

UNITED STATES OF AMERICA

DEPARTMENT OF COMMERCE

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TRAVEL AND TOURISM ADVISORY BOARD

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MEETING

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THURSDAY  
JUNE 30, 2016

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

2 9:10 a.m.

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

13 MS. CRAIGHEAD: We have one mike right  
14 here.

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

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

22 MEMBER AGUEL: Good morning, George

1 Aguel, CEO of Visit Orlando.

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

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

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

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

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

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

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

1 International.

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

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

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

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

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

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

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

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

1 Beach Area Chamber CVB.

2 MEMBER CRUZ: Henry Cruz, CrossBrook  
3 Organizations.

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

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

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

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

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

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

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



1 Marriott International.

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

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

8 CHAIR SPROULS: Great. Thank you.  
9 Thank you, everybody. I'd now like to turn the  
10 floor over the Secretary Penny Pritzker.

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

17 Welcome, everyone, to the inaugural  
18 meeting of the 2016 to 2018 U.S. Travel and  
19 Tourism Advisory Board. And congratulations  
20 again to each of you on your appointment and  
21 thank you very much for your service. This is a  
22 very important job.

1           As leaders of the travel and tourism  
2 industry, you provide the greatest insight for us  
3 in government to be able to do our part of the  
4 job of helping to grow travel and tourism within  
5 the United States.

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

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

20           And one of the things that our job to  
21 do is to work together to figure out how do we  
22 make sure that they remain robust when there are

1 times of uncertainty. And I think we have many  
2 things to celebrate about where we're at, but I  
3 also think we cannot ignore the uncertainties  
4 being created by bad actors, whether they're  
5 actions of hate or actions of terrorism. In  
6 either event, they have an impact on the travel  
7 and tourism industry. And so I'm sure this will  
8 be one of the things we talk about. But it's  
9 something that is not certainly lost on us at the  
10 Department and me personally from my own  
11 background about what can happen when there's a  
12 general ethos of lack of security and the impact  
13 it can have on our industry when people don't  
14 feel safe.

15 Before we get into the work of the  
16 committee, I thought what I would do is just give  
17 you a little perspective. If you think about the  
18 way that we think about the travel and tourism  
19 industry, if you step back, and I'm not going to  
20 step way back because I started to think about  
21 all the ups and downs we've been through in the  
22 various decades and then I thought I was just

1 going to be dating myself, so I decided that  
2 stepping back and thinking about in 2008, during  
3 the financial crisis, that was a hit that the  
4 travel and tourism industry took very hard around  
5 the world, right? Not only did unemployment  
6 skyrocket, but businesses canceled trips and  
7 families were not traveling and that led to a 5  
8 percent drop in U.S. travel by 2009 and I think  
9 49 million fewer travelers globally. You all are  
10 well aware of that.

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

21 So when you think about what you are  
22 doing and your role, your role as advisors is not

1 to just write reports that collect dust. But  
2 your advice is being fed into actions being taken  
3 by the Federal Government. And so you feed into  
4 an inter-agency effort. I'm going to talk more  
5 about that in a minute.

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

18 We set a goal, a very ambitious goal  
19 of 100 million visitors to the United States  
20 annually by 2021. Today, we've had a record  
21 breaking in 2015, 77.5 million visitors to our  
22 shores. That's a three percent increase since

1       2014. So the number I gave you is the 2015  
2       number. And a 37 percent increase since 2009.

3               Visitors spent about \$217 billion with  
4       U.S. businesses and that effort supports about  
5       1.1 million jobs across the country. Our goal  
6       though is we have to find another 22.5 million  
7       visitors to come visit in the next 4 plus years.  
8       So there's lots to celebrate in this initiative,  
9       but there's a lot of work to be done.

10              Now let me talk about again your work  
11       in addressing different opportunities for us to  
12       grow the travel and tourism industry and the  
13       United States feeds into what's called the  
14       Tourism Policy Council. The Tourism Policy  
15       Council is a name for the inter-agency government  
16       effort that I lead with Secretary Jewell of all  
17       the various different departments. So, for  
18       example, the State Department is a big partner of  
19       ours because they play an enormous role in many  
20       aspects of travel and tourism. The Department of  
21       Homeland Security plays a significant role. On  
22       and on. So we lead an inter-agency effort that

1 takes recommendations in and says okay, what are  
2 we going to do and then with the White House  
3 maybe it may take an Executive Order or something  
4 like that to get different initiatives being  
5 executed.

6 I'll give you an example. The  
7 Department of Commerce and the Department of  
8 Homeland Security took on a joint effort to  
9 create based on the TTAB's recommendation a best-  
10 in-class international arrivals experience. Your  
11 recommendations to improve the travelers'  
12 perception throughout the arrivals process helped  
13 us focus on wait times and staff professionalism,  
14 encouraging public/private collaboration to  
15 create the airport passport control kiosks,  
16 growing that presence; developing metrics for how  
17 to keep track of this; as well as work between --  
18 by the Customs and Border Protection to develop  
19 action plans for 17 different airports; to  
20 simplify the entry procedures, but also  
21 simultaneously preserving the highest level of  
22 security.

1                   There is an enormous focus by our  
2 government and our administration on doing both  
3 hospitality and security at the same time. And  
4 as I said to the Secretary of Homeland Security  
5 regularly, he's the guy who ought to get the  
6 award by the travel and tourism industry because  
7 there is all downside for those guys and no  
8 upside, but they have embraced the importance of  
9 the travel and tourism industry to our economy,  
10 and therefore, as the Secretary told me last  
11 night, I think it's over 95 percent of wait times  
12 to get through the airport process today is about  
13 less than 30 minutes and I think it's 93 percent  
14 is less than 15 minutes. So they're very focused  
15 on with your help on metrics, but they will not  
16 compromise our security. And that's right,  
17 because we all, your businesses depend upon  
18 people feeling secure. So it's this balancing  
19 act that we have in different parts of our travel  
20 and tourism.

21                   But what's great is the attitude of  
22 the inter-agency is extremely cooperative,



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

20 My point being that it's not always  
21 that we're bureaucratic, difficult people. It's  
22 that one, there's a job, security; two, sometimes

1 we don't get cooperation from other governments.  
2 So I'm not giving excuses to the government. I'm  
3 saying your recommendations are extremely  
4 important to help us have the leverage to try and  
5 improve the continuous improvement. So take very  
6 seriously this endeavor.

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

17 So the four areas, first is travel  
18 security and customer experience. How do we help  
19 people feel safe? How do we boost enrollment in  
20 the Trusted Traveler Program, like TSA PreCheck  
21 and Global Entry? So for example, yesterday, the  
22 President you saw met with President Peña Nieto

1 from Mexico and Prime Minister Justin Trudeau.  
2 We pushed one of the outcomes of that meeting is  
3 we're going to continue piloting sign-up for all  
4 three programs simultaneously. So we're going to  
5 have a mobile enrollment into these programs. We  
6 need to boost enrollment. It will make the  
7 experience at the airport faster. It's more  
8 secure. Everybody wins out of that program.

