try to help get those 2,000 officers appropriated, but it doesn't mean as individuals in our companies that we can't do that.

MR. TANCIAR: And if I could just make one note because I know the whole facility of the future is very important. We have -- although I reported this, I think some time last year, we have now actually are full steam ahead on the redesign of our Airport Technical Design Standards. That will take into account the principles such as baggage first. The first time CBP will actually be one unit in the hall and we just met with a group from the field yesterday, in fact, it was interesting. And then we should have a schedule for industry engagement coming forward. There's like three great projects.
Orlando is one of them, to build a new terminal, CTAC, Fort Lauderdale, and there's a new satellite being built in San Juan. So all will kind of incorporate these new initiatives.

CHAIR SPROULS: Dan, so you think at our next meeting in October, you probably can come back and give us an update on that?

MR. TANCIAR: Yes, hopefully by then, we'll be at almost publication with the new standard.

(Off mike comments.)

What countries? I am not prepared with that. I don't know -- I don't have that list. I can tell you that the original ten that were announced last -- last year or two years ago, progress is being made in many of those locations. And that there was a new open period announced this June for countries who are interested. I think you'll see progress in the Dominican Republic. I think that one is moving quite quickly. The rest I'll have to defer for an update later.
VICE CHAIR McKEOUGH: But Dan, it's probably important to note that pre-clearance is something that has to work both ways with the countries, right?

MR. TANCIAR: Well, certainly, yes. That does require the country to allow us to come in there. We have to negotiate our authorities, things like uniforms, firearms, facility size, space. We're looking at flexible facilities because we know it's not -- you can't just go to Heathrow and plunk down a whole new CBP center. So that is all being worked currently.


MS. CRAIGHEAD: Terrific. So then moving on, the next area and again, the Secretary touched on this, is the ability to process visas is one of the areas that with partnership with industry that the Obama administration has taken on. And in fact, one of our greatest points of pride is the result of an Executive Order that
called for the reduction of visa processing wait times. And we've been able to accomplish the reduction of what had been more than 100 days in some key markets to just a few days in markets like China.

I think maintaining that progress is going to be a challenge. It's a place where again, we think there's an opportunity for the private sector to help give us your best thinking about how there could be innovations and considerations for staffing and so we've asked our colleagues at Consular Affairs to come and talk a little bit about that. So Karen?


It's a pleasure to be here this morning. I really appreciate everybody's positive work, especially from Secretary Pritzker. If the goal of this board is to make the Federal Government aware of the importance of travel to the United States, I want to let you know that you have succeeded in spaces where the
State Department is concerned. We are aware. We
get it.

Many of you know Ed Ramatowski, my
boss. He couldn't be here today, but he has
worked tirelessly to make sure that everybody in
the Visa Office and everybody at our 225 visa-
issuing posts abroad understand how important
tourists and other travel is to our economy. And
frankly, it's energizing. It's energizing to our
staff and our officers in the field to know that
they are contributing directly to the strength of
our economy and the strength of our country.

We do have to deal, as was mentioned,
with sort of the yin and yang approach. And I do
want to highlight that, that there is always a
tension between secure travel and facilitating
legitimate travel. That is something that we
have had to deal with in a more pointed way in
the last year, unfortunately, because of events
that have happened in the world. But we are
continuing full steam ahead to make sure that we
issue visas to the people who come here and spend
money and again, make our economy strong.

In terms of wait times, we have had a very successful run in terms of meeting the Executive Order wait times standards. In the past few weeks, we have been hovering on the edge of the 80 percent. There are a number of reasons for that. Number one, this is always our peak season. So this is the worst you're ever going to see because everybody wants to come to the United States right now, be it for tourism, be it for students, be it for people who have gone home because they work here, they're going home to visit, they're coming back.

So it will get better in the fall, but right now we are at the peak. Other factors include some markets where we've seen tremendous increase in demand. These are not necessarily your top markets, but they're big markets. Dominican Republic, Vietnam, Jamaica are among those. So we are working to deal with unanticipated demand increases there.

