UNITED STATES OF AMERICA
DEPARTMENT OF COMMERCE

U.S. TRAVEL AND TOURISM ADVISORY BOARD

MEETING

MONDAY
JUNE 5, 2017

The Board met in the Walter E. Washington Convention Center, Room 204 A/B, Washington, D.C., at 10:30 a.m., John Sprouls, Chair, presiding.

PRESENT

JOHN SPROULS, Chair; Universal Parks and Resorts
MARGARET MCKEOUGH, Vice Chair; Metropolitan Washington Airports Authority
GEORGE AGUEL, Visit Orlando
HELANE BECKER, Cowen and Company
BRUCE CHARENDOFF, Sabre
TODD DAVIDSON, Travel Oregon
BRAD DEAN, Myrtle Beach Area Chamber of Commerce
FRED DIXON, NYC & Company
KURT EKERT, Carlson Wagonlit Travel
ELLIOTT FERGUSON, Destination DC
MIKE GALLAGHER, CityPASS
ADAM GOLDSTEIN, Hipmunk
JAMES HAGEN, South Dakota Department of Tourism
NICK HENTSCHEL, AmericanTours International
MARY MOTESBOKER, International Tourism Marketing, Inc.
SUSAN PRESBY, Mt. Washington Cog Railway
OLGA RAMUDO, Express Travel
SHERRY RUPERT, American Indian Alaska Native Tourism Association
ADAM SACKS, Tourism Economics
WILLIAM TALBERT, Greater Miami Convention & Visitors Bureau
DENISE THEVENOT, Louisiana Tax Free Shopping
ERNEST WOODEN, JR., Los Angeles Tourism and Convention Board

ALSO PRESENT

BRIAN BEALL, Designated Federal Officer
ISRAEL HERNANDEZ, Deputy Chief of Staff, U.S. Department of Commerce
KENNETH HYATT, Deputy Undersecretary, International Trade Administration, U.S. Department of Commerce
ISABEL HILL, Director, National Travel and Tourism Office, U.S. Department of Commerce
ROGER DOW, U.S. Travel Association
THOMAS S. ENGLE, U.S. Department of State
MATT HAYDEN, U.S. Department of Homeland Security
KARIN KING, U.S. Department of State
LAURA MANDALA, Mandala Research
DANIEL TANCIAR, U.S. Customs and Border Protection
TIMOTHY WILLIAMS, U.S. Department of the Interior
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10:35 a.m.

MR. BEALL: All right. Good morning, everybody. Welcome to our Travel and Tourism Advisory Board meeting this morning. Great to have you all here in Washington, D.C., for those of you who traveled to the meeting.

As we kick off this morning, I'd like to first turn it over to Israel Hernandez, who is Deputy Chief of Staff to the Secretary of Commerce and Acting Undersecretary for International Trade. Thank you.

MR. HERNANDEZ: Good morning, everyone. John, good to see you.

First of all, before we get started, I want to thank you for taking the time. I know you meet often. I am now new to the Department of Commerce this time, but I was here previously before and have worked with Brian and Isabel, and new with working with Ken. I know that they spent countless hours on this really important industry.
I remember when I worked in the Bush administration Department of Commerce under ITA, some of the things that this board has started to do when people arrived at airports.

Like, the videos -- the welcoming videos -- I thought were very important. I thought that was a nice touch. And since then you have evolved and have addressed issues that I think are really important.

I think you'll know as you have heard from the secretary in his nomination on his feelings on this industry. I know that he spoke to you previously on a call asking for a review of the goals and the strategy, which I think you're working through at this point.

I very much look forward to these, as does the secretary, and I think maybe we'll be done by the end of the month. In which case, I think we need to have a really --- once again a full discussion of things that you bring forward, which I think will be really important.

So, I'm really glad to be here and,
more importantly, here to listen to your ideas, your thoughts as you've worked at this. And if there is anything that we could do, I want you to know that we are here to listen.

I am temporarily serving as Acting Undersecretary for International Trade until Gil gets confirmed, which we don't know when that will be.

But because there are so many issues that are important coming through ITA, I want to make sure that they are fully addressed, which is why I'm taking on this role, but will then go back to just maintaining my position as Deputy Chief of Staff.

So, look forward to working with you on an ongoing perspective even after Gil gets confirmed. So, thank you again for your time.

And if I have not met you individually, I look forward to meeting you after this meeting. Thank you.

John, I think it's your turn.

CHAIR SPROULS: Thank you for being
here, thank you for taking the time, thank you to
everyone who's been able to make the meeting
today.

We've got a number of pretty important
things that we want to talk about today. You
know, we've had our subcommittees working on
various recommendations around the National
Tourism and Travel Strategy, as well as the other
subcommittee groups around communication and
facilitation and priorities for the Department of
Commerce as we see them from our industry.

And what we would like to accomplish
today is to have a good discussion of where
they're at amongst the full board -- because each
of the subcommittees obviously have been working
together closely -- so that we can proceed as
quickly as possible, which has become the norm
for this committee.

The first term that I served on this
committee, we worked for two years to put
together a series of letters at the end where we
made recommendations. In the last two terms I had
been on, we have never done anything at the end, because we do everything at the beginning, but that's okay.

This group has learned to work very quickly together and the good thing is surrounding this table are people that are well-steeped in our industry. So, when you ask us what are the issues, we can identify them pretty quickly.

So, with that, what I'd like to do is first turn it over to Isabel to give us a Travel and Tourism Office update.

MS. HILL: Good morning, everybody. Thank you, John. And I want to thank everybody for all of the work that you all have been doing at the committee level.

I know I and my team have had a very good time evolving our role with you as the coordinators of this group. And we are really, really appreciative of the deep dive that each of the groups has been working on and very much looking forward to hearing your thoughts and your
conversation.

In your packet, you have a pretty sheet here that has our top ten markets with respect to spending. That was just released for 2016 by the Bureau of Economic Analysis.

This will be followed in another month or so by the visitor counts, so we will be able to merge those two things finally a little bit later, as you know, as we're working through the automation process with the Department of Homeland Security.

What you will notice is that there have been declines in a number of our markets. The top ten markets remain very much the same -- at least as far as the top five -- but there are some shifts beyond that where we are seeing some shifts in the next markets.

So, you'll see, number one, that China remains an extraordinary driver of growth for revenues to the United States. And what you'll see, too, is that Canada is declining quite significantly.
A lot of this -- you know, it's always hard to know the causality because it's a very dynamic industry, but there is no question that Canada more than any other market correlates with the strength of the dollar. So, that continues to be the case.

We have also, I think, some very interesting shifts where you begin to see Germany -- which used to be one of our highest spending markets -- moving down further in the --- in the track, but seeing markets like India moving up significantly. So, there is some dynamic activity.