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

21 Second, visa facilitation and our  
22 partners from the State Department are here. How

1 do we think strategically about visas in order to  
2 meet these visitation goals? What are the  
3 markets we should focus on? The Visa Waiver  
4 Program and I spoke about this at the World  
5 Travel and Tourism Council meeting. You know,  
6 given what's happening right now with terrorism,  
7 the Visa Waiver Program is something we have to  
8 bolster up because there's a lot of concern, as  
9 you can imagine. So something to keep in mind.

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

17 Key market engagement is the third  
18 group. Where are you seeing barriers to travel  
19 services every day? And where could more  
20 engagement from the government, better  
21 understanding of the markets and the barriers  
22 that you've got, where could we help make

1 improvements? And particularly markets, the  
2 large markets like China and India would be  
3 helpful.

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

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

22 I'll close with the following. It's

1       only with close collaboration and working  
2       together that we can accomplish these objectives.  
3       This is one of the most robust public/private  
4       partnerships that we have and so there's a lot of  
5       opportunity to do more together and you have a  
6       willing partner in the government. And so what  
7       we recognize, we recognize that the industry is  
8       always going to have ups and downs. There's  
9       going to be opportunities. There's going to be  
10      challenges. We don't want to be a laggard as  
11      government. We want to be a partner with you and  
12      try and be proactive about the challenges and get  
13      ahead. And you're our telescope. You're our  
14      ability to see into the industry. You represent  
15      businesses of all sorts, of all sizes from  
16      different parts of the country. And so each one  
17      of you has an important role to play because  
18      you're here because of kind of your unique  
19      position and your unique window into the  
20      industry.

21                       So I thank you very much for the most  
22      important thing that you are doing which is

1 giving to the Federal Government your time and  
2 your service. It is appreciated. It is valued  
3 and we take seriously your recommendations. So  
4 with that, I am happy to answer a few questions  
5 because I will have to leave in a few minutes.

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

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

16 The cooperation that happens between  
17 the agencies is something that I believe -- now,  
18 I don't have exposure everywhere, but I believe  
19 happens much more frequently and much deeper and  
20 much more robust here than I think it does in  
21 many other places and I think that's a tribute to  
22 everyone that's been a part of it. And it's also

1 a tribute to the Commerce Department and  
2 Secretary Pritzker especially in the time that  
3 she has been in charge of this.

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

14 The priorities that the Secretary has  
15 laid out are the things that are important to us.  
16 I think everyone around this table would agree.  
17 They will guide what we do. They will help us  
18 inform the specific recommendations, but we  
19 should never forget this is our board. So the  
20 things that are important to this industry, our  
21 job is to make sure that we make government aware  
22 of both what the issues are and how we think the



1 best ways there are to solve them, not only from  
2 a government perspective, but overall within the  
3 industry. So our job is to be the voice of our  
4 industry. And I can tell you my time on this  
5 board and having seen it and the impact it has  
6 made, if you truly want to have an impact, you  
7 will do it here.

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

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

21 And I would especially echo the  
22 balance between tourism and security. It's

1 something that we've always focused on. It's  
2 something that obviously our government partners  
3 and I think with all of the situations that are  
4 happening around the world and all of the  
5 heightened both awareness and apprehension. It's  
6 something that as a board, I think we may be able  
7 to help inform ways to be able to keep that  
8 balance, but also be able to bring some sense of  
9 ability to continue and not react in a knee-jerk  
10 way with respect to some of the things that are  
11 going on.

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

15 VICE CHAIR McKEOUGH: Thanks, John.  
16 I just want to take a few moments to kind of  
17 express my enthusiasm for serving a second term  
18 here on the board. I, too, can speak first hand  
19 to my fellow colleagues about the Secretary's  
20 sincereness in taking recommendations and making  
21 them happen. An example of that was this past  
22 term when we took a look at some of the

1 transportation infrastructure plans for the  
2 United States. And this group was able to  
3 identify where perhaps there needed to be more  
4 focus on aspects and we did bring together  
5 recommendations that were actionable for the  
6 Secretary and true to her word. She took them  
7 forward and they were implemented. So this truly  
8 is a group that has a wonderful leader in the  
9 Secretary who is willing to take industry input  
10 and strategically incorporate it into action at  
11 the federal level.

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

22 I think, Secretary Pritzker, you said

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

13 Thank you.

14 SECRETARY PRITZKER: A couple of  
15 questions before I leave?

16 CHAIR SPROULS: Are there any  
17 questions?

18 SECRETARY PRITZKER: Yes, ma'am.

19 MEMBER RAMUDO: This is actually not  
20 a question, but a comment. You thanked us for  
21 serving. I think we need to thank you for what  
22 this administration has done for our industry,

1        what no other administration has ever done.  So  
2        thank you for that.

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

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

17               You know, whether it's the 10-year  
18       visa with China and its potential and then  
19       creating -- and one thing this group ought to  
20       talk about, Kelly, is this year of travel.  We  
21       made up this idea of the year of travel with  
22       different countries and we kind of use it as an

1 opportunity. But we ought to think about what it  
2 really ought to become because it seems there's a  
3 lot of receptivity to in different countries and  
4 you could imagine saying let's actually have a  
5 strategy. Who do we want to have this with? And  
6 what is it and what's included? But anyway, I  
7 get into the weeds way too quickly.

8 I appreciate your comment. Thank you.  
9 It's really the team. The outcomes are a  
10 reflection of a group effort. So thank you.

11 CHAIR SPROULS: Thank you. Any other  
12 questions?

13 MEMBER CHARENDOFF: Just a quick  
14 remark. I was struck by some of the dualities,  
15 robust and fragile, security and implementation.  
16 It seems as though that there's kind of a yin and  
17 yang of those concepts. And while this industry  
18 is very strong, there is a softness to it that I  
19 think we need to strengthen, we need to harden  
20 the industry because one thing I've noticed is  
21 that these bad acts that happen in the world,  
22 these awful events that have occurred in Orlando,

1 Istanbul, and elsewhere, often travel and tourism  
2 becomes one of the targets. We need to clamp  
3 down. We need to plot, act, use a waiver or  
4 whatever the program might be. And so I think we  
5 need to make sure that we strengthen those  
6 programs and make sure that they're understood  
7 well so that they're not vulnerable.

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

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

22 SECRETARY PRITZKER: So people to

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

17 With that, I can see Kelly is getting  
18 crazy, because I could be getting you off  
19 schedule. So I'm going to depart, but say thank  
20 you very much. I look forward to your  
21 recommendations and if there's any issue, your  
22 first line of defense is with Kelly, and I know



1 she'll take good care of -- she and our team will  
2 take good care of you and work well with you.  
3 But if you ever need anything, particularly,  
4 please don't hesitate. I'm available. Thank  
5 you.

6 (Applause.)