One of the biggest factors Secretary
Pritzker alluded to is India. We are very positive about the alluded to progress that has been made with the Government of India. I want to put this into context, too. Workload in India demand for visas has increased 80 percent. And yet, we have had some difficulties getting the Government of India to allow us to staff up to meet that demand. And so to the degree that the Executive Order where we want to be, India plays a large role in that.

Over the next few weeks, we hope to reach formal agreement with the Government of India. We have agreement, but we are going to start working through the process of adding these 30 positions. It's not a quick process. It's going to take some time. It's going to take some time then to get officers trained to fill those positions. So it is a positive trend, but it's not going to be immediate.

Meanwhile, we have some very good news for other key markets. We have been very successful in China in keeping wait times down.
The average right now is 11 days. And I tell you we work every day just paying attention to each post in China, who is getting on the high side, do we need to move officers to one post or another. We are extremely focused on that market.

Other markets that are key to you, Mexico, we've had a five-day average. We are doing very well in Mexico.

Brazil, demand is down and so we've been able to maintain a three-day average. And frankly the fact that demand has been down there has allowed us to move officers elsewhere to meet the demand where it is higher.

We are looking at some staffing issues coming up. We are going to be hiring again to attrition at the State Department. And we are therefore looking for alternate staffing mechanisms. The attrition hiring refers to Foreign Service Officers. They have traditionally been those who have interviewed visa applicants. We now have a plan that
incorporates using more of our civil service
colleagues, as well as family members who we
train, the same way we do a Foreign Service
Officer. It gives them an employment opportunity
and also allows us to fill our staffing needs.

And we also have some limited
appointment programs that allow people with
language skills where we really need them to come
in already trained and to get out to the field.

So we are hopeful that those are going
to help us as we move into sort of a future where
the Foreign Service jobs aren't as plentiful.

We are also looking at more creative
ways of dealing with the workload. These revolve
around triaging so that we are making -- we are
putting our resources towards our more difficult
cases and in some cases waiving interviews for
cases that are re-applying, individuals about
whom we already know quite a bit. We have our
interview waiver program. We have gone a step
further this year with China in a pilot program
to actually repatriate some of those interview
waiver program adjudications.

So we now have a unit in the Visa Office here at the Department of State that adjudicates China cases where an interview has been deemed not necessary. Those cases go through all the same security checks as any other case, but because the interview is waived, those security checks can be handled by somebody here and that takes pressure off having to send a human being out in the field. So that is very promising and I think to the degree that we can maintain the interview waiver program overseas that will help us grow the remote processing unit that we have in Washington.

We also are very big fans of the visa waiver program. That is sort of key to our ability to manage. If that program were to go away, we frankly could not manage. So in terms of ways that you can help, helping to remind Congress how important that program is is key.

I am ready to take questions at this point.
CHAIR SPROULS: Great. Questions?

MEMBER CHARENDOFF: Could you talk a little bit about the experience that you've had with the ten-year visa validity in China? I imagine in time it will mean less pressure on the consulates, but what's happened so far with it? Are there any metrics that you can share?

MS. KING: We have had and I need to pull out some metrics on that, but we have had -- after the announcement in November, we had a tremendous increase in demand. I don't know if all of that meant people were immediately going to travel, but those people -- people that wanted to get the visa right away. And that was really tremendous.

MS. MORGENTHAU: I think it was a 53 percent increase, Karen.

MS. KING: Yes, 53 percent increase. Now we've always anticipated that that was going to level off and we're seeing that now because again because feel comfortable. They've got those visas in hand just in case we were going to
take them away. And so we're leveling off which
is a good thing because we now have a more
sustainable demand there.

Does that answer your question?

MEMBER HENTSCHEL: Hi. Could you

speak a little bit about the proactive ways that
you would look at the visa waiver program making
some changes on your end so that if there is a
threat to it in Congress, there has been some
progress if that makes sense?

