

**U.S. TRAVEL AND TOURISM ADVISORY BOARD
December 14, 2017 | 1:00 PM – 2:00 PM EST
Via teleconference**

Moderator: Brian Beall

Coordinator: At this time, all participants are in a listen-only mode until the question and answer session of today's conference. At that time, all lines will be open and if you would like to ask a question, you will just hit start 1.

I would now like to turn the conference over to Brian Beall. Thank you. You may begin.

Brian Beall: Good afternoon everyone and welcome to today's Travel and Tourism Advisory Board Meeting. As the designated federal officer for the TTAB, would like to formally call this meeting to order.

On today's call, the TTAB will be deliberating three recommendations letters in response to the Secretary's tasking on September 6. One pertains to a new ten-year numerical international visitation and spending goal for the United States.

The second is focused on developing one specific initiative under the proposed secure travel partnership focused on supporting efforts to ensure that the United States remains a safe destination for travelers.

And third, providing recommendations on how the US government and private sector can communicate that the United States remains a welcoming and secure destination.

Before I turn today's call over to Greg Stubblefield, our TTAB Vice Chair who will be leading today's meeting, I'd like to quickly run down role call. Operator, if you could please open the line, I will call each board member's name and if you're on the line if you could please respond, that would be great.

Coordinator: The lines are now open.

Brian Beall: Great. George Aguel, are you on the line?

George Aguel: Yes, here.

Brian Beall: Ted Balestreri?

Ted Balestreri: Here.

Brian Beall: Helane Becker? Bruce Charendoff?

Bruce Charendoff: I'm here.

Brian Beall: Henry Cruz? Todd Davidson?

Todd Davidson: I'm here.

Brian Beall: Brad Dean?

Brad Dean: I'm online.

Brian Beall: Fred Dixon? Kurt Ekert? Elliot Ferguson? Mike Gallagher?

Mike Gallagher: Yes, I'm here.

Brian Beall: Adam Goldstein?

Adam Goldstein: Here.

Brian Beall: James Hagen?

James Hagen: I'm here.

Brian Beall: Nick Hentschel?

Nick Hentschel: Here.

Brian Beall: Taylor Hoang? Steve Morrissey?

Steve Morrissey: Here, thank you.

Brian Beall: Mary Motsenbocker?

Mary Motsenbocker: I'm here.

Brian Beall: Susan Presby?

Susan Presby: Here.

Brian Beall: Tricia Primrose? Olga Ramudo? Sherry Rupert? Adam Sacks?

Adam Sacks: Hi, I'm here.

Brian Beall: Gary Schluter? Marty St. George? Bill Talbert?

Bill Talbert: Bill Talbert is present.

Brian Beall: Denise Thevenot?

Denise Thevenot: I'm here, thank you.

Brian Beall: And Ernest Wooden. Great. Operator, you can close the line. And at this time, I would like to turn it over to our TTAB Vice Chair Greg Stubblefield to lead us through today's call. Thank you.

Greg Stubblefield: Terrific. Thank you, Brian and welcome everybody. Thank you for making the time to call in. And before we get started I just want to take a special thank you to all of you from John, Margaret, and myself for all the work that you guys have put in and the time and effort in a relatively short period of time to turn these letters of recommendation around. Really appreciate it.

Unfortunately, both John and Margaret were called away and could not make it today. But I would like to recognize all their leadership and the commitment that they have made to moving this along. And so thank you to them.

I'd also like to take a quick moment to say thank you to our committee chairs -- Todd Davidson for all your work, Bruce Charendoff, and then Brad Dean. Thank you guys and the subcommittees that you guys chaired for all the work that you've done.

And then a special thanks to Adam Sacks and his team. They provided us with an enormous amount of data and research that has helped drive some of the conclusions that we've achieved and with our national goals. Without his help, we wouldn't be able to have such data driven facts and research. So Adam, thank you to you and your team.

And then also a quick shout out and thank you to the Commerce team -- Brian Beall and Jennifer Aguinaga, thanks for all the work done keeping us on point and keeping everything moving along. We really appreciate it. So, thank you to all of you. Hopefully I didn't miss anybody in that, but it's been a combined effort so thanks to all.

As we go through the presentations and three letters today, what we'd like to do is we'd like to hold questions and comments until the end. And we'll have a time for both questions and comments and feedback at the end of the letters just from a timekeeping point of view. And if that's okay with everyone, we'll do that and then we'll vote on them.