7 CHAIR SPROULS: Thank you, Secretary  
8 Pritzker.

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

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

20 So I think it's important to note one  
21 thing which is when this national strategy was  
22 created in 2012, one of the things the strategy

1 did was to create the National Travel and Tourism  
2 Office and to appoint a Senior Executive to lead  
3 the implementation of the strategy and to  
4 represent the United States internationally. And  
5 I'm pleased to say that I'm the first appointee  
6 to serve in this position and I think it has  
7 added the ability to support all of the efforts,  
8 to bring continuity and focus to what the U.S.  
9 Government is working on in travel and tourism,  
10 but also to have constant and regular and  
11 predictable communications with industry.

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

18 In the strategy, we really strive to  
19 promote the United States like never before and  
20 this is a very large role that industry takes on  
21 and under the leadership of Brand USA with  
22 support from the commercial service around the

1 world. We focus very much on the ability to  
2 enable and enhance travel and tourism to and  
3 within the United States. You'll see many of the  
4 recommendations that have come from prior TTABs  
5 come in this space.

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

12 So I do want to just spend a minute to  
13 say that when the Secretary of Commerce and the  
14 Secretary of the Department of Homeland Security,  
15 came together and said you know what, our goal is  
16 to provide a best in class vis-a-vis the rest of  
17 the world international arrivals' experience.  
18 How do we figure out what the key drivers are and  
19 how do we understand what the metrics were? They  
20 did it in recognition that that is something that  
21 government doesn't do well, but the private  
22 sector does well.

1                   So they did come to the TTAB who put  
2                   together a working group, made up of companies  
3                   who have a reputation for excellence and customer  
4                   service. And under John's leadership with  
5                   support from Marriott, Kathleen Matthews,  
6                   Tricia's successor, and Greg Stubblefield from  
7                   Enterprise who can't be here, who is now your  
8                   vice chair, they really took this on, both the  
9                   primary and the secondary research and made a set  
10                  of recommendations back to the government that  
11                  for at least the public sector piece of the  
12                  responsibility of the arrivals process, we  
13                  adapted.

14                  We did it in the Survey of  
15                  International Air Travelers here at Commerce and  
16                  our colleagues at CBP also adapted it so that now  
17                  we've been able to establish a baseline for how  
18                  we measure whether or not we're providing a best-  
19                  in-class experience. And this is something we'll  
20                  be able to report on regularly and very  
21                  transparently and that product could not exist  
22                  without this partnership.

1                   So we also, of course, because at  
2 Commerce we are very metrics driven and it's very  
3 important to the President in our ability to  
4 measure the strategy, the ability to conduct  
5 research and to be able to measure our results is  
6 something that very much drives our ability to  
7 execute the strategy.

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

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

22                  The Travel and Tourism Advisory Board

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

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

18 The ones that are highlighted in red  
19 are the ones that are very active in this term  
20 which includes the State Department, the  
21 Department of Homeland Security, the Department  
22 of the Interior, Agriculture Department,

1       Transportation, and representatives from the  
2       Executive Office of the President. So there are  
3       many others that attend and they're reflected in  
4       the circle, but this is a group that comes  
5       together twice a year.

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

14             Although you cannot see those, I will  
15      tell you there are ten active initiatives that  
16      make up our second term agenda. In many of these  
17      cases we are on track and moving in the right  
18      direction. I'm going to talk a little bit more  
19      in depth about what we're doing around integrated  
20      country tourism plans and our partnership  
21      engagement with China and India. But the areas  
22      where we are having some challenges to

1 maintaining what has been significant progress,  
2 whether that is expanding enrollment in Trusted  
3 Traveler programs, expanding and strengthening  
4 the visa waiver program, how we really look and  
5 work with our colleagues a CBP to maintain the  
6 best-in-class goal. These are areas where we can  
7 see around the corner and we can tell that this  
8 is where we need some additional manpower, so I  
9 want to talk just a little bit about how these  
10 initiatives which you all get a copy of roll up  
11 in market.

12           So as the Secretary said, our job has  
13 gotten much harder with new economic head winds,  
14 increased threats of terrorism. We're very clear  
15 that nearly 68 percent of all the travel to the  
16 United States are coming from the top ten  
17 markets. There's actually 11 based on visitation  
18 and based on spend. And so our real goal is we  
19 start to double down and try to ensure that we're  
20 going to reach our goal by 2021 is to create the  
21 opportunity for more efficiencies and more  
22 effectiveness in these key markets.



1                   So in a terrific partnership with the  
2                   State Department, I'm pleased to say that as of  
3                   April 1st for the first time ever, each of these  
4                   markets now have a coordinated, integrated  
5                   tourism plan that not only takes the whole of  
6                   government approach that we have here nationally,  
7                   but at post. So those agencies, be it DHS, the  
8                   State Department and Commerce, Interior and what  
9                   have you, are organized and focused on tourism in  
10                  the key markets. They are better connected to  
11                  the private sector and in partnership with Brand  
12                  USA and that this -- and as Brand USA, I don't  
13                  want to take any of Chris' talking points, but we  
14                  believe that even a 1 percent increase from these  
15                  top 10 markets, results in nearly \$1 billion more  
16                  to the U.S. economy.

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

1 efficiency.

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

1 very long relationship to do that.

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

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

17 These really isolate a limited set of  
18 the initiatives that the Tourism Policy Council  
19 is taking on and I think, John, you said it, Mr.  
20 Chair, that really you're not beholden to the  
21 buckets of the subcommittees. We really are  
22 looking for actionable recommendations during the

1 life of this administration, our ability to do  
2 anything more different that we can do during our  
3 time. But Secretary Pritzker is also very  
4 committed to ensuring that there is a road map  
5 that extends beyond this administration and the  
6 role that you all will play when the new  
7 administration comes in in ensuring that we  
8 maintain a focus on the strategy and on travel  
9 and tourism is really dependent on the work that  
10 you do and will launch this year.

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

1 otherwise advice in that area.

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

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

18 I first want to thank each and every  
19 one of you who are returning members and the new  
20 members having been a member of this body for a  
21 short period of time before I took this job. If  
22 you will remember this slide that Kelly put up

1       that showed the three circles which is the U.S.  
2       Government, us as Brand USA, and the industry,  
3       well, that's an important circle to be able to  
4       have the industry input to help shape. And as  
5       John said, this organization, this body has had a  
6       lot to do with shaping policy and actually  
7       bringing true change and improvement to a lot of  
8       areas that we really need that for.

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

20               Ten percent of everything that the  
21       largest economy in the world exports, is tied to  
22       travel and tourism and we now have recognition of

1 that, not only at the very top with the President  
2 of the United States, with Congress, who has been  
3 actively engaged in the processes. These federal  
4 agencies that are now actively engaged and  
5 represented around the table that are  
6 participating, U.S. Department of Commerce as the  
7 lead agency and shepherding the Tourism Policy  
8 Council which again, that can't go unsaid enough.  
9 You look at that Tourism Policy Council, you  
10 literally have the nine federal agencies or  
11 multiple beyond that around the table focused on  
12 the industry and we really, really appreciate  
13 that and then this body, the Travel and Tourism  
14 Advisory Board that helps the Secretary shape  
15 policy to support these goals.