MS. KING: In terms of -- I would say

first of all, the visa waiver program is a DHS
program. It's a very secure program and I think
that the more -- and I don't want to take over
from my DHS colleagues, but I think that the more
that we message that this is a secure program
that the better place we're in in terms of
maintaining that program, even in the face of
world events that will occur and will shake
people's confidence in it. So again, it's a
secure program.

MEMBER HENTSCHEL: Thank you.
MS. MORGENTHAU: I would just add that DHS has been in the past two years and continues to look at ways to make it more and more secure by adding the additional -- asks the questions and the like. But we are very much supportive in advocating of that along with our colleagues from State.

MEMBER GALLAGHER: Well, first of all, thank you for your report. The term visa waiver program, I mean that's kind of a misnomer and we've talked about -- you're not waiving anything. It's more secure. Would we be right in renaming that into something like the Trusted Traveler program or something like that?

MS. KING: I think that -- and again I'm going to defer to my DHS colleagues because it's their program.

MS. MORGENTHAU: I like your idea, sir.

(Laughter.)

MEMBER GALLAGHER: I wanted to rename the whole thing to Trusted Traveler.
CHAIR SPROULS: That could be one of our recommendations.

MS. MORGENTHAU: I mean that in all sincerity. And I will take it back. I have taken issue with a few of the names and I think visa waiver program is confusing.

(Off mic comments.)

MS. KING: I don't know. Yes. That's something that will be an important.

MS. MORGENTHAU: I'm sure there are many steps. We're not going to change it overnight, but I like the idea.

MEMBER ST. GEORGE: I was happy to hear you call out two markets that are very important to my company which are the Dominican and Jamaica, and as far as strong growth markets. And in fact, we met with the ambassador to the Dominican Republic last week, and we were talking about the very high rejection rate of people applying for visas, I think for obviously reasons, of people overstaying and things like that.
And one of the questions we have is is there any possibility that as pre-clearance expands, this is a question for both of you, is there any chance that pre-clearance could be another opportunity to get a little bit better as far as making sure the right people are cleared through to increase that approval rate? Because we've got a disapproval rate of 50 percent in places like Dominican.

MS. KING: So I mean in terms of the refusal rate at post, I mean that's a decision I think the CBP wants us to make so that they don't have to deal with it on primary or in secondary. And again, that refusal rate is a factor of the applicant's ability to convince the consular officer that they are going to use the visa appropriately. So I think again, it's good for that to happen in Santo Domingo rather than --

MR. TANCIAR: And let me quickly say, too, that on the entry side of things, everything that we can do to prevent those folks from coming to the United States then turning them around is
a benefit for a number of reasons. One, you, the airlines don't have to bear that cost of getting them back to the country. Secondly, we get to adjudicate any issues from the visa process if someone did get a visa and it looks like when they come to us in pre-clearance that they might be a potential overstay or other sort of thing, we take care of that right then and there, and they don't come here. So hopefully that message then becomes more apparent on those who think that they can land at one airport or another.

MEMBER ST. GEORGE: So one of the things that I think is interesting is as the Dominican, as you said, is not a very fast track to get pre-clearance. It's actually not in the cities that have the biggest visitor population, it's really tourism population. It's curious what the logic is behind that.

MR. TANCIAR: Just number one, wherever we can get pre-clearance I think is very important to us because we get that pre-security in the host country. Secondly, it is the country
-- they have to allow us there. And so we kind of started or I think they wanted to see their biggest market. It also gives us lots of benefits so it wasn't a one-sided type of discussion, but ultimately the host country sort of needs to be the one to sort of say all right, this is where we're going to start and I'm sure that's going to be kind of a test, if you will, and then see where they go from there. That would be my guess.

CHAIR SPROULS: One more question.

Ted?

MEMBER BALESTRERI: On the global travel, the fingerprint process if somebody volunteered for long term for visas, it would be almost a permanent identification. Eventually, that's where it's going to go, so the renewal would be a very easy process and the entry would be a very easy process.