So to get started, let me turn it over to Todd Davidson, who's chair of our national goal subcommittee. And he's going to provide a brief overview of the subcommittee's letter. Todd?

Todd Davidson: All right, Greg. Thank you very much. I appreciate that. And especially appreciate the shout out to Adam Sacks, to him personally but also to their team at Tourism Economics and Oxford Economics for the heavy lifting that they did certainly around the development of the national goal based on the additional feedback that they were provided by the members of the subcommittee.

For the members of the TTAB who have had a chance to review that letter, you've had it for a few days and had the chance to review that. So as you no doubt noted, this was a mighty band of overachievers that took a look at how to best accomplish this objective of the meeting of the secretary's request for an aggressive new national goal.

And so we wanted to call that out specifically in the opening of our letter where we are to provide a new, ten-year, international visitation and spending goal for the United States. So in addition to thanking Adam Sacks for his work, I want to especially recognize Ernie Wooden and Adam Burke with the Los Angeles Convention and Visitor Bureau. Tremendous work in pulling together the policy-based assumptions that were embedded within our letter and help drive the development of the goal.

We also had tremendous support from the entire team and the National Travel and Tourism Office and I'm grateful to Isabel and Brian and Jennifer and Mark and Ron and the team there that helped us with data and insight as well as we move forward.

And Ron if you happen to be there and you're listening in on this call, I want to congratulate you on your retirement. Wish you well in that as well my friend. You're just an instrumental part of this industry and we are grateful for all that you've done over the years to support us, especially on that research front.

And then we've also had great input from our industry colleagues. We gave ourselves that latitude to reach out and bring in other data points and policy advisors from US Travel, Brand USA, our colleagues at the Las Vegas Convention and Visitor Authority and others provided peer review and such as we went through the process of developing this goal.

So with that, let me just kind of jump into the letter very quickly because you all have had a chance to review it. We started from the standpoint of what would be the steady state, as we called it. What do we believe would occur if all other things being equal -- which means if you look at the strengths that are called out in the letter, if those things continued and the global economy continued to grow -- what do we think we would see in ten years in 2027?

But that does not define our goal. That's just what we believe would happen if there were as I called it (unintelligible) we refer to it in the development of this letter the steady state as we went forward. We believe the best way to present the Secretary with an aggressive goal was to take a SWOT analysis approach looking at the strengths, weaknesses, opportunities, and threats, and creating a business case for a more aggressive goal.

So the strengths as you see them called out here in the letter are things that we believe we're already doing but must be continued. And the weaknesses and opportunities and threats were areas where we felt that there were chances to kind of put a little more gas in the tank, so to speak, and create that environment for a more aggressive goal.

It's difficult to define some of those things. We readily acknowledge that. so for example when we talk about the potential to expand visa waiver, depending on which countries might be brought into a visa waiver expansion, you could move that needle further potentially faster. We recognize that.

And so while we wanted to have a more aggressive goal, we also recognize that we needed to be somewhat conservative in that approach because we weren't specifically calling out a market to be brought out into the visa waiver program, per se.

So with that, we took the slot analysis approach so that we could provide the Secretary with a business case for a more aggressive goal. And we identified then where we could see the growth by region of the world. We thought rather than just have an overarching new national goal, we needed to look at it by region of the world. And that is called out specifically in the attachment that accompanies our letter that was provided to us tourism economics.

In the end, we believe that the steady state for the travel and tourism industry here in the US in terms of international arrivals and spending would be around for the next ten years would be about 104 million annual visitors with a corresponding spend of \$432 billion. But we believe if we address opportunities and threats that are contained within the letter, we could actually see a more aggressive goal of 110 million annual visitors by 2027 \$460 billion spend.

With the rest of the work that's contained within our letter, we believe what we've provided the Secretary is really a framework for him to be able to take to the Tourism Policy Council that could lead to the next national travel and tourism strategy that obviously needs to accompany any kind of goal that would be formally moved forward then at that time.

And with that Greg, that will conclude my overview of our letter.

Greg Stubblefield: Wonderful, Todd. Thank you very much. And again, thank you to everybody on the work on the that. Some really exciting numbers but obviously a lot of work to do in order to make that come true.

Next, I'd like to ask Bruce Charendoff to give us a brief overview of the secure travel partnership in operation subcommittee.