It's a shifting marketplace, but I thought it would be important to give you this information, highlight it. We can give you some additional deep dive, anybody who wants to contact our office and go into this a little bit more. Very happy to talk with you about it.

Of course the Survey of International Air Travelers is the research instrument that gives us this data, along with the Bureau of
Economic Analysis who runs it through their import and export models to find the balance of trade.

So, again, welcome to all of you, happy to talk more deeply about this. But thought it would be very important -- given the role of this group right now in looking at our goals and strategies -- to look at what the dynamics of the marketplace in the international arena are. So, thank you very much.

We also have been working across the interagency. We continue to meet with the Tourism Policy Council and to educate some of our leaders coming in from the administration about the importance of travel and tourism to the economy, and about the roles of these individual agencies in the Tourism Policy Council and the role that their agencies play.

We are also looking at a busy summer season. So, we will be working --- continuing to have the conversation across the agencies about preparing for what I think both TSA and CBP
recognize is going to be a lot of activity this summer.

So, thank you very much and, John, I will turn it back over to you.

CHAIR SPRouLS: Thank you, Isabel. At this point, we have a special presentation by U.S. Customs and Border Protection. Our resident movie star Dan Tanciar will be leading that presentation.

For those of you who travel internationally, you know exactly what I'm talking about.

Dan.

MR. TANCIAR: Thank you. Thank you, John. Thanks very much for the invitation to be here today following up on all the good work from years past.

I'd like to talk to you today about biometric exit and how biometrics are going to be implemented over the next -- course of the next several months both in our air and land environments. I'll focus mostly on land --- air
today, but we'll touch on land before we go forward.

So, many of you know that there has been a mandate for a long time to implement a biometric exit program. It was a program that was sort of elusive to find the right solution so that we don't have a negative impact on outbound travel and work within our current infrastructure.

So, in 2013, the mission for biometric exit was moved from the Department writ large over to CBP to begin to develop an implementation plan.

First and foremost that we kind of approached this with is, we can't do this on our own. Certainly we are good at creating ideas and could have developed something to put on top of current processes, but we said to ourselves, there's some considerations we have to have while we --- as we move forward to implementing something.

One, we can't add on top of processes
that already exist today. Two, it's no secret that the United States has never had a departure control system in it other than the paper I-94 cards and the green I-94 cards, which we thankfully have been -- gotten rid of, but we had to work within existing airports.

Unlike Europe where they have departure wings and a very controlled environment, it's not feasible to go bulldoze all of our airports and start anew.

Thirdly, business models, right? So, airlines and airports operate in a certain way. Time of is of the essence, time is money. Whatever we did, we had to leverage what is being done today according to those business models.

And fourth, passengers. We didn't want to have to teach passengers something new or exotic in order to learn how to travel. By and large, people know what to expect in the travel continuum today. And so adding something totally different like fingerprint capture devices wasn't --- really wouldn't work. We didn't want to have
to train people to do something new so that there was an impact to their expectations of travel. And finally, we looked at ourselves and we looked at the systems that we've had and the rules that we've had in place for many years.

We get data in advance in the air environment, from our airlines. Let's use it. Let's use it to not only strengthen that law enforcement mission and mandate, but let's figure out a way that we can use that better to leverage and facilitate travel.

So, we looked within ourselves where really the novelty here is -- is the way in which we're going to take advance passenger information, go get pictures of folks who are on those planes, and do a search against just that very small gallery.

That makes facial recognition fast and it makes it accurate. It's a lot different than trying to take one face and searching it against a billion photos. So, we're excited about the way in which we took our infrastructure and
looked at it differently.

This is a --- really, the point of this diagram is to say a lot of the work that is being ---- a lot of work is being done today. A person checks in, information is sent to CBP through APIS, we conduct vetting, make sure there's no bad guys, wants, warrants, terrorism concerns and a variety of other things.

Today on outbound, we do go to gates. If there is someone we are concerned maybe is a victim of trafficking or someone who has an outstanding want or warrant, we do that work today. We go to departing flights and investigate those individuals before they depart to ensure that there isn't something to worry about.

All we're doing when we start talking about biometric exit is inserting a camera into the boarding process. There shouldn't be a whole lot of new work that results from that. There will be some, but not as though we're taking on a completely different mission.

By and large, people departing the
United States are law abiding and what issues we have today are not going to change based on having this process in place. So, really, what the new piece there is adding is the camera and the biometric photo gallery.

And what we did is about a year ago we deployed a camera -- a NeoFace camera from NEC -- which was another supporting organization of ours. We were inspired by it being used down at a theme park.

We taped it to a pole. It's really kind of ugly. We put a tablet on it and we loaded a matching algorithm onto that tablet.

Ninety minutes before we flight, we download that manifest with the photos. And as the traveler would board the aircraft, they would scan their boarding pass with the gate agent, walk a few steps into the gate doorway, and then scan again to have their photo captured.

We've had over 20,000 participating passengers. And roughly --- and I say high 90 percentile, because, obviously, it changes day by day.
day -- but roughly 96, 97 percent of all
travelers on those flights at Atlanta that we
did, a Tokyo flight and a Mexico City flight,
we've had photographs on. And then when you talk
about matching rates, we're in the very high
match rates. We've had as high as a hundred
percent, 99 percent, 96 percent.

This is very exciting and it shows
that we can do certain things. So, in the future
we're using those existing biometrics. And I'll
talk about US citizens in just a moment and all
of the privacy things that we take very
seriously.

There's no new data. I'm not asking
people to submit anything new. It's the same
thing you do to buy a ticket today.

We're matching one to few, so I no
longer need to swipe a passport or scan a
boarding pass in order to match up your
biometric.

That's how the systems operate on
inbound today. Everybody I see, I have to swipe
a passport. It then goes into the database, retrieves that fingerprint, and then it really does a match one to one. One finger to one finger, two finger to two finger. We're changing this up so that we can do truly tokenless travel.

And the good news is that -- I don't know if you saw over there, we have a camera. And the folks from our IT shop who have put it together, that's the footprint of today's camera.

It's pretty small, only requires power and some Wi-Fi connectivity. And real quickly, you can see how quickly someone can walk up to the camera and get --- I didn't give them a heads up, by the way. So, give them just a second.

You can see he'll walk up to the camera and you should see a green light. And, yeah, it will turn green. Again, I didn't give them a heads up. Well, in any event, you'll see a green light there. The purpose --- you know, demos never really go the way you want them, right.

The whole purpose of that --- well,
that's okay. The timing is of the essence. It has to happen. I have to acquire an image, match an image, and our goal is to have that done in under two seconds. We've been very successful in Atlanta with that.

This is really kind of exciting. So, you hopefully understand a little bit about what we're doing on outbound, but I want to just for a moment give you our vision for inbound.

So, imagine being able to come off the aircraft, walk up to the CBP officer and instead of handing them the passport and the boarding pass, they actually already know who you are based on the photograph that we've just taken of you.