16 It would be impossible for me to  
17 represent the body of work that Brand USA does in  
18 partnership with the U.S. Government, so there's  
19 a piece at each of your tables which is our  
20 annual report. By law, we're required to provide  
21 this to the Department of Commerce. Then it's  
22 delivered to Congress.

1           So the report that's in front of you  
2 represents the body of work in fiscal '15 which  
3 was the fifth of the first five years of our  
4 existence. We're now in fiscal '16 which is the  
5 first of the second five. So I will allow this  
6 report in your spare time to talk about what we  
7 are doing as an organization to support the  
8 overall strategy of the National Tourism  
9 Strategy.

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

22           So we take those numbers and given the



1 resources we have which is up to \$100 million  
2 that the Federal Government sets aside for us to  
3 tap into, a dollar-for-dollar match by the  
4 private sector to bring resources to the table,  
5 we say how are we going to get there and how are  
6 we going to deploy those.

7 But of course, what we have to always  
8 be cognizant of and I think the beauty of Brand  
9 USA representing the private sector and being at  
10 the table is that we are nimble and that we can  
11 make changes to how we're going to deploy  
12 resources based on the landscape that we're  
13 operating in. If we look at some of the head  
14 winds that we're currently having to take into  
15 consideration, not the least of which is the  
16 strong dollar and currency issues and challenges  
17 in some of our major markets, demonstrate on this  
18 slide not the least of which is Canada, so the  
19 forecast for fiscal '15 suggests that the  
20 Canadian market could be as much as 10 percent  
21 down as a result of the strong dollar. Since  
22 that's the number one market and represents 23,

1 24 million visitors, 10 percent down, that's 2.3  
2 million visitors that we then have to make up for  
3 in order just to keep pace.

4 The good news is that some other  
5 markets like Mexico are performing really very  
6 well, Mexico being our number two market is  
7 coming in strong behind that. That's going to  
8 help us make up the loss in Canada. Overall, the  
9 projection for 2015 suggests that overseas  
10 markets are performing decently collectively at  
11 9.9 percent and then total overall growth for  
12 fiscal 15 based on Commerce numbers are coming in  
13 now at 3.3 percent.

14 So how does that help us toward our  
15 path to 100 million? Well, when we were looking  
16 at -- going into 2015, in order to get to that  
17 goal, we had to have a compounded annual growth  
18 of 4.2 percent. With the performance of 2015  
19 coming in at 3.3 which was below that goal, that  
20 now adjusts our compounded annual growth that we  
21 have to hit over the remaining years at 4.34  
22 percent. So it continues to be a very aggressive

1 goal, one that we still think that we can hit.  
2 We have lots of time between now and then and  
3 lots of things that could change and improve and  
4 otherwise challenge what we're doing, but our  
5 ability to be able to stay on top of that,  
6 recognize that and adjust to that is the thing  
7 that we're focused on.

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

20           The selection model that we use takes  
21 into account 11 different factors, many of which  
22 you'll see are economic and demographic. And

1 then otherwise, the cost of doing business in  
2 markets and a lot of different factors that  
3 affect our ability to be effective in any one  
4 market. So this model that we load into is what  
5 we start looking at in every fiscal year and how  
6 we're going to deploy resources. So the new path  
7 to 100 million arrivals, when you look at it,  
8 those two lines at the top are Canada and Mexico.

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

20 You'll see that big green line that's  
21 right in the middle that's got a very steep  
22 climb. That's China. So right now U.K. is still

1 our number one overseas market, number three  
2 overall. But we're suggesting at some point in  
3 time which looks like it's going to be after 2012  
4 right now, China will rise to be our number one  
5 long-haul market as it relates to the numbers of  
6 international visitors.

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

21 So this is our focus along the major  
22 markets where we think we can have the biggest

1 impact to capitalize on growth from existing  
2 markets that's been there, we want to keep, and  
3 then from emerging markets to be able to get to  
4 that goal of 100 million.

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

17 So we have an opportunity to tell an  
18 amazing story of all of that through the filter  
19 of our national parks. We produced an IMAX big  
20 screen film that we launched here in February,  
21 thanks in partnership with the U.S. Government.  
22 We had two cabinet secretaries to do the world

1 premiere of the film in the Smithsonian and it's  
2 still showing there if you haven't had a chance  
3 to see the film, you can see it in the  
4 Smithsonian here on the Mall.

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

19 We're very excited about it. We feel  
20 like over the course of the film there are going  
21 to be over four million eyes that are going to  
22 actually see the film and it's going to create

1 value -- just those four million eyes seeing it  
2 is like a \$44 million advertising equivalent  
3 value. And when you get to see the film, you  
4 will see an amazing story on a very immersive  
5 medium of the story of the United States of  
6 America through our national parks.

7 So Kelly, with that, I'm happy to  
8 answer any questions that anybody has. The last  
9 slide I'll highlight, and Kelly mentioned it is  
10 part of the arrival experience is certainly is  
11 controlled by the Federal Government through  
12 Customs and Border Protection and Department of  
13 Homeland Security. But we felt like being the  
14 marketing organization for the United States of  
15 America that we're working in partnership with  
16 our Convention and Visitor Bureau partners in  
17 markets and major gateways, in partnership with  
18 the airports to improve the arrival hall  
19 experience which is how can we make those what  
20 tend to be very stark and bland arrival halls  
21 into something that's more welcoming so as soon  
22 as people walk off, get off the planes, they feel



1 welcome. So we've pioneered that in Chicago in  
2 2014. We just recently with our great partners  
3 in Miami, launched the program down there. Also  
4 in Minneapolis, St. Paul, tied to IPW that was  
5 just hosted -- and in New Orleans where we just  
6 did as it relates to IPW.

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

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

19 MEMBER DEAN: Chris, just one quick  
20 comment and a question, of course, I'm from  
21 Myrtle Beach, South Carolina, and unlike some of  
22 the top tier cities, an Orlando or Miami, we

1 don't have an international brand and everything  
2 we do is really through you. I've been  
3 absolutely amazed in our community, we are up  
4 almost 45 percent in international inbound  
5 expenditures from tourists coming from outside of  
6 North America. So for us, prior to Brand USA,  
7 international travel was anything west of the  
8 Mississippi. Thanks to you, it's really been a  
9 game changer for us.

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

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

22 MR. THOMPSON: Brad, thank you for

1 those kind words. One of the things you'll see  
2 in our annual report is our statement of purpose  
3 and the fourth of our five foundational elements  
4 is how do we add and create value? And we had  
5 what's been there for decades before we've been  
6 here and then we create ways that only we can do.