Bruce Charendoff: Sure. Thank you, Greg. It's wonderful having you back. I guess I'll start with my thanks as well. First to subcommittee, the secure travel partnership operations subcommittee, very grateful for their help and assistance in putting our letter together. To Brad and to Todd, my fellow subcommittee co-chair people, thank you for the collaboration. And of course to the public-sector partners starting at the NTTO but also when we're talking about secure travel partnership and operations, lots of credit and thanks go to our friends at DHS, particularly the CBP and TSA.

So launching into our letter, which is relatively brief, the first thing to say is that we're very pleased that the Secretary is interested in the secure travel partnership as a concept. I think there is a tremendous amount of possibility in the secure travel partnership and in its umbrella branding. And I think that comes through in all the letters that we're considering today. It's gratifying to see that they're picked up in the national goal letter as well as the other secure travel partnership communications work as it's codified in their letter.

You know, my hope is that we'll get even more granular about the different programs that enhance security and improve the travel experience. There are many. And I think over the course of the next well, the next couple of years and beyond, the TTAB will focus on more and more of those things.

But with respect to this letter and being mindful of the tasking of the Secretary to focus in on one particular idea, well I'll take the liberty to expand it to two. Most of the focus is on one and then there was a late breaking development that led us to consider and to put forward one other idea and I'll summarize them for you here.

The main idea in the first particular program is the biometric facial recognition program, which we believe if prioritized and implemented could be game changing for security and for facilitation. It's been piloted at eight US international airports and those pilots are the beginning of integrating biometric entry and exit into the process of travel. And that will bring to our belief huge efficiencies, potential for eliminating paper documents and choke points at airports. But also very importantly solving the thorny and long-standing exit problem which has dogged our industry for over a decade.

I think as everybody knows, there's a congressional requirement that's been on the books for over ten years that the biometric exit be implemented. It's not happened so far but it is I think within our grasp. It's also a prerequisite for any people in Congress for expanding the visa waiver program.

So of all the possibilities, we put biometric facial recognition first. And our hope, our recommendation is that the Secretary will use his position as Secretary of Commerce and TPC Chair to drive alignment within the administration and throughout the industry on the need to prioritize and implement facial recognition biometrics. And also to urge the public and private sectors to strive to seek alignment on cost, privacy, integration, timeline, and other issues that could prevent the timely deployment of this very promising technology.

So that's the main thrust of the letter.

The second, late breaking piece was a speech that was given by the TSA administrator within the last couple of weeks that announced that he and the CBP commissioner are taking a good hard look at merging the TSA pre-check program with Customs and Border Protection's Trusted Traveler Program Global Entry.

That idea of harmonizing and merging and rationalizing these programs has been the subject of recommendations from the TTAB for a very long time. And while, you know, this was just a comment made in a speech, we think it's truly a swell idea and one that should be prioritized, looked at carefully, and our hope is that the Secretary of Commerce will encourage his colleagues at DHS to continue the study of that and find ways to merge and harmonize those programs with all deliberate speed.

So, that concludes my report. Greg, I turn back to you.

Greg Stubblefield: Excellent, Bruce. Thank you very much. And thanks to everybody on your team for the great work on that.

The third letter we have as a recommendation is from Brad Dean and committee on secured travel partnership and the communications subcommittee. Brad?

Brad Dean: Great. Thank you, Greg and likewise I want to just acknowledge the collaboration and feedback we've gotten from Todd and Bruce and their subcommittees. I think you'll find the recommendations of the communications subcommittee aligns well with the recommendations that you've just heard.

Also, we do want to thank in particular the subcommittee Elliott Ferguson, Mary Motsenbocker, Mike Gallagher, Tricia Primrose, and Fred Dixon have all been really involved, engaged, and helpful and as well our friends at Brand USA and Department of Commerce and NTTO for their exceptional support insight.

So our objective as I think given initially by the Secretary was to provide recommendations on how the federal government and the private sector can collaboratively communicate that the US remains a welcoming and secure destination.

And so really from our perspective, the letter I think opens up with the premise that you know, we believe the comprehensive set of measures that are in place or will be in place designed to keep Americans and our visitors to the US safe are both necessary and important.