The officer then can do their purpose and intent interview, which they will always do. Remember, this is a security program first and foremost. Border security is our number one mission.

But if I can accomplish that border security mission, strengthen it, make it even
tougher to get in here for folks who shouldn't
be, but still facilitate those legitimate trade
and travel --- travelers, I think all the better.

So, right now we re-collect
fingerprints for every foreign national each and
every time they arrive. Under this program or
this process, we won't need to do that anymore.
I can run the fingerprints in the background.

So, now I can take what's taking a
two-and-a-half minute to three-minute inspection
and boil that down to 30 seconds, 40 seconds, 50
seconds across the board for everyone but first-
time Visa Waiver travelers or anyone who's their
first visit to the United States.

We will always use fingerprints as the
basis of our law enforcement checks.
Fingerprints have been used for a hundred years
in law enforcement and we will continue to do
that. It's just we don't need to collect them on
every time we see you. We can use another
biometric to match you up to your identify.

So, why facial recognition? A lot of
people ask us that. It has the potential to
provide a seamless, frictionless travel
experience throughout the airport environment and
also increase the way in which we vet people.

The tricky thing with vetting is you
can type any name, address or date of birth. We
always validate it against documents. But if we
could begin to attach photographs or people's
identities with biometrics, think about how we
can also reduce the number of people who get
captured up in that I have the similar name of
someone else. This will only aid and help us.

It will enhance security and improve
various processes and hopefully -- what we're
attempting to do is work hand in hand with the
airline industry. We have to do it.

We --- the work we've done here over
the last several years has only demonstrated that
we're all in this together.

So, while there's still a conversation
to be had ultimately about the front-end and the
cost and the fee, I think what we're trying to
do, though, is work to find a process that can
meld into the current airline and airport
processes without being a blocker to travel.

So, that is it in a nutshell. I do
want to say that land of course is -- the same
principals here that we're using in air, we can
do with land. There are frequent crossers who
cross every day. I can build a separate gallery
for them and hopefully match them up on the
pedestrian side.

So, we're going to do some work in
pedestrian. You'll see some of that towards the
end of the year.

We also can begin work with third
country nationals, folks who maybe fly into
Canada or Mexico, come into the United States for
a day or two and then leave and their intent is
to fly home from Mexico or Canada.

We can implement processes on the land
border in the nearer term that should not clog up
any traffic. I mean, we're also very sensitive
to the land border.
So, I think you'll see a lot of progress being made on the --- in this front in the next few months. You'll see that we are --- JetBlue already announced their work from their Boston to Aruba flight. We are working with them on that.

We've been working with Delta Airlines and Atlanta Airport down in Atlanta. And then we've just recently --- tomorrow is the real launch, but we soft launched biometric exit at Dulles Airport working with NWA. And, of course, this is an Emirates flight that's departing, an 8380.

So, you'll see some more gates be deployed this year and our --- we'll continue to work with the private sector.

So, with that, I will be happy to entertain any questions that you may have. I think I kept it to about ten minutes.

CHAIR SPROULS: Dan, thank you.

First question is, ideally, when is this rolling out?
MR. TANCIAR: Yeah, so, again, our first new roll-outs of this new cloud-based matching --- and let me just say something so you can understand the speed and the privacy aspect of this.

In order to --- if we did it all through the normal --- the network channels that we normally do, we probably would not get a two-second response time.

So, we've worked very hard to find a secure way to send only templatized photos into a cloud, which means it's only digits, ones and zeroes, it's hashed, it's protected.

The picture that comes from the camera ultimately gets hashed and protected in the cloud, so there's really nothing in the cloud itself that is usable.

It is PII, by technical definition, but it's ones and zeroes. There are no photos, like, you know, you can't go in there and take out someone's photo. So, that's how we're achieving this.
We have some steps to go so that we can begin to scale it from what we're doing this summer to a nationwide roll-out. So -- but everything that we're doing, starting Dulles and then several additional airports this summer, is live and working in the system and those where biometric exits are being recorded. And then once we're ready to scale, I think you'll see it move very quickly.

CHAIR SPROULS: Thanks.

Any other questions?

MEMBER CHARENDOFF: Dan, thanks so much for the awesome presentations. Holds tremendous promise.

I'm wondering what you --- what kind of reaction you've had from international travelers early on, you know. What are the --- what hiccups have you seen, what kind of improvements and tweaks are you making based on the results of these pilot programs?

MR. TANCIAR: Sure. So, you know, Atlanta definitely was a pilot. From there ---
we were calling this summer technical
demonstrations, because, again, they're using
this architected solution.

So, it's not so much a pilot anymore,
but now we're testing out really how does this
impact operations. We know we can match using the
small manifests. The algorithms continue to get
smarter and smarter. And so, we see that continue
to raise, but that's definitely one of the things
we look at.

Whether a photograph can be taken on
the fly or we have to pause, those are some
things we're looking into as well.

But the reaction --- and I worked at
Dulles this weekend. I was at the Emirates
flight rollout. People are actually okay with
it, you know. By and large, most people know how
to take a photo. I mean, they've done it since
they were a baby.

There are obviously some exceptions.

We have those exceptions. We're not going to
make anyone in these early go-arounds do a
photograph if you say no.

We have processes for that that exist
today that will be just like boarding normally.

Manual review of the documents.

So, by and large, it's been very good.

People, you know, give you the poses, in some
cases. And so --- and people kind of understand,
hey, this is also for my safety. I like it.

This is for my safety. We hear that comment over
and over again. And others say, wow, that's a
lot faster than I thought.

And then, of course, there are some
people who want to know a lot about it. And we
have tear sheets and information and privacy
impact assessments and all sorts of documents
that people can review if they want. But, by and
large, I think both our air carrier partners and
airline partners are so far feeling okay about
the process.

Travelers certainly are okay with the
process, at least from what I've personally seen
and heard.
MEMBER FERGUSON: Dan, great information. And I know this is probably a little premature, but as you're looking at this technology and the same Emirates flight arriving in the UAE, will there be an opportunity to talk to other countries in terms of how that information can be shared so that once that flight lands they don't --- it speeds up the process?

MR. TANCIAR: That's a great -- great point, great question.

I think that as we begin to embark on this for outbound flights, you're essentially going to have, for lack of a better word, a US-reviewed manifest and identity-validated manifest. So, that certainly could be a good conversation to have with other nations about how can that impact your arrival process.

Same goes the other way around, though. Perhaps people departing a country -- and we have had some discussions with New Zealand. How could we get that information, that
biometric in advance earlier so that we can give, you know, an expedited process. So, there's a lot of opportunity for those discussions.

Now, you know, biometric and data exchange is always a complex and challenging conversation, but I think when everyone sees the benefits not only from the law enforcement side, but from the facilitation side, I think we'll have the dialogue there.