Is there resistance to the fingerprinting?

MS. KING: Resistance to?
MEMBER BALESTRERI: To having a visa with the fingerprint process.

MS. KING: The visas have fingerprints now.

MEMBER BALESTRERI: They do.

MS. KING: Right. Every visa applicant except for certain diplomatic categories requires a fingerprint. So that is part of the work that gets done overseas is that we have to physically bring those people. Those fingerprints do get reused which allows us to have the interview waiver program. If we have your fingerprint on file from your previous visa, we don't need to physically see you again.

MEMBER BALESTRERI: Right. That's the way to go with China and all these places where they're getting visas.

MS. KING: That's exactly it. So all these folks that we're able to handle through our unit here in Washington, those people have previously had visas. They've previously submitted fingerprints. That's all on file in
our system and we reuse it. So as long as they have no other issues according to our databases from the inter-agency, we can issue those very, very easily without seeing the person.

MEMBER BALESTRERI: Great. Thank you.

CHAIR SPROULS: Thanks, everybody.

MS. CRAIGHEAD: So much like Chris Thompson who went first to talk about the promotion, the last two speakers from DHS and State really were giving you some of the contours of the working groups. The last speaker from the government also is an exception category. When we think about the list of TTAB recommendations that have come before, when we think about the overall approach to travel and tourism in the United States Government, infrastructure has been a critical conversation. And as I think Margaret pointed out before, this last TTAB made a recommendation about having a travel and tourism lens as the Department of Transportation thought about their 30-day framework.

So I can see that we do not have
Jenny, but we have the great, the wonderful
Vanessa to talk to us a little bit about some
exciting developments that you all have at
Transportation.

MS. BALGOBIN: Good morning. Jenny
Rosenberg, our Assistant Secretary, she sends her
apologies. She got called to another meeting.
But we are really, really honored to be here
today and we just want to congratulate all of the
individuals appointed to this board. This board
has a very, very important task and mission in
front of it and we just really want to thank all
of you for your commitment to advancing the
travel and tourism industry.

I'd like to take a moment to update
you on a few of the things that we're doing at
DOT to support the administration's efforts to
promote travel and tourism. On June 1st, the
Secretary of Transportation, Secretary Fox,
signed the charter establishing the National
Advisory Committee for Travel and Tourism
Infrastructure which we refer to as NACTTI.
And NACTTI will advise the Secretary of Transportation on transportation infrastructure challenges that impact travel and tourism growth in this country. NACTTI will make recommendations to the Secretary of Transportation and these recommendations will be used to develop a 20 year strategic plan to improve tourism related transportation infrastructure.

The advisory committee is going to be comprised of 25 members and they will represent a broad spectrum of individuals representing the travel and tourism industry but also the transportation industry. We are currently soliciting nominations for membership and they are due on July 13th. And the Federal Register notice soliciting membership was published today. So we encourage you to spread the word to your stakeholders and your colleagues concerning the nominations. And again, the deadline is July 13.

We expect to appoint our members in August and hold the first meeting in late
September. And for more information about the advisory committee, people can visit our website at www.transportation.gov\NACTTI.

So we are looking forward to working collaboratively with the Department of Commerce with the TTAB, and to enhance the tourism industry which is so vital to this country's economy.

CHAIR SPROULS: Thank you. I'd like to think that this committee played some small role in helping NACTTI to be set up, so I do think it's another example of how the recommendations that come out of this committee are things that the government takes seriously and act upon. We have had prior TTAB Boards infrastructure subcommittees that talked about the kinds of issues that I'm hoping NACTTI will be discussing now. So I think you should feel really good about the fact that that has come about at least in part from the conversations that happen around this table.

Any questions for Vanessa? No. Well,
thank you, Vanessa.