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

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

19 And we say all the time that before  
20 there were destination marketing organizations,  
21 before there were brands promoting the United  
22 States, a lot of what our friends and visitors

1 outside of our borders knew about our country was  
2 through movies and music. And so the second film  
3 is going to tell the story, if it stays on  
4 message or at least on design, the story of the  
5 United States of America through music and how  
6 music has shaped our culture and probably more  
7 focused on urban experiences to really highlight  
8 some of our great urban communities and the music  
9 opportunities in those communities. And if it  
10 stays on task, we will be premiering that film in  
11 February 2018, so two years after the first  
12 release.

13 CHAIR SPROULS: Kelly.

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

16 MEMBER BOWENS: Thella Bowens from San  
17 Diego. And part of my question was really  
18 covered by the Myrtle Beach question, but I am  
19 curious about the film. I don't know if it's  
20 shown on international flights to and from the  
21 United States because even though those people  
22 are already en route, those are often repeat

1 visitors and even though their current itinerary  
2 might not cover the national parks, it could  
3 really incent them to make that second trip to  
4 this country.

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

18 MEMBER BALESTRERI: In California, 62  
19 percent of all our tourists are Californians  
20 going up and down the state. With all the  
21 uncertainty in the world, how do you quantify  
22 getting America to visit more of America? How do

1       you know if that's up or down or how do you  
2       measure that?

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

8               One of the side benefits of this film  
9       is that not only is it in 140 museums and science  
10      centers around the world and IMAX theaters, but  
11      it's also being shown all over the country.   So  
12      that's kind of our side contribution to the  
13      National Park Service reaching out to us as  
14      Americans and asking us to re-embrace our  
15      national parks.   And our contribution to that  
16      100-year anniversary which is in August of this  
17      year is to actually have this film out there  
18      doing that which is complementing what our  
19      National Park Service is asking us to do.

20              CHAIR SPROULS:   Mike.

21              MEMBER GALLAGHER:   So first of all,  
22      Chris, I think Brand USA has exceeded all our

1 expectations in its implementation, just an  
2 incredible job. So I served on the Brand USA  
3 Committee last year. And Todd Davidson would be  
4 here. He was the chairman of that, but he's in  
5 his state, his governor is thinking about  
6 doubling Todd's budget, so he couldn't be here  
7 today. Obviously, that would take priority and  
8 understandable.

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

19           MS. CRAIGHEAD: With that, there are  
20 two -- I should say to that, Mike, you know, the  
21 recommendations that came in at the end of the  
22 last term are under review right now. Two prior

1 recommendations from the last TTAB Board had to  
2 do with implementing and refining airport  
3 specific action plans and expanded Trusted  
4 Traveler programs. So as you know from our kind  
5 of interest in addressing the passenger  
6 experience and overall customer service or  
7 customer visitor experience, we've asked DHS, the  
8 new Deputy Assistant Secretary Sarah Morgenthau,  
9 to talk a little bit about these two programs in  
10 particular, again with the thought that this will  
11 help shape and set a foundation for understanding  
12 about where you're going next and where this  
13 group could be helpful in particular to the  
14 airport experience and expanding Trusted Traveler  
15 programs.

16 MS. MORGENTHAU: In the meantime, I  
17 just want to thank Secretary Pritzker for the  
18 shout out to the Department of Homeland Security.  
19 The Department is very focused, very grateful for  
20 this partnership. Travel and tourism is of  
21 utmost importance to the Department and I think  
22 that we tackle it sort of in two ways from the



1 security perspective, but also from the traveler  
2 experience and recognize that we can't do this  
3 alone and so we're grateful for the collaboration  
4 within the inter-agency, but also with all of you  
5 in industry.

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

16 I'm going to touch on some of the  
17 things that Kelly just mentioned. John and  
18 Margaret, I also want to thank you as well. And  
19 some of these things you've heard from Secretary  
20 Pritzker and Kelly and Chris, but I think it also  
21 demonstrates that we're steadfast focused on  
22 similar priorities.

1 DHS, along with our component  
2 agencies, CBP and TSA, as mentioned, have  
3 supported President Obama's National Travel and  
4 Tourism Strategy to expand the nation's ability  
5 to attract and welcome international visitors  
6 while maintaining the highest standards of  
7 security.

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

18 Today, as you know, we're focused on  
19 TSA and our travel industry stakeholders have  
20 been tremendous partners in our efforts to  
21 address security effectiveness while also  
22 mitigating the effects of passenger volume growth

1 at airport security checkpoints.

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

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

20 I think the conversion from part time  
21 to full time is especially important because one  
22 of the things that we've been seeing is dramatic

1 attrition and we think that this will kind of --  
2 will correct that because of being able to work  
3 full time.

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

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

20 Secretary Johnson and Administrator  
21 Neffenger have attacked this issues with an all-  
22 hands approach. We have worked with our partners

1 and expanded cooperation with industry and it's  
2 showing pretty dramatic results. TSA established  
3 a National Incident Command Center for the ICC at  
4 TSA Headquarters. The ICC closely tracks, this  
5 is a daily call, tracks daily screening  
6 operations, movement of transportation security  
7 officers, TSOs, available K9 teams and other  
8 resources needed to meet predicted passenger  
9 volume increases. These efforts have improved  
10 TSA's ability to deploy resources in the most  
11 efficient and effective manner.

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

21 New TSO hires will have substantial  
22 impact on TSA's screening operations across the

1 system allowing for the staffing of more than 160  
2 additional lanes per day and the screening of an  
3 additional 115,000 passengers per day.

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

16 Similar to the airports' specific  
17 action plans developed by CBP in conjunction with  
18 representatives from Commerce back in 2014 that  
19 Kelly alluded to, TSA deployed teams of subject  
20 matter experts to 21 largest airports for  
21 optimization visits. During these visits, the  
22 subject matter experts reviewed airline

1 schedules, passenger loads, queue design and  
2 checkpoint and baggage screening locations.

3 These optimization visits resulted in the  
4 development of local action plans for each  
5 federal security director to identify and  
6 implement improvement for summer travel season.

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

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

22 Additionally, in conjunction with DHS

1 Science and Technology Office, TSA recently  
2 posted a fraud agency announcement for innovation  
3 lanes which provides a formalized entry point for  
4 interested parties to present new security ideas  
5 and approaches.

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

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

19 In 2012, the President announced the  
20 National Travel and Tourism Strategy setting a  
21 goal to welcome 100 million international  
22 visitors to the United States. The President



1 followed up in May 2014, with a Presidential  
2 Memorandum on travel and tourism directing DHS  
3 and Commerce to collaborate on the development of  
4 airport specific action plans at the nation's  
5 busiest gateway airports and to create a best in  
6 class arrivals experience for international  
7 visitors.

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

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

22 The previous U.S. Travel and Tourism

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

18               Innovations like automated passport  
19      control, over 1400 kiosks at 43 airports  
20      including pre-clearance, mobile passport control  
21      at 13 airports, global entry over 4.5 million  
22      eligible, and efforts to eliminate the use of

1 paper forms in passport control are having a  
2 positive impact at airports across the country.