CHAIR SPROULS: Anyone else?

(No audible response.

CHAIR SPROULS: Great. Well, Dan, thank you. That was terrific.

MR. TANCIAR: I think you had one --

I'm sorry, sir.

MEMBER MOTSENBOCKER: Have you had any pushback at all from countries such as the EU, who have very strong privacy laws? What kind of conversations have you had with them and is there any pushback?

MR. TANCIAR: Well, so this is a United States requirement for our departing
flights. And so, all of these collections are being done here in the United States on US soil. So, while we certainly have good relationships with the EU and have worked through the PNR privacy pieces through those agreements and we will work with anyone's concerns on privacy, there is no -- it's US legislation that mandates it.

And so, we are working to build our system in a secure, safe manner so that there shouldn't be anyone who has concerns with it. But certainly we will talk to them, but there's no impact because we're collecting that here, which is different than the PNR where that information is being provided overseas and then sent here.

But no pushback yet that I'm aware of, but we will continue those dialogues to assure people of the process.

CHAIR SPROULS: Great. Dan, thank you.

MR. TANCIAR: Thank you.
CHAIR SPROULS: Now, we'll move on to the working group presentations and see where all of our subcommittees are at. The first is on the National Tourism -- Travel and Tourism Strategy Review.

Todd.

MEMBER DAVIDSON: Thank you, John.

We've had some interesting discussions of late, but first and foremost we are incredibly grateful for Secretary Ross' call for this board to undertake a review of the National Travel and Tourism Strategy.

He asked for us to make sure that the strategies are still relevant, that the goals are still aggressive. He also wanted us to be sure and advise him on the steps that we believe were necessary in order to meet the goal contained in the current strategy.

It's important to note for those that may not have a lot of familiarity with the National Travel and Tourism Strategy, that this is a strategy of the federal government, not the
US travel and tourism industry.

   It was written by and for the federal
government. It's a cornerstone document, is how
I look at it. It defines how the federal
government can and will direct its energy, its
time and its resources.

   As the strategy currently states, the
US government plays a unique role in creating a
positive environment for private sector job
growth in the travel and tourism industry while
protecting resources, travelers and the public.

   International travelers require
services when they apply for US visas, enter the
country, visit federally-managed sites and
navigate our transportation systems.

   The quality of these services
obviously will either enhance or detract from
their image of the United States as a travel
destination and impact our ability to compete
globally.

   The strategy continues by stating no
other nation, no other nation can compete with
the diversity of experiences found across the
United States and its territories, whether it's
public lands, waters, and iconic, cultural and
historic sites.

A lot has changed in the five years
since the strategy was first adopted. The global
tavel market is becoming increasingly
competitive as other countries and new
destinations are aggressively competing for
market share. So, the secretary's call to review
the National Travel and Tourism Strategy at this
time is both a prudent and a necessary step.

The existing National Travel and
Tourism Strategy focuses on five key strategic
areas. And our subcommittee's deliberations to
date have resulted in recommending that these
five areas remain both relevant and central to
outlining how the federal government must harness
its whole of government approach to growing the
economy, expanding exports and creating jobs and
businesses and communities across America.

I'll address our in-process
recommendations within each of those five areas.

The first is promoting the United States.

As was stressed in this board's letter to the secretary dated May 10th of 2017, creating a positive and welcoming message for international visitors is an essential step in creating certainty for millions of international business and leisure travelers that America welcomes them.

The federal government has tools at its disposal that must be deployed to communicate the tourism opportunities in America to a larger domestic and international audience, whether those are agency websites, social media tools, embassies, consulates and the use of high-profile officials.

The federal government should similarly embrace the necessary role of Brand USA in its mission to promote international travel to the United States.

America knows what it's like and what the repercussions are of not having a national
travel and tourism organization. Documented, independent research shows that between 2001 and 2011, America's travel and tourism industry experienced what has been referred to as the lost decade.

During these ten years, the US lost fully one-third of their market share of global international travel. And yet, with the formation of Brand USA, the most high-functioning and impactful public-private partnership found anywhere at absolutely no cost to taxpayers, we've been able to claw our way back.

A review of the results of Brand USA's marketing prowess, 13.6 billion dollars in incremental visitor spending, including millions of dollars generated in federal, corporate and personal income taxes.

Over 50,000 jobs supported annually and an estimated 200 million dollars generated through excess ESTA fees that are going directly against federal budget deficit reduction are evidence enough and showcase the alignment
between Brand USA's achievements and this administration's priorities. And it provides our subcommittee with the confidence necessary to recommend Brand USA's continuation.

The secondary is enabling and enhancing travel and tourism to and within the United States. Again, we believe and we recommend that federal agencies must continue to prioritize the reduction of institutional barriers to the free flow of trade in travel services to expand the Visa Waiver Program.

As many will sometimes note in the US travel and tourism industry, the Visa Waiver Program is probably the best program for American security with the worst possible name, because it creates the illusion that we are somehow waiving something for folks to be able to enter the country, where nothing could be further from the truth.

It's truly a program that provides increased and enhanced security as data is exchanged between the countries that become part
of the Visa Waiver Program. So, it's a tool that serves both the economy and our security needs.

We want to see the enhancement of the US visa processing. We want to see the work with foreign governments -- as well as with American state and local governments -- to assess and address security issues.

We look for an expansion of Trusted Traveler Programs and improve the processes for arrival and departure --- this presentation this morning is very timely for this particular recommendation -- but for arrival and departure and aviation security screening.

Our nation's posture to the world's travelers can be one that America is both welcoming and secure, because these two principles are not mutually exclusive.

The third area is providing a world-class customer service and visitor experience. Here, we believe that the government needs to take steps to ensure a high-quality experience for travelers that inspires repeat visitation.
This is supporting workforce development initiatives. This is supporting small business initiatives. This is using technology to provide information and interpret content for non-English-speaking visitors.

The fourth area is coordinating across government, the whole of government approach. Federal agencies must continue to work together with public and private partners to maximize the potential of travel and tourism to create jobs.

The federal government must prioritize its support for the travel and tourism industry and take steps to better coordinate federal policies and programs.

The secretary plays a pivotal role as the chair of the US government's Tourism Policy Council, a council of each federal department and agency that influences the prioritization of the travel and tourism industry within this administration and coordinates the efficient implementation of this strategy. That must be continued.
And the fifth area is conducting research and measuring results. Public and private parties need up-to-date information to be able to make smart decisions, to track the results and to be --- continue to be held accountable.

So, the federal government can work with the travel and tourism industry and academic researchers to make sure that we’re conducting research on travel and tourism industry and trends.

Performance metrics and accountability measures can be used to ensure the continual progress of important goals, the goals of Brand USA, the goals contained within this strategy.