But we also make the point in there that the administration has made very clear its commitment to national security. But we also believe that there's a balanced message that needs to be delivered and that the changes in policy that impact travel and tourism can be explained not only in terms of national safety but balanced with our need to market the welcome and to reinforce that the US welcomes all visitors who pose no threat to our nation.

And so our view I think and the view of and the view of the TTAB in general is that the secure travel environment is critical to the continued economic success of our nation, but we certainly need to deliver that message in an effective way that reassures our visitors that we welcome to the US. And so we're trying to strike that balance in our recommendations.

What we've provided to our colleagues on TTAB is really three specific recommendations and then a fourth we think sort of underscores and strengthens those first three.

The first recommendation is recognizing the Secretary's role as a leader of the TPC, that we're recommending that he establish an interagency communication working group that is focused on essentially how we market

the welcome and communicate changes in policy and security measures and actions and policies enacted to ensure the safety of our citizens and our visitors. And we envision the participation in this working group to resemble that of the tourism policy council.

And the primary purpose of that as noted in the letter is to identify the general communication themes and tactics and perhaps best practices amongst those various agencies or sub-agencies to effectively roll out policy changes so that when we're making a change in travel policy, whether it's related to border security or other measures, if they're effectively and efficiently communicated and we think that it lends itself not only to better coordination within the federal government but also aligns well with the objectives and the strengths of other partners like public private partnerships like Brand USA, industry partners like US Travel.

So, essentially a working group that would ensure that we are optimally communicating our policies and particularly changes in policies which would engage not only the public sector but the private sector. So the first recommendation is to create that group, which as best we know does not exist in a formal sense today.

We're also taking - the second recommendation to make this the eagle head and give the working group the first task, which would be to pursue development of a strategy to succinctly communicate the general purpose and collective benefits of all the key trusted traveler and other travel ready programs.

So many of us are familiar with some of those -- pre-check and visa waiver and global entry and others that we named in the letter. But being able to create sort of a common brand identity amongst those that would help to

convey the importance and collected benefits of these programs as they positively affect national security and our industry.

And that would be important not only for industry partners and our global travel partners, but also federal government employees as well.

And then the third recommendation extends beyond just simply communicating policy changes and security measures to that balanced message that I referenced before. And it gives the view of the subcommittee and we hope the full TTAB that, you know, whereas the administration has made very clear its commitment to enhancing the national security and protecting our nation.

But we also need to strengthen that message with a constant reminder that the United States aspires to remain a safe, welcoming destination to all visitors who pose no threat to our nation's security. And we think there's a number of ways that can be done.

The Secretary of course at our request attended IPW and delivered that message and it was received very well. But it's the view of this subcommittee that that cannot be a one-time message nor can we afford to limit that to one single message. And so what we're recommending is that the Secretary lead an effort to develop specific key message points informed by research, which would come from Brand USA, that will address the perceptions and awareness of the US and its travel policies as well as leading to optimal use of various messaging tactics -- so in other words, making sure that we're all singing from the same sheet of music, if you will.

And those message points could be delivered by various people in organizations -- you know, ambassadors, embassy staff, and other key government officials which we named in the letter.

We also went a step further than that and pointed out that this message could also be very effectively conveyed by the president, perhaps when announcing the new national tourism goal or in other capacities.

So the three recommendations are to create the working group, direct the group to create this common brand identity of the secured travel partnership, and then also develop the messaging and tactics to deliver this pro-travel message that will we think support the administration's efforts to not only make our nation more secure, but also to grow travel and tourism.

We did include I guess sort of a fourth recommendation and that is that - and underscores the first three. And that is the point that Brand USA is critical and essential to all of this, that it needs to be included in this if for no other reason than the Travel Promotion Act that created Brand USA specially lines out Brand USA's role in, you know, creating and providing useful information related to travel processes, entry requirements, and other related matters in helping to identify counter and correct misperceptions regarding the US and its entry policies. So we think this is, you know, central to the reason why Brand USA was created and so we included that as sort of a fourth recommendation which we think supports those first three.

So that are the recommendations of the subcommittee and Greg, I'll turn it back over to you.

Greg Stubblefield: Terrific. Thank you, Brad and thanks to your team as well again for all of the work and effort putting that together.

With that, what I'd like to do is open the deliberation and comments questions sessions to board members only at this point. After that, we'll turn it over to Brian for public comments. But at this point, board members only. Any thoughts, questions from anybody?

Brian Beall: Operator, please open the lines. And any board members that are making comments, please state your name first to help with the transcription process. Thank you.