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

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

21 TSA and DHS are working to increase  
22 the Trusted Traveler program enrollments

1 including increasing TSA PreCheck marketing  
2 resources and building new partnerships. We're  
3 collaborating with airports and airlines to open  
4 43 TSA PreCheck enrollment centers in 41 airports  
5 with several other airport enrollment centers  
6 opening soon.

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

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

18 MS. CRAIGHEAD: It's for the  
19 transcriber.

20 MS. MORGENTHAU: Okay, because clearly  
21 we have been busy, targeting major companies in  
22 four travel and tourism sectors, airline travel,

1 agents, hotels, and credit cards. They have a  
2 powerful financial incentive to retain and build  
3 customer loyalty by marketing TSA PreCheck to  
4 their customers, to improve the travel  
5 experience. They know who potential TSA PreCheck  
6 customers are and how often they travel. They  
7 maintain travel contact information and can  
8 effectively market TSA PreCheck.

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

21           Initially, we have seen some  
22 tremendous results. TSA PreCheck enrollments

1 have tripled over the last year, averaging more  
2 than 15,000 per day for the week leading into the  
3 Memorial Day weekend. Enrollments in CBP's  
4 Global Entry were averaged around 10,000 per day  
5 before the Memorial Day weekend.

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

20 MS. CRAIGHEAD: And so, Sarah, I will  
21 kind of point to the fact that you illustrated  
22 two areas that from Trusted Traveler programs to

1 the airport specific action plans that  
2 incorporated both the public and the private  
3 sector at airports as a really rich opportunity  
4 for engagement by industry and the consideration  
5 of beyond enrolling in Trusted Traveler where  
6 there are best practices, where there are  
7 innovations that can be taking place.

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

14 Mr. Chair?

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

20 MR. TINCIAR: I'll pretend like I'm at  
21 a concert. First of all, thanks very much. Good  
22 to see all of you and -- thank you very much,

1       yes, I'm in the movie business now too,  
2       apparently.

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

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

18             And so I think as a result of what we  
19      did and the groundwork in '14, '15, and coming up  
20      to this summer, we're going to have a decent  
21      summer this year and not a bad summer which we've  
22      had many, many years ago.



1           As we go forward though, it's  
2     important that we look to '17 and beyond. As we  
3     like to say the summer is coming and what we're  
4     doing is looking at things like Global Entry and  
5     what are we going to do to modernize Global  
6     Entry, make it more mobile, a little less reliant  
7     on kiosks and of course, biometrics.

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

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

19           MR. TANCIAR: Staffing plans. So a  
20    great questions there. As you know, we have our  
21    Resource Optimization Strategy. We couple three  
22    things: business transformation; resource

1 optimization, of course, what we currently have;  
2 and then, of course, our workload staffing model.

3 As you all know in '14, we received  
4 2000 officers from Congress who were very, very  
5 thankful for that. It has been no secret that  
6 there's been some difficulties in getting all of  
7 those folks on board. There still remains a gap,  
8 mostly at our land border locations, our  
9 airports. Those positions that were allocated  
10 have been brought on board and we should start  
11 seeing most of them in full swing in the signed  
12 off officers actually soon.

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

1 revamping them to the extent that we can.

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

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

10 MR. TANCAR: And if I could just make  
11 one note because I know the whole facility of the  
12 future is very important. We have -- although I  
13 reported this, I think some time last year, we  
14 have now actually are full steam ahead on the  
15 redesign of our Airport Technical Design  
16 Standards. That will take into account the  
17 principles such as baggage first. The first time  
18 CBP will actually be one unit in the hall and we  
19 just met with a group from the field yesterday,  
20 in fact, it was interesting. And then we should  
21 have a schedule for industry engagement coming  
22 forward. There's like three great projects.

1 Orlando is one of them, to build a new terminal,  
2 CTAC, Fort Lauderdale, and there's a new  
3 satellite being built in San Juan. So all will  
4 kind of incorporate these new initiatives.

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

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

11 (Off mike comments.)

12 What countries? I am not prepared  
13 with that. I don't know -- I don't have that  
14 list. I can tell you that the original ten that  
15 were announced last -- last year or two years  
16 ago, progress is being made in many of those  
17 locations. And that there was a new open period  
18 announced this June for countries who are  
19 interested. I think you'll see progress in the  
20 Dominican Republic. I think that one is moving  
21 quite quickly. The rest I'll have to defer for  
22 an update later.

1                   VICE CHAIR McKEOUGH: But Dan, it's  
2                   probably important to note that pre-clearance is  
3                   something that has to work both ways with the  
4                   countries, right?

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

13                 CHAIR SPROULS: Great. Any other  
14                 questions for Homeland Security? Great. Thank  
15                 you.

16                 MS. CRAIGHEAD: Terrific. So then  
17                 moving on, the next area and again, the Secretary  
18                 touched on this, is the ability to process visas  
19                 is one of the areas that with partnership with  
20                 industry that the Obama administration has taken  
21                 on. And in fact, one of our greatest points of  
22                 pride is the result of an Executive Order that

1 called for the reduction of visa processing wait  
2 times. And we've been able to accomplish the  
3 reduction of what had been more than 100 days in  
4 some key markets to just a few days in markets  
5 like China.

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

14 MS. KING: Good morning. Can you hear  
15 me? Is this working? Good.

16 It's a pleasure to be here this  
17 morning. I really appreciate everybody's  
18 positive work, especially from Secretary  
19 Pritzker. If the goal of this board is to make  
20 the Federal Government aware of the importance of  
21 travel to the United States, I want to let you  
22 know that you have succeeded in spaces where the

1 State Department is concerned. We are aware. We  
2 get it.

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

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

1 money and again, make our economy strong.

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

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

22 One of the biggest factors Secretary



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

11 Over the next few weeks, we hope to  
12 reach formal agreement with the Government of  
13 India. We have agreement, but we are going to  
14 start working through the process of adding these  
15 30 positions. It's not a quick process. It's  
16 going to take some time. It's going to take some  
17 time then to get officers trained to fill those  
18 positions. So it is a positive trend, but it's  
19 not going to be immediate.

20 Meanwhile, we have some very good news  
21 for other key markets. We have been very  
22 successful in China in keeping wait times down.

1 The average right now is 11 days. And I tell you  
2 we work every day just paying attention to each  
3 post in China, who is getting on the high side,  
4 do we need to move officers to one post or  
5 another. We are extremely focused on that  
6 market.

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

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

15 We are looking at some staffing issues  
16 coming up. We are going to be hiring again to  
17 attrition at the State Department. And we are  
18 therefore looking for alternate staffing  
19 mechanisms. The attrition hiring refers to  
20 Foreign Service Officers. They have  
21 traditionally been those who have interviewed  
22 visa applicants. We now have a plan that

1 incorporates using more of our civil service  
2 colleagues, as well as family members who we  
3 train, the same way we do a Foreign Service  
4 Officer. It gives them an employment opportunity  
5 and also allows us to fill our staffing needs.