And while I also have comments regarding the Survey of International Air Travelers, there's a letter in our packet from Rossi Ralenkotter, who is a former national chair of the US Travel and Tourism Advisory Board, that actually speaks much more articulately and succinctly to that.
And so, I will let Rossi's letter carry that for me just for the sake of time, John.

There's a sixth area not currently called out as a sixth area in the National Travel and Tourism Strategy that we think warrants consideration, and that's transportation infrastructure.

The president's focus on increased investments in America's transportation infrastructure is paramount to the health and vitality of the travel and tourism industry.

An efficient, modern, multimodal transportation network will result in a more safe and secure system and a better visitor experience.

For these reasons, our subcommittee feels strongly that infrastructure warrants a more significant presence in the National Travel and Tourism Strategy, whether it becomes a standalone strategic area of focus, or is a key component of the aforementioned focus on
providing world-class customer service and
visitor services and visitor experiences.

This brings me to the goal. The
current goal is one hundred million international
visitors spending $250 billion by the end of
2021.

With $246 billion being estimated to
have been spent by international visitors
recently, we have essentially met the spending
goal even while lagging in the overall visitation
number.

This dichotomy is a direct result of
a variety of factors, including global political
and economic transcurrency exchange rates, and a
changing mix of both visitors and markets that
are traveling to America.

So, we believe that the time has
arrived for a new strategy, for a new strategy
with a new goal and a new ten-year time line.

This administration has before it the
opportunity to demonstrate its awareness and
appreciation of the role and importance that the
travel and tourism industry plays in the nation's economy.

We believe this will best be accomplished through the development of a new ten-year National Travel and Tourism Strategy that focuses the goal squarely on the spending of international visitors to the US.

The focus on spending is not done at the detriment of tracking visitor volume, but instead recognizes the economic reality that it is the spending that drives the economy and creates jobs.

And it also brings America's unit of measuring success in line with the International Monetary Fund and the means whereby we track the export value of all other American products and services.

This morning you're going to be hearing, following me, a number of important and substantive recommendations. At the request of Secretary Ross, this Travel and Tourism Advisory Board will then be prioritizing all the various
recommendations that you'll hear here this morning.

Our subcommittee will then use these priority recommendations as variables in our formula for establishing a well-informed and aggressive new goal for the secretary.

The goal that our subcommittee will then provide to the secretary later this month will be solely predicated on the adoption and the enactment of the priority recommendations yet to come from the Travel and Tourism Advisory Board.

John, thank you.

CHAIR SPROULS: Todd, thank you very much.

What I'd like to do is move through the four reports of the four working groups, and then we'll open the floor to questions for everybody so that we can get everybody's input so we have it all on the table.

Bruce, facilitating travel.

MEMBER CHARENDOFF: Well, on behalf of the Facilitation Subcommittee, which includes
Kurt Ekert, Adam Goldstein, Steve Morrissey,  
Ernie Wooden, Helane Becker and Henry Cruz, I'm  
delighted to give you a status check on the  
subcommittee's progress.  

Many of the issues that I'll mention  
have been pre-staged by what Todd has presented  
maybe with a few additional additions.  

Our subcommittee has received  
briefings from several folks, including Dan  
Tanciar and Suzy Shepherd, who I see over there,  
at CBP.  

We've had briefings from the World  
Economic Forum and from US Travel, all of which  
have been extremely helpful in focusing our  
subcommittee's work.  

So, we very much took to heart the  
idea that for the new administration and for  
Secretary Ross particularly, security needs to be  
at the center of any recommendations that come  
from the TTAB.  

So, we've started from the familiar  
premise that world-class security and world-class
facilitation can exist side by side, but we're
doubling down on the notion that if we strengthen
some of the government's finest security
programs, we can increase the chances of catching
criminals and actually make the travel experience
better and more free of friction for the vast
majority of travelers who pose no harm to our
nation.

So, what are these programs? They
start with the Visa Waiver, pre-clearance and
Trusted Traveler Programs, three of the best
programs that the government has designed in the
travel space in recent memory, perhaps, until the
biometric exit program that Dan just demonstrated
for us and I'm going to mention some specific
action items that we think are relevant to
improving each of these programs in a second.

But in the course of considering these
specific programs, the subcommittee --- and I'll
give a shout-out to Ernie Wooden and his
colleague Adam Burke --- we came up with what I
thought was a very cool, big idea that I've
socialized with some of you and with Isabel and
her team.

The notion is for the secretary to
announce a public-private initiative to create an
umbrella brand and communications platform that
clarifies promoting travel security is a shared
responsibility between the government and the
industry. And it reminds travelers, and
potential travelers to the U.S., that they are
visiting a country that makes their safety and
security a top priority.

Now, one possible name for this
initiative could be the Secure Travel Partnership
--- I see Roger Dow. Hey, Roger -- which was
originally a U.S. Travel suggestion for renaming
the Visa Waiver Program. Here, it would be a
label that would attach to all public facing
security programs.

This secure travel partnership idea
could be an answer to Secretary Ross' charge to
find an I Love New York-style branding
proposition that would stress this commitment to
safety and security. And the beauty of it is that it could end up being a clever way of having the administration market a welcome to low and no-risk travelers.

We're planning to recommend that the secretary create a public-private task force among the Departments of Commerce, State and Homeland Security, along with the TTAB, U.S. Travel and Brand USA, to develop the secure travel partnership value proposition, which would, among other things, involve message creation, marketing, branding and a communication strategy.

At the end of all this we imagine a logo that could be put on public and private websites, kiosks, Trusted Traveler enrollment pages and more touting the secure travel partnership.

We also received a thoughtful comment from Brian Rothery that we might consider developing a secure travel pledge again taking the public-private shared responsibility element
to a higher level.

I suspect there are many creative

things that we could do with this and that will
be the goal of the task force.

Part of the idea here is to
communicate with the international traveling
community about security programs in a new and
positive way. So, they're not viewed as a
hassle, but as programs that help those who pose
no risk to navigate through checkpoints in a more
efficient way with much less friction.

So, of course, in addition to the
branding and communications exercise, we're also
developing some concrete recommendations on how
to strengthen the government programs that I've
described that will all be contained within this
branding umbrella of secure travel partnership.

First is the Visa Waiver Program, as
Todd mentioned. We'd recommend that the name be
changed through congressional action to reflect
more clearly the security aspects of the program.

We'd also recommend that the program
respond to various vulnerabilities, including
strict enforcement of information sharing and
lost passport requirements, implementation of the
ban on VWP travel for those who have traveled to
high-risk countries, and better physical
inspection of passengers and luggage.

We'll also support the broad
implementation of functioning biometric exit
programs we've heard about today, which we know
is a prerequisite for Visa Waiver Program
expansion.

On the pre-clearance program, today
the program is available 15 airports in six
countries. It pushes out our borders and ensures
that those who pose a threat are stopped before
they even board a flight to our country. We'd
like to see that program expanded and made more
customer-friendly.