At this point, we like to move into a conversation around the subcommittees. I'm going to ask Kelly to put a little more color around each of the subcommittees, how the subcommittee process works, etcetera. And then I'm going to open the floor to discussion of everybody with respect to both the subcommittee process and the specific subcommittees and things that we're going to try to focus on.

MS. CRAIGHEAD: Terrific. In each of your packets, you should have a copy of the 2016-2018 subcommittee process and delineation of the initial subcommittees that will launch at the beginning of your term.

So I think it's important to talk a little bit about the role each of us plays. I think you've heard from the Secretary that this committee, this advisory committee, the advisory board, is critical to receiving input. We serve the Secretary in concert with the Tourism Policy Council. We have identified a few areas where we
are specifically looking for your input and your feedback and your recommendations. And it does not preclude you from considering the much larger picture, in part, because as John said so well, the ability to really identify those issue areas that the government should take note of is really dependent on the work of this committee.

So there are a number of people who will be instrumental to the subcommittee process. All of the work that you do is guided by strict laws, FACAs regulations, and we have FACAs officers here. This committee is supported by the Office of Advisory Committees and Li, who I'm sure is doing incredibly important work right now, Li Zhou is the point person for the Travel and Tourism Advisory Board. She will manage and staff and support all of the subcommittees, ensure that we're always legally within our boundaries. And you will also be provided by a terrific team of content experts from throughout the Federal Government and in each instance a dedicated person from my office.
And unfortunately, you haven't had a chance to meet our whole team, but we have an outstanding office director named Isabel Hill, who is currently in India trying to do all the spade work on our new tourism partnership. She is a terrific thought leader and she will support the entire committee.

We do have our Deputy Director of Policy, Brian Beall, right over here, who will support the travel security and customer experience. Ron Erdmann, who I think many of you know, is our leader on all things data and research and will support the Data and Research Committee.

Who am I leaving out? And visa facilitation, Curt Cottle, another trade specialist in our office will help support that.

In addition to a number of the representatives from the other agencies that you've seen today and you haven't seen today, again, to help ensure that you have the factual information you need and as you start to consider
what we hope will be a very specific set of recommendations that we would receive by October 1st.

So again, I've said it. You play a critical role in bridging administrations. This administration is committed to going through the tape come January 20th. So not only is it an opportunity to look around current challenges so that we can think about the summer that's coming and ensure that we're in a strong and stable place going forward, but also to start to think about what the road map is for the next strategy and set of metrics.

So there are four subcommittees. You also should have in your packets an opportunity to signal your preference for which subcommittees you want to serve on. I'm sure Archana and Li can talk much more about the mechanics of it, but just from a substantive area, Travel Security and Customer Experience Subcommittee is around the current challenges around expanded Trusted Travelers, but it's also to really create that
space given the current environment to explore what would be required to make people feel safe and secure to travel. So again, a little bit of the near term and ability to think long term.

The second committee is around Visa Facilitation, and I think Karin King did an excellent job talking about some of the pilot projects and innovations and creative ways they're looking at solving for visa processing, but in a global community, the opportunity to not only fix today's challenges, but to think about what best practices are and what future innovations may be are the suite of conversations that would technically happen in that subcommittee.

The third committee, and I think Secretary Pritzker did this so well, is we're very clear on what our key markets are. We're very clear on how much energy is going to be needed to reach our goal of 100 million, so how do we think creatively moving forward. And in the very near term we have great opportunities
with China and India and we have the highest
level of support from both governments, so how
can you, industry, leverage that and identify
barriers so that we're always looking for
opportunities to accelerate growth in those key
markets. And a lot of that work will happen in
this subcommittee.

And then finally, measuring our
result, access to data and information and how do
we better engage the private sector around our
data needs, your data needs, and make that more
actionable is always something where we benefit
from your support. So these are again really
serving the administration's immediate needs with
the hope that you'll surface a set of
recommendations by October 1st. But I think it's
important to flag if you don't know Secretary
Pritzker before, her reputation should be
legendary. There is an opportunity to cover the
waterfront with great ideas. She is very clear
that she wants some very prioritized, very
specific recommendations that could be actionable
during this administration and sets the stage for future growth. So that's just kind of a broad brush of both process and the subcommittees that obviously we have a terrific leadership team and so John, I turn it over to you.