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

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

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

1 waiver program adjudications.

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

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

21           I am ready to take questions at this  
22 point.

1 CHAIR SPROULS: Great. Questions?

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

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

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

18 MS. KING: Yes, 53 percent increase.  
19 Now we've always anticipated that that was going  
20 to level off and we're seeing that now because  
21 again because feel comfortable. They've got  
22 those visas in hand just in case we were going to

1 take them away. And so we're leveling off which  
2 is a good thing because we now have a more  
3 sustainable demand there.

4 Does that answer your question?

5 MEMBER HENTSCHEL: Hi. Could you  
6 speak a little bit about the proactive ways that  
7 you would look at the visa waiver program making  
8 some changes on your end so that if there is a  
9 threat to it in Congress, there has been some  
10 progress if that makes sense?

11 MS. KING: In terms of -- I would say  
12 first of all, the visa waiver program is a DHS  
13 program. It's a very secure program and I think  
14 that the more -- and I don't want to take over  
15 from my DHS colleagues, but I think that the more  
16 that we message that this is a secure program  
17 that the better place we're in in terms of  
18 maintaining that program, even in the face of  
19 world events that will occur and will shake  
20 people's confidence in it. So again, it's a  
21 secure program.

22 MEMBER HENTSCHEL: Thank you.

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

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

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

18 MS. MORGENTHAU: I like your idea,  
19 sir.

20 (Laughter.)

21 MEMBER GALLAGHER: I wanted to rename  
22 the whole thing to Trusted Traveler.

1 CHAIR SPROULS: That could be one of  
2 our recommendations.

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

7 (Off mic comments.)

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

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

13 MEMBER ST. GEORGE: I was happy to  
14 hear you call out two markets that are very  
15 important to my company which are the Dominican  
16 and Jamaica, and as far as strong growth markets.  
17 And in fact, we met with the ambassador to the  
18 Dominican Republic last week, and we were talking  
19 about the very high rejection rate of people  
20 applying for visas, I think for obviously  
21 reasons, of people overstaying and things like  
22 that.



1                   And one of the questions we have is is  
2                   there any possibility that as pre-clearance  
3                   expands, this is a question for both of you, is  
4                   there any chance that pre-clearance could be  
5                   another opportunity to get a little bit better as  
6                   far as making sure the right people are cleared  
7                   through to increase that approval rate? Because  
8                   we've got a disapproval rate of 50 percent in  
9                   places like Dominican.

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

19                  MR. TANCIAR: And let me quickly say,  
20                  too, that on the entry side of things, everything  
21                  that we can do to prevent those folks from coming  
22                  to the United States then turning them around is

1 a benefit for a number of reasons. One, you, the  
2 airlines don't have to bear that cost of getting  
3 them back to the country. Secondly, we get to  
4 adjudicate any issues from the visa process if  
5 someone did get a visa and it looks like when  
6 they come to us in pre-clearance that they might  
7 be a potential overstay or other sort of thing,  
8 we take care of that right then and there, and  
9 they don't come here. So hopefully that message  
10 then becomes more apparent on those who think  
11 that they can land at one airport or another.

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

19 MR. TANCAR: Just number one,  
20 wherever we can get pre-clearance I think is very  
21 important to us because we get that pre-security  
22 in the host country. Secondly, it is the country

1 -- they have to allow us there. And so we kind  
2 of started or I think they wanted to see their  
3 biggest market. It also gives us lots of  
4 benefits so it wasn't a one-sided type of  
5 discussion, but ultimately the host country sort  
6 of needs to be the one to sort of say all right,  
7 this is where we're going to start and I'm sure  
8 that's going to be kind of a test, if you will,  
9 and then see where they go from there. That  
10 would be my guess.

11 CHAIR SPROULS: One more question.

12 Ted?

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

20 Is there resistance to the  
21 fingerprinting?

22 MS. KING: Resistance to?

1                   MEMBER BALESTRERI: To having a visa  
2 with the fingerprint process.

3                   MS. KING: The visas have fingerprints  
4 now.

5                   MEMBER BALESTRERI: They do.

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

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

18                  MS. KING: That's exactly it. So all  
19 these folks that we're able to handle through our  
20 unit here in Washington, those people have  
21 previously had visas. They've previously  
22 submitted fingerprints. That's all on file in

1       our system and we reuse it. So as long as they  
2       have no other issues according to our databases  
3       from the inter-agency, we can issue those very,  
4       very easily without seeing the person.

5               MEMBER BALESTRERI: Great. Thank you.

6               CHAIR SPROULS: Thanks, everybody.

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

22              So I can see that we do not have

1 Jenny, but we have the great, the wonderful  
2 Vanessa to talk to us a little bit about some  
3 exciting developments that you all have at  
4 Transportation.

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

15 I'd like to take a moment to update  
16 you on a few of the things that we're doing at  
17 DOT to support the administration's efforts to  
18 promote travel and tourism. On June 1st, the  
19 Secretary of Transportation, Secretary Fox,  
20 signed the charter establishing the National  
21 Advisory Committee for Travel and Tourism  
22 Infrastructure which we refer to as NACTTI.

1                   And NACTTI will advise the Secretary  
2 of Transportation on transportation  
3 infrastructure challenges that impact travel and  
4 tourism growth in this country. NACTTI will make  
5 recommendations to the Secretary of  
6 Transportation and these recommendations will be  
7 used to develop a 20 year strategic plan to  
8 improve tourism related transportation  
9 infrastructure.

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

21                   We expect to appoint our members in  
22 August and hold the first meeting in late

1 September. And for more information about the  
2 advisory committee, people can visit our website  
3 at [www.transportation.gov\NACTTI](http://www.transportation.gov\NACTTI).

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

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

22 Any questions for Vanessa? No. Well,



1       thank you, Vanessa.

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

11              MS. CRAIGHEAD: Terrific. In each of  
12      your packets, you should have a copy of the 2016-  
13      2018 subcommittee process and delineation of the  
14      initial subcommittees that will launch at the  
15      beginning of your term.

16              So I think it's important to talk a  
17      little bit about the role each of us plays. I  
18      think you've heard from the Secretary that this  
19      committee, this advisory committee, the advisory  
20      board, is critical to receiving input. We serve  
21      the Secretary in concert with the Tourism Policy  
22      Council. We have identified a few areas where we

1 are specifically looking for your input and your  
2 feedback and your recommendations. And it does  
3 not preclude you from considering the much larger  
4 picture, in part, because as John said so well,  
5 the ability to really identify those issue areas  
6 that the government should take note of is really  
7 dependent on the work of this committee.

8           So there are a number of people who  
9 will be instrumental to the subcommittee process.  
10 All of the work that you do is guided by strict  
11 laws, FACA regulations, and we have FACA officers  
12 here. This committee is supported by the Office  
13 of Advisory Committees and Li, who I'm sure is  
14 doing incredibly important work right now, Li  
15 Zhou is the point person for the Travel and  
16 Tourism Advisory Board. She will manage and  
17 staff and support all of the subcommittees,  
18 ensure that we're always legally within our  
19 boundaries. And you will also be provided by a  
20 terrific team of content experts from throughout  
21 the Federal Government and in each instance a  
22 dedicated person from my office.