We'd also like to leverage the private
sector relationships across the travel and
tourism ecosystem to convince foreign governments
to adopt the program.
We've had conversations with Margaret about some of the inbound challenges that US airports are facing with this program and they also need to be -- need to be addressed.

And then on the Trusted Traveler program side, we're still developing our thinking about recommending a global Trusted Traveler Program where information sharing and internationally-recognized standards would be the order of the day.

One enrollment, can you imagine, could one day allow you to have trusted traveler benefits throughout the world. The World Economic Forum and Marriott have done extraordinary work in this space that we are attempting to draft on.

So, one final thought concerns funding. Underlying all our recommendations is the need for secure, reliable, adequate funding. We're not going to suggest that funding for Brand USA be bled off to pay for these programs, which of course we think is wholly misguided.
Instead, we go back to a previous recommendation, which we hope the secretary will take to heart.

Specifically, we need to stop diverting the funds that are collected for security purposes to deficit reduction and to other programs.

The amount of funding diverted in 2016 was $1.25 billion, which dwarfs the hundred million dollars in federal matching funds for Brand USA.

If security is the top priority of the administration, and I think it is, then we hope there will be allies in stopping the improper use of these funds.

So, that's our report. Thanks to those who have provided input. Look forward to getting more of it and turning these ideas into priority recommendations that will resonate for Secretary Ross. Thanks.

CHAIR SPROULS: Thank you, Bruce.

On communications strategy, Brad.
MEMBER DEAN: Thank you, Mr. Chairman.

I have the privilege of presenting recommendations on behalf of the Communications Working Group. Our task was to identify some top-line strategies on messages and methods that will help to ensure the United States remains a welcoming destination while also ensuring national security.

And I do want to thank the members of the working group for their participation. We've had several meetings and very robust discussions. So, thank you to George Aguel, Mike Gallagher, Taylor Hoang, Susan Presby, Olga Ramudo and Gary Schluter.

Mr. Chairman, we've had a number of discussions of communication strategy and we came up with seven recommendations, but we'd like to really focus on the top three today that we think are timely, important and very necessary.

The other four recommendations we still think are important and merit consideration, but there's a good deal of overlap
with those in the other two working committees
you've heard today. And so, we'll focus our time
on the three that we think are most important.

The first will be no surprise to the
members of TTAB. It aligns very closely with the
letter that we all approved and, Mr. Chairman,
you sent to Secretary Ross and that is the
importance of a welcoming message being delivered
by the administration. And I don't think that
could be stated any more importantly and urgently
than today.

We believe that the administration
must deliver a clear, pervasive message that
reassures global travelers that the United States
aspires to remain the safest nation in the world,
while also welcoming all travelers who pose no
threat to our nation's security.

And we think that those are not
mutually exclusive goals. We think we can grow
inbound international travel and tourism, but
also protect our national security. We don't
believe those are mutually exclusive goals.
The administration has made it very clear of its commitment to providing national security, but I think many of the Communications Working Group members feel the administration has been largely silent on the importance of growing inbound international tourism.

Hopefully, that will begin to change.

I know with Secretary Ross attending IPW and other opportunities, hopefully we will hear more about that, but, frankly, we think those two goals need to be married.

And while we all agree that the private sector plays an important role in delivering that welcoming message, frankly, the private sector can't speak for the president.

So, it needs to come from the top of the administration on through Secretary Ross and other key messengers of that.

We don't believe that there's any inherent damage or cost, if you will, of delivering that balanced message. In fact, we would recommend it be a purposeful message.
So, as we're talking about measures that might confuse the issue of being a welcoming nation, travel bands and whatnot, that there should and could be a purposeful message that we welcome those travelers who pose no threat.

As was pointed by one of my colleagues, that is a message that has no cost unless it's not delivered. And so, we think it's very, very important that that message come through loud and clear.

And we know that when it does come from the administration, Brand USA and the private sector will willingly and eagerly help amplify that message.

And that leads to a second recommendation, Mr. Chairman. And this is that the secretary through his pivotal role as the head of the Tourism Policy Council, initiate a collaborative effort amongst all government agencies to amplify the welcoming message that Brand USA delivers.

It comes as no surprise, I'm sure,
that the members of this working group will leave Brand USA as an essential, highly-effective public-private partnership that should continue.

And, in fact, that was one of the secondary goals that we concur with Todd's working group on, but we think it's important to acknowledge the importance of amplifying that message.

And I'll give the secretary a lot of credit. He actually spurred that discussion, as you recall, during our previous conversation with him where he talked about his infinity for the I Love New York campaign.

And while we all recognize that, it's a legendary campaign and still serves today as kind of a gold standard of tourism promotion, I'm sure my colleague to the left of me who knows a lot more about that than I do, could attest to this that one of the often overlooked, but essential reasons why that campaign was so successful, is it had many, many brand messengers.
It wasn't just the destination marketing organization touting "I love New York."
It was the mayor and every government agency and taxi drivers. I mean, the visitors themselves were buying T-shirts to promote New York.

And when you have that many messengers with that message, it's no longer just a tag line, it's now a true brand message.

We think the same thing needs to happen with Brand USA's message. So, where they've developed very creative media assets like videos, those need to be running in every embassy and every place where a visitor might see those.

And it's not just the advertising message of Brand USA that needs to be pervasive throughout government agencies that deal directly with foreign visitors, not just in the marketing realm, but also in the operational realm.

Now, we're not so naive to think that there aren't protocols and other priorities, security of course being one of those, but we, again, don't see any reason why we can't present
ourselves as a welcoming destination while also aspiring to be the safest country in the world.

And so, we would like to see the secretary use his position as the head of the Tourism Policy Council to influence the other government agencies to be brand messengers, if you will, and help amplify the Brand USA message.

And then the third, Mr. Chairman, is timely -- in fact, could not be more timely -- and that is that we feel like we're at a very historic event this week with IPW, the first time it's ever been held in our nation's capital, anticipating that this will be a great IPW.

And it's gotten off to a wonderful start. We have every reason to think that it will end just as well as it has started.

We have all these global partners that are here. There was energy and enthusiasm. We think there's an opportunity to continue that momentum after IPW and we would like to recommend the secretary initiate strategies that will continue that momentum based upon the energy that
we all are going to witness this week with our
global partners. It's not just an IPW message
that's welcoming, but that message should
continue on.

And so, we got into a lot of detailed
discussions about how the secretary and the
administration might be able to do that. I'm
happy to share those at a later date, but the key
thing is to not let the momentum created from
this epic IPW stop here, but rather continue on.

Mr. Chairman, those are the three main
recommendations. The others, just for note, was
to affirm the importance of Brand USA, to affirm
the importance of the SIAT as a communications
tool.

And while we're encouraged to see
there could be more money, we're also a little
worried, frankly, that if those ESTA funds are
not available, that SIAT could go away. And so,
that's bothersome.