CHAIR SPROULS: Thank you.

MEMBER RAMUDO: One question. Travel and tourism strategy and Secretary Pritzker just mentioned has two main goals. One was encourage more Americans who travel in America. The other one is bring in more international visitors. Our four committees address international visitors. There's nothing related to national -- improving more Americans who travel within. Should we consider having a committee?

MS. CRAIGHEAD: I'm so glad that you raised that and I'll give you a little bit of the rationale. The last TTAB, the last meeting at the end of the last year surfaced a set of very specific recommendations in that area that has been shared with the Tourism Policy Council and is in consideration and also 2017 is the year of
sustainable tourism. And so I do believe there
will be an opportunity to organize around that
area, but I think we will want to give you some
feedback from the last recommendation we just got
in December.

CHAIR SPROULS: Again, I would also
point out I think the Travel Security and
Customer Experience Subcommittee really does
cross over domestic and international.

Mike?

MEMBER GALLAGHER: So we had a Brand
USA Committee. Don't we need that any more or
shouldn't we have a committee on Brand USA?

MS. CRAIGHEAD: Obviously, I defer to
our chair and the vice chairs. But from a
process standpoint the recommendations that came
in at the end of last year that were shared with
the Tourism Policy Council are kind of active and
in consideration right now. And so my advice to
your team would be to give us the opportunity to
hear if we're going to move on any of those
recommendations and if so, what of them because
again, I think all of the committees have done a tremendous amount of work.

   And I think one of the things we're mindful of is the value of your time and the ability to have a clear process and to the extent that we can honor your recommendations, I think there is an interest in doing that, although there's no obligation to do that. But I do think that having more information will help as this committee forms and moves forward to decide what more or different you might do, but from a process standpoint of what do we at Commerce feel like we need immediately these four committees start to track with that.

   CHAIR SPROULS: Yes, and I would say, Mike, we're not bound by setting up these committees today that those are committees for the next two years. I think we would take an opportunity to understand what happens with respect to the recommendations that were made by the last board. And if we don't feel that response is robust enough, we'll set up a
committee and we'll do what we need to do.

So I would now throw open the floor to discussion either around questions around the committee process, subcommittee process itself, or questions with respect to these four subcommittees.

And I would point out in your packet there is a page where you can express your preferences with respect to what committees you would be on. There are no promises. Everybody can't all be on the same committee. So we will make executive decisions within a very short period of time, but if you could let us know.

And if you can't let us know today because you want to think about that's great, but if you could respond as quickly as possible with an email either to me or Margaret or Archana or Li or Kelly so that we can understand. We will try as much as we can to honor preferences and once we can put the committees together to try to identify chairmen and co-chairmen of those committees, so that we can begin the work as
quickly as possible.

VICE CHAIR McKEOUGH: Just maybe for the benefit of some of our newer members joining us, if you're following along here, you'll realize that we've said October 1st frequently today. The Secretary has asked of us is that these four subcommittees prioritize some sense of focus with initial recommendations by October 1st. As John said, more to follow as we continue our work for a full two years.

So it should be obvious to everybody by now that a lot of that work happens through offline subcommittees, telephone conference calls because we only gather a couple of times during our terms, so the expectation once we get all the committee membership together and leaders defined for each one is that there will be a series of offline subcommittees that meet with the Commerce staff supporting them as Kelly said. And again, I just wanted to emphasize, as you think through where you would like to best align, that we're working with an October 1 ask by the Secretary.
CHAIR SPROULS: Yes, I would echo that. Just as an example, in the last board one of the major pieces that we came out with was the customer service recommendations with respect to the entry process that Secretary Pritzker alluded to in her remarks. That committee didn't exist when we started that last term of the TTAB. It actually came about a year in and in about a four to five-month period, we did all the research, made the recommendations and came back to the board and made the recommendations that are now being acted upon. So this is a very dynamic process.