Coordinator: Are you ready for comments?

Greg Stubblefield: Yes, we're ready for comments or questions. Is there anybody...

Ted Balestreri: Yes. This is Ted Balestreri from Cannery Row Company. I applaud you for keeping the 100 million in and the goal by 2027 to be over 100 million. It showed character and courage and all votes will rise.

I just wanted to congratulate you for keeping that 100 million tourist met by 2021 and over by 2027. I think that all ships will rise. I think you've got a wonderful program here and for all the years I've been on I can really see that really the light at the end of the tunnel if we implement these things.

Greg Stubblefield: Excellent. Well Ted, thank you for all your time, energy, and effort over that period of time. We really appreciate it.

Bruce Charendoff: Hey Greg, it's Bruce. Could I throw one in?

Greg Stubblefield: Yes absolutely, Bruce.

Bruce Charendoff: Bruce Charendoff with Sabre. And this is in the spirit of harmonizing the letters, which I think we did a pretty good job of harmonizing them. But in rereading the letter from the operations committee and the communications committee, I recognize that the first sentences of the two letters might need to be harmonized a bit.

The operations committee letter starts with the Travel and Tourism Advisory Board applauds your interest in the secure travel partnership concept we advanced at the last meeting. And the communications letter says the TTAB appreciates your championing of the secure travel partnership concept that was discussed at our last meeting.

I want to make sure that we capture what the Secretary was saying about this concept. I mean, I heard him say positive things. I think he was certainly interested. But I want to make sure that we don't get too far over our skis on it. And so maybe I could ask the folks at the NTTO what they heard and what you think the right way to phrase this would be in both of the letters.

Isabel Hill: Yes. Thank you. I think that the interest is probably more reflective of our understanding. I think that his charge to both of these groups to come back to him with what you all would recognize as priorities to make such a concept operational indicates his interest.

Bruce Charendoff: Okay. So I guess I would suggest Greg that we and with Brad's agreement that we use the applauds your interest language in both of the letters so that we have them harmonized and they're consistent.

Brad Dean: Yes. This is Brad and I'm comfortable with that. I think it effectively and appropriately conveys the right message.

Greg Stubblefield: Excellent. Isabel, thank you. Brad and Bruce thank you. I'm in complete agreement on that. Any other comments, questions?

George Aguel: Greg, this is George Aguel at Orlando.

Greg Stubblefield: Hello, George.

George Aguel: How are you? I also want to add to the comments earlier. These letters were incredibly well done and very impressively forged and I appreciate the work of everyone involved.

I think this is a conversation we had a while back and maybe it continued in relative to goal. I will say that many of those same issues that we have in our letter obviously impact the US but certainly impacts the international destinations such as ours.

George Aguel: Not sure if you can still hear me. What I was going to add is that in being able to push out the goal from 21 to 27 is great and gives us certainly lots more time to address a lot of those circumstances.

I would suspect that some of our international destinations won't have the benefit of being able to stretch our goals out for six more years even though we face the same challenges. Hopefully the Secretary will be of a different mind than my own board about pushing our goals out that we might have established in an earlier year. But it's an interesting one and look forward to hearing how the reaction is, that his will be one similar or just feel it's okay to move it off for several more years.

Greg Stubblefield: No, George thank you. That's a good point. Is there any thoughts? Brad, any thoughts on that?

Brad Dean: Sorry, you're directing that to me?

Greg Stubblefield: Yes.

Brad Dean: Yes, I think this certainly, I mean, I see the wisdom in that and I think it makes perfect sense and I think that's actually consistent with a lot of the discussions we've had in our subcommittee.

Greg Stubblefield: Excellent. Other comments? With that then, what I'd like to do -- thank you -- and then what I'd like to do is ask Brian to move to the public comments portion.

Brian Beall: Great. Thank you, Greg. Operator, if you could close the lines.

Coordinator: The lines are closed.

Brian Beall: Great. So we'll move now to the public comment portion of the agenda. If a member of the public would like to make a comment, please press star 1 and the Operator will assist you in joining the call. I understand we have two public comments that I'm aware of at this point -- one from Ryan Miller at the Department of State and one from Aaron Wodin-Schwartz at Brand USA. Operator, please let us know if anybody is in queue.

Operator, confirming it is star 1 if they'd like to make a comment, correct?