The importance of revisiting the
national strategy particularly with an economic
goal that I think most of our committee felt like
that was an appropriate pivot.

And then last, but certainly not
least, we also discussed the need for that
collective identifier for all of these measures
that Bruce referred to that are not just pro-
safety, they're actually pro-travel.

I think a point that often gets
overlooked is if there is a breach of national
security, we're the first industry that's going
to feel that.

So, we are a perfect partner and an
ally with this administration to tout those. And
that collective brand identifier, if you will, of
all those pro-security/pro-travel measures will
not only help us speak to our global partners,
but also help us speak collectively and clearly
to our friends on Capitol Hill.

So, Mr. Chairman, that is the
 recommendation of the Communications Working
Group. Again, I want to thank the members and
thank the secretary for spurring this, what we
hope to be a good conversation going forward.

CHAIR SPROULS: Great. Thank you, Brad.

And the fourth group, Top Priorities for the Department of Commerce. Fred.

MEMBER DIXON: Thank you. Tricia Primrose of Marriott who could not be with us today, I'm happy to share her report.

I just want to start off by thanking Dan for that incredible presentation. We thank you for your teamwork and all of the partnership at CBP. It is vital to the work that we're all doing going forward.

And of course to our good friends at NTTO and Isabel, thank you for your indispensable work. We certainly appreciate all of that.

Helane, congratulations on a great IPW. Your team has done a phenomenal job. And as Brad has said, we all feel like we're off to a great start and we're very pleased. So, thank you for that.

As we've heard today, and this
committee that I'm working on, along with Tricia and the rest of the team, have the inimitable task of synthesizing all of these priorities for the working group.

The industry is actively looking at ways to share our insights on issues of importance to the more than 15 million people across the 50 states whose livelihood depends upon a thriving travel and tourism industry.

As the number one service export, together this industry adds $2.3 billion in output to the US economy and helps reduce the annual trade deficit.

International travel is international trade and it represents a market in which the United States has an historical advantage.

So, protecting and increasing that advantage is at the very heart of the key priorities our committee is working on going forward.

We appreciate the opportunity in this report to bring those efforts together, which
will be synthesized across the committees and
shared with the secretary at the June 28th
meeting.

They fall roughly into three key
areas, areas as you have heard mentioned already
today, and the importance by ranking to our
national economy.

And first and foremost, keeping the US
competitive in the global environmental
landscape.

Secondly, securing our nation's
borders and its people. And third, investing in
21st century infrastructure. We believe these
are not mutually exclusive goals, but rather
independent --- interdependent ways to move the
economy forward.

For the travel and tourism industry,
keeping the U.S. competitive means systematically
and directly marketing the welcome, as my
colleagues have mentioned, to not only counter
any negative perceptions, but to expand the
economic impact of international travel across
our country.

In line with the goal -- this goal is the continued support for the work of Brand USA and we cannot underline its importance, as well as the Department of Commerce's own Survey of International Air Travelers, the SIAT, for which a lot of our work would not be possible. It allows us to know and track how the markets are performing.

The Department of Commerce has a long history of working with the industry, as well as other governmental agencies, to ensure that border security is effective and efficient while supporting the growth of our economy.

We know that when international travelers, especially business travelers, find it difficult to enter our country, American businesses lose.

In looking forward, one way to enhance and rebrand our efforts is through bilateral agreements in the securing of travel partnerships and getting smarter about our existing and,
actually, quite effective security frameworks as we've heard today, such as the Trusted Traveler programs, including VWP and global entry.

The industry supports efforts to engage foreign governments to preserve and strengthen border security in full compliance in the easing of access to the United States.

Our infrastructure investments are also critically important, as we've heard, and they benefit not only domestic industries and economies, but they also are modeled to the travel and tourism industry.

These investments also enhance our industry's ability to support both domestic and international travel. Better and safer roads and bridges are good for everyone. Better rail systems make the US more independent. Better airports support a strong economy.

Along with airport modernization programs, there are new opportunities, as we've heard today, with biometric exit. All of these deserve support and prioritization.
The committee looks forward to discussing these priorities further with all of you and incorporating the ideas and concepts from all of the working groups into this synthesized joint effort report, which will be shared with the secretary at the June 28th meeting.

And we ask that the chair show their draft recommendations with the Top Priorities Working Group as soon as possible. Thank you very much.

CHAIR SPROULS: Thank you, Fred.

And thank you to all of the working groups. A tremendous amount of work in a very short period of time. And as I said earlier, I really want to echo it's because we've got the right people at the table with respect to this board, that we're able to turn those kinds of things around and come up with recommendations that are impactful and actionable, which is what we've been asked to do.

I'm going to open the floor, but I would like to take out of order the public
comment portion. We're trying to accommodate a
couple people's schedules and we have two or
three folks that want to have public comment.

So, I would ask them to keep their
remarks to two or three minutes and, Brian, you
have the list.

MR. BEALL: Oh, great. Yes. If
anyone is interested in public comments, I think
we had a few people who expressed interest.

We have a podium in the corner. We'd
invite you to use that to provide your comments.
And first, I believe we have comments from Roger
Dow, please. Thank you.

MR. DOW: Much more formal than I'd
like to be. I just want to say "thank you."
Thanks for being here, Mr. Chairman. Thanks for
giving me a minute on the program and, Izzy, for
hosting this at IPW, because it's really a great
opportunity.

Our theme is one big welcome and we're
going to have 500 journalists and 1600 of the
biggest buyers of travel go home somewhere and
say how welcome they felt, that that's how important.

I just want to say this group is so important. I don't sit at the table like --- well, I stole a seat at the table for a minute, but it's great to be here because, as you said, this is serious work.

I'm really seeing this group become a serious group that's really making a difference working with Commerce together on the issues that were so well expressed by the committees.

One thing I think is so important for us to --- I'd just like to say, is high travel to other parts of business.

We're seeing that $2.3 trillion industry. But when you think about it, the Robert Trent Jones Golf Course that brought all the manufacturing to Alabama and the plants, the real estate --- I live in Florida, and all the foreign languages I hear from international buyers buying real estate.

You look at retail and all these
things that happen, and I totally echo what was said so well about the importance of Brand USA.

So, I just want to thank you for the opportunity to be here. This committee is so important. I thank the secretary for continuing its viability and welcome to IPW. Thank you.

CHAIR SPROULS: Thank you, Roger.

Do we have any other public comments?

MR. BEALL: Our next comments are from Laura Mandala.

MS. MANDALA: Good morning, everyone, and thanks for the opportunity to offer my perspective on the Survey of International Air Travelers.

My firm is Mandala Research. We've been in business for 20 years looking at travel and tourism specifically.

I had the honor of serving as a Travel and Tourism Advisory Board member from 2012 to 2013, which time I co-chaired the Research Subcommittee with my colleague Rossi Ralenkotter.