As issues arise, we as a board will decide how we want to deal with them, whether it's within one of the existing committees or setting up a separate entity to do that, and we'll move as quickly as we can. And to echo what Margaret said, the work is done in the subcommittees. This board will meet three times a year and a lot of our work will be reviewing what the subcommittees have done in deciding
whether we as a total board accept that and want
to recommend that on to the Commerce Department.

Any other questions, comments? And
you all trust me to assign you to committees?
You are a very trusting bunch.

Well, if that's the case, what I would
do is thank everybody for being here. Thank you
for your agreeing to serve on this board. For
those that have been here before, I think you
know the impact that it has. For those that
haven't, I think you're going to be pleasantly
surprised at how impactful this board is with
respect to what happens within the various
government agencies that are here. They really
do listen. They really do want our input because
we are the experts in this space.

And if you go back two, three, four,
five, six years and look at some of the
conversations that happened in this room or
similar rooms, those things have now happened.
The National Tourism Office has happened. The
National Tourism Strategy has happened. The
Transportation Department, the infrastructure grid, those things have happened.

All the issues around the visa process, I remember meeting with Ed about six years ago and we went to meet with this boss and his boss's boss who told me in no uncertain terms that all the things that we wanted to happen with respect to visas could not happen, yet they all have. I do applaud Ed because he has been instrumental in helping us figure out ways to do it and being a champion for us within the State Department.

So overall, I think that you're going to enjoy your time here. We are going to ask work of you, the subcommittees once we get them set up, are going to move very, very quickly because we do -- it's not a bifurcated process, but we do want to try to come forward with anything that is impactful and makes sense with respect to the end of the term of this administration as quickly as we can so that we can bring it forward as a recommendation at our
next meeting, then decide and see where we need
to go as a committee going forward with the
transition to a new administration and any issues
that pop up as they come along.

So again, thank you all for being
here. Margaret, I don't know if you have any
other comments that you wanted to make.

We do not have a date for the next
meeting yet. It will be some time late October,
early November. And we're trying to nail that
down as quickly as we can. As soon as we can get
it out to everybody, I know calendars are crazy.
We will get it out to folks. It could be here.
It could also be in Orlando, perhaps hosted by
Universal.

Kelly's already voted so that's one
vote.

(Laughter.)

Anything else for the committee?

Mike.

MEMBER GALLAGHER: One more. So does
this committee survive beyond the change of
administration, if the administration changes, is
this --

CHAIR SPROULS: I believe the answer
to that is yes. It did survive the change of
administration from the Bush Administration to
the Obama Administration. So my assumption would
be yes. Whether or not the charter would change,
I think it's too soon to tell.

I would say that travel and tourism
seems to be one of the few issues that could
actually be discussed in Washington, D.C. by both
parties, and they don't start screaming at each
other. So my guess is we will survive fairly
intact, no matter what happens with respect to
elections in November. I don't have a crystal
ball, but I do think it's one of the few things
you can go up to the Hill and talk to folks on
both sides of the aisle and they actually agree
on, for the most part. There's a few outliers.

MEMBER GALLAGHER: We're the Tourism
Party.

CHAIR SPROULS: Exactly.
MEMBER GALLAGHER: The Tourism

Exactly. We probably should nominate -- no, I'm sorry.

CHAIR SPROULS: Okay, if there isn't anything else, we stand adjourned.

VICE CHAIR McKEOUGH: Nice job, Mr. Chair. Every early.

(Whereupon, the above-entitled matter went off the record at 11:09 a.m.)
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This is to certify that the foregoing transcript

In the matter of: Travel and Tourism Advisory Board

Before: US DOC

Date: 06-30-16

Place: Washington, DC

was duly recorded and accurately transcribed under my direction; further, that said transcript is a true and accurate record of the proceedings.

[Signature]

Court Reporter