1                   And unfortunately, you haven't had a  
2 chance to meet our whole team, but we have an  
3 outstanding office director named Isabel Hill,  
4 who is currently in India trying to do all the  
5 spade work on our new tourism partnership. She  
6 is a terrific thought leader and she will support  
7 the entire committee.

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

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

18                  In addition to a number of the  
19 representatives from the other agencies that  
20 you've seen today and you haven't seen today,  
21 again, to help ensure that you have the factual  
22 information you need and as you start to consider

1        what we hope will be a very specific set of  
2        recommendations that we would receive by October  
3        1st.

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

14               So there are four subcommittees. You  
15       also should have in your packets an opportunity  
16       to signal your preference for which subcommittees  
17       you want to serve on. I'm sure Archana and Li  
18       can talk much more about the mechanics of it, but  
19       just from a substantive area, Travel Security and  
20       Customer Experience Subcommittee is around the  
21       current challenges around expanded Trusted  
22       Travelers, but it's also to really create that

1 space given the current environment to explore  
2 what would be required to make people feel safe  
3 and secure to travel. So again, a little bit of  
4 the near term and ability to think long term.

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

16 The third committee, and I think  
17 Secretary Pritzker did this so well, is we're  
18 very clear on what our key markets are. We're  
19 very clear on how much energy is going to be  
20 needed to reach our goal of 100 million, so how  
21 do we think creatively moving forward. And in  
22 the very near term we have great opportunities

1 with China and India and we have the highest  
2 level of support from both governments, so how  
3 can you, industry, leverage that and identify  
4 barriers so that we're always looking for  
5 opportunities to accelerate growth in those key  
6 markets. And a lot of that work will happen in  
7 this subcommittee.

8           And then finally, measuring our  
9 result, access to data and information and how do  
10 we better engage the private sector around our  
11 data needs, your data needs, and make that more  
12 actionable is always something where we benefit  
13 from your support. So these are again really  
14 serving the administration's immediate needs with  
15 the hope that you'll surface a set of  
16 recommendations by October 1st. But I think it's  
17 important to flag if you don't know Secretary  
18 Pritzker before, her reputation should be  
19 legendary. There is an opportunity to cover the  
20 waterfront with great ideas. She is very clear  
21 that she wants some very prioritized, very  
22 specific recommendations that could be actionable

1 during this administration and sets the stage for  
2 future growth. So that's just kind of a broad  
3 brush of both process and the subcommittees that  
4 obviously we have a terrific leadership team and  
5 so John, I turn it over to you.

6 CHAIR SPROULS: Thank you.

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

16 MS. CRAIGHEAD: I'm so glad that you  
17 raised that and I'll give you a little bit of the  
18 rationale. The last TTAB, the last meeting at  
19 the end of the last year surfaced a set of very  
20 specific recommendations in that area that has  
21 been shared with the Tourism Policy Council and  
22 is in consideration and also 2017 is the year of

1 sustainable tourism. And so I do believe there  
2 will be an opportunity to organize around that  
3 area, but I think we will want to give you some  
4 feedback from the last recommendation we just got  
5 in December.

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

10 Mike?

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

14 MS. CRAIGHEAD: Obviously, I defer to  
15 our chair and the vice chairs. But from a  
16 process standpoint the recommendations that came  
17 in at the end of last year that were shared with  
18 the Tourism Policy Council are kind of active and  
19 in consideration right now. And so my advice to  
20 your team would be to give us the opportunity to  
21 hear if we're going to move on any of those  
22 recommendations and if so, what of them because



1 again, I think all of the committees have done a  
2 tremendous amount of work.

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

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

1 committee and we'll do what we need to do.

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

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

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

1 quickly as possible.

2 VICE CHAIR McKEOUGH: Just maybe for  
3 the benefit of some of our newer members joining  
4 us, if you're following along here, you'll  
5 realize that we've said October 1st frequently  
6 today. The Secretary has asked of us is that  
7 these four subcommittees prioritize some sense of  
8 focus with initial recommendations by October  
9 1st. As John said, more to follow as we continue  
10 our work for a full two years.

11 So it should be obvious to everybody  
12 by now that a lot of that work happens through  
13 offline subcommittees, telephone conference calls  
14 because we only gather a couple of times during  
15 our terms, so the expectation once we get all the  
16 committee membership together and leaders defined  
17 for each one is that there will be a series of  
18 offline subcommittees that meet with the Commerce  
19 staff supporting them as Kelly said. And again,  
20 I just wanted to emphasize, as you think through  
21 where you would like to best align, that we're  
22 working with an October 1 ask by the Secretary.

1 CHAIR SPROULS: Yes, I would echo  
2 that. Just as an example, in the last board one  
3 of the major pieces that we came out with was the  
4 customer service recommendations with respect to  
5 the entry process that Secretary Pritzker alluded  
6 to in her remarks. That committee didn't exist  
7 when we started that last term of the TTAB. It  
8 actually came about a year in and in about a four  
9 to five-month period, we did all the research,  
10 made the recommendations and came back to the  
11 board and made the recommendations that are now  
12 being acted upon. So this is a very dynamic  
13 process.

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

1 whether we as a total board accept that and want  
2 to recommend that on to the Commerce Department.

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

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

17 And if you go back two, three, four,  
18 five, six years and look at some of the  
19 conversations that happened in this room or  
20 similar rooms, those things have now happened.  
21 The National Tourism Office has happened. The  
22 National Tourism Strategy has happened. The

1       Transportation Department, the infrastructure  
2       grid, those things have happened.

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

13             So overall, I think that you're going  
14      to enjoy your time here. We are going to ask  
15      work of you, the subcommittees once we get them  
16      set up, are going to move very, very quickly  
17      because we do -- it's not a bifurcated process,  
18      but we do want to try to come forward with  
19      anything that is impactful and makes sense with  
20      respect to the end of the term of this  
21      administration as quickly as we can so that we  
22      can bring it forward as a recommendation at our

1 next meeting, then decide and see where we need  
2 to go as a committee going forward with the  
3 transition to a new administration and any issues  
4 that pop up as they come along.

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

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

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

18 (Laughter.)

19 Anything else for the committee?  
20 Mike.

21 MEMBER GALLAGHER: One more. So does  
22 this committee survive beyond the change of

1 administration, if the administration changes, is  
2 this --

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

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

20 MEMBER GALLAGHER: We're the Tourism  
21 Party.

22 CHAIR SPROULS: Exactly.



1                   MEMBER GALLAGHER: The Tourism  
2 Exactly. We probably should nominate -- no, I'm  
3 sorry.

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

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

8                   (Whereupon, the above-entitled matter  
9 went off the record at 11:09 a.m.)

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