At that time, we had undertaken an
extensive review of SIAT, having formed an
industry task force consisting of over 30
industry representatives, including major
research firms such as Gallup, Euromonitor, TNS
and our respected colleague in the room, Adam
Sacks' organization, Tourism Economics and Oxford
Economics, along with university researchers and
major U.S. destinations and attractions that use
the SIAT data.

First, the task force agreed that SIAT
is the only source of data on what travelers do
once they're in the United States.

It's the only way we know how much
you spend, where they go once they land, who
they're traveling with and what behaviors they
engage in when in our country.

The spending data alone is
justification for SIAT as it contributes to the
BEA's calculation on the U.S. balance of
payments.

Second, there's consensus among
members of the task force on the methodology of
the study. Irrespective of their diverse interests, these research companies, professors and industry representatives readily reach the consensus that the SIAT approach and methodology are the most effective and accurate way to collect needed data from travelers visiting the United States.

They also agree that one change was needed to SIAT, that it needed to include interviews with more international travelers in order to understand visitors from a larger number of countries and provide even greater statistical reliability.

I think everyone in this room will agree that knowing more about travelers visiting this country gives the U.S. a strategic advantage and can only make us more secure as a nation.

We should be reminded that it is only through information that we can make the most informed decisions about securing our borders while, at the same time, welcoming the visitors who want to spend money here.
The Survey of International Air Travelers is a critical tool that can accomplish those two very important goals. It enables industry to meet customer demand at the same time that provides data to government agencies who are making decisions about the best way to maintain the security of the American people.

CHAIR SPROULS: Thank you.

MS. MANDALA: And, again, thank you.

CHAIR SPROULS: Thanks.

Any other public comment?

(No audible response.)

CHAIR SPROULS: Okay. If not, then I will open the floor to the full board with respect to any comments around the four working group reports that we've heard.

VICE CHAIR McKEOUGH: John, just let me echo a number of --- your thanks to the four chairs that worked very, very hard in leading so many members of this board in the committee work that was done.
I couldn't help but notice as I listened to all of them, some very common themes which I think will be very helpful to us in trying to prioritize our focus and recommendations to the secretary.

So, I just wanted to thank you for all the good work and recognize that I heard a lot of common themes in there that were important to every subcommittee's focus. And I think that's going to bode well for us. Thank you.

CHAIR SPROULS: Any other comments?

Yes.

MEMBER DEAN: Just a point that came up in just about every discussion we had in our working group, and I think it's worth noting for everyone here.

Oftentimes we're talking about Brand USA as a promoter of travel and tourism, and obviously that's an important part of what they do, but it's just a part.

And I think one of the things we had to remind ourselves is Brand USA is not just a
marketing agency to invite visitors to come to
the U.S.; it's also marketing the welcome.

And that's extremely important, but
it's also an invaluable ally to the
administration in helping explain the policies of
the administration.

So, I think just today if you're
watching the news and we get into these debates
and discussions on the travel ban, and regardless
of your views on that, if you're the global
travel partner and you're getting just pieces of
that proposal, who's going to explain that to our
partners?

And we think that's another vital role
that Brand USA plays. So, they're not just an
advertising agency for the nation, that's
important, but they're also marketing the welcome
and they're also, we believe, an invaluable ally
to the administration in helping explain the
policy. So, just want to note that.

CHAIR SPROULS: Thank you, Brad. I
totally agree.
Having been in the industry when we did not have Brand USA, it is obvious the impact that it makes for all of us and for our country.

So, I think we have to be cognizant to your point that it's more than just an advertising agency. It's way more than that and it represents no different than every group that represents a city or a state or other countries.

And our country was at a disadvantage for a long period of time not having Brand USA. And having seen the success and the growth that it has helped to drive, I think for us to not want to continue that would be very shortsighted.

Unless there are any other comments, what I would say is, again, thank you for all the work from everyone here in terms of the respective working groups.

And we're going to try and continue and stay on time as much as we can with respect to trying to get these recommendations finalized, brought before our overall committee so that we can move them forward to the secretary with all
delivered speed.

Because the sooner we get them before him, the sooner we can --- he and the rest of the Commerce Department can react and, you know, ask us for whatever other help they need, as well as begin to take action on that, whether it be within the Commerce Department, Tourist and Policy Council, et cetera.

So, we are shooting to try to come back to this committee overall telephonically probably by the end of the month to say, "Here are the things that we want to put together."

And one of the things that we'll talk about between now and then is, what is the best way to transmit the various working groups' activities and cover it all in terms of it coming from our overall board.

So, we'll try to figure out, you know, Bruce and I talked about that a little earlier, but try to figure out the -- what are the best logistics to make sure this is impactful as possible and represents the best thinking of the
four working groups, but then also of our entire board.

So, with that, Brian, I turn it back over to you.

MR. BEALL: Thank you, John.

Isabel, would you like to offer a few comments?

MS. HILL: Yes. Again, I just want to thank the working groups and let you know that we will continue to work with you and drive towards that final product.

I think now is the moment where we ought to get consensus so we can do that most efficiently. So, I think that will probably be the next step as you all refine your discussion after the input today.

Also, Elliott, thank you so much for this great IPW. How wonderful to have this in our nation's capital. And the events you have put on are -- have just been spectacular and I know that your mayor and everybody is really very, very pleased with the way you've been able
to showcase our nation's capital. And speaking for all of us, we really appreciate that.

As you know, Secretary Ross will be making comments at the luncheon. And so, we have some tables and Brian can talk to you about that. They've been very gracious to provide the TTAB members with seats.

Also, if you have the opportunity and you haven't seen the floor if you're not here exhibiting, do take the opportunity because it really is quite a show down there and it shouldn't be missed.

So, thank you so much for everything you've done. Obviously we are here to help you. Let us know if there's anything we can do.

MR. BEALL: Great. Thank you, Isabel.

And our next meeting we have set for June 28th at 1:00 p.m. It will be via teleconference. And Jen Aguinaga or myself will be again following up with more information as we get closer to that date.

As Isabel mentioned, we have three --
US Travel has provided --- or set aside three tables for the board for lunch. If you're able to join the IPW lunch, it's in the pink section. We have three tables. Pink section, tables 191, 192 and 193.

And we'll be down there to help everyone find their way to the tables. Thank you.

CHAIR SPROULS: Great. Thank you, Brian. Thank you, Isabel.

Is there anything else that needs to come before the board?

(No audible response.)

CHAIR SPROULS: Then we stand adjourned. Thank you all.

(Whereupon, the above-entitled matter went off the record at 11:47 a.m.)
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This is to certify that the foregoing transcript

In the matter of: US Travel and Tourism Advisory Board

Before: US DOC

Date: 06-05-17

Place: Washington, DC

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

[Signature]

Court Reporter