Coordinator: Our first question comes from Aaron. Go ahead. Your line is open.

Aaron Wodin-Schwartz: Yes. Hey everybody. This is Aaron Wodin-Schwartz over at Brand USA. And I would just pretty much echo what everybody else has said, which

is to applaud the work that's gone into this. I've had the good fortune of talking with many of you as these processes were going on. And to see that how the thinking has evolved and how all the groups have taken advantage of the opportunity that the Secretary laid out there at the last in-person meeting is very impressive.

And so I just wanted to offer from the Brand USA side that we look forward to collaborating as appropriate as they recommendations hopefully are adopted and accepted and moved forward. I think that we have a clear role to play that's called out in many of the letters to obviously promote the USA as a premiere international destination but also to come up with creative and new ways and collaborative ways to really get to the welcoming side and the policy communications side.

And I think that, you know, this could really end up being a very important stage that really gets us to a new level in communicating policy and in particular, you know, getting out in front of policy changes and making sure that we're conveying the right message to make sure that the right information and perceptions are out there in the marketplace.

So much applause to everybody. We're really looking forward to continuing to work with you and with all the federal agencies and commerce as we move forward. And so hopefully good things ahead. Thank you.

Greg Stubblefield: Thank you, Aaron.

Coordinator: Again as a reminder please press star 1 on your phone and record your name if you have a question. One moment please. Again as a reminder please press star 1 on your phone and record your name if you have a question. One

moment please. Our next question comes from (Adam Burke). Go ahead.
Your line is open.

Adam Burke: Thanks very much. Actually it's less a question and more to the team at Brand USA and US Travel. I just wanted to say -- and I'm sure a number of our DMO and travel and tourism colleagues feel the same -- that we have tremendous appreciation and support for everything that Brand USA and US Travel continue to do.

Obviously, this has been a challenging year and we know that your respective teams have to do a yeoman's job of really advocating for the importance of finding the balance between legitimate security concerns and making US a welcoming destination.

And I guess I just wanted to reiterate that you have universal support from the DMO and Travel and Tourism community here. You're definitely not out there on your own. And we appreciate everything you do.

Greg Stubblefield: That's great. Thank you, Adam.

Coordinator: We show no further questions at this time.

Brian Beall: Great. Then we'll consider the public comment portion of the agenda and I'll turn it back to Greg.

Greg Stubblefield: Wonderful. Thanks, Brian. At this point what I'd like to do is move to a vote. We're going to do it three separate letters and on the third one I'll address the minor edit recommended by Bruce.

So the first one to vote on would be the national goal subcommittee letter that Todd Davidson referenced. All in favor please say aye.

Brian Beall: And if we could pause for a second. Operator if you could open the lines if you haven't already.

Coordinator: One moment, please.

Brian Beall: And again, this is for voting by board members only.

Greg Stubblefield: Yes, correct.

Coordinator: All lines are open.

Greg Stubblefield: Okay, thank you. At this point what I'd like to do is move forward to approve the initial letter with Todd Davidson's subcommittee on the national goal. All in favor please say aye.

Group: Aye.

Greg Stubblefield: Any opposed? Any abstentions? We'll move onto the second letter, the one with Bruce Charendoff overview. And that's the secure travel partnership operation subcommittee recommendation. All in favor say aye.

All: Aye.

Greg Stubblefield: Any opposed? Any abstentions? Then the third letter is referenced to Brad Dean and his committee on the secure travel partnership communications subcommittee. And with the minor edit that Bruce brought up in regards to

championing versus show interest. And we'll make that minor edit. And at this point vote for all in favor say aye.

All: Aye.

Greg Stubblefield: Any opposed? Any abstentions? Excellent. Thank you all. Let me turn it over to Isabel.

Isabel Hill: Well, thank you. And I want our thanks to everybody on the Travel and Tourism Advisory Board including the leadership team, the committee leads and all of you who participated in bringing these recommendations forward.

From our perspective, the Tourism and Advisory Board is the gold standard for effective advisory committees. And I can tell you that you are held up by many other of my colleagues as being the best of the best. And I couldn't agree more.

These recommendations are going to be extremely helpful to us in setting our priorities over the course of the next year. As you know, you met with the Secretary within 30 days of his being coming into his position here at the Department. And since that time has been very actively engaged in working with him and leadership to respond to his questions and interests about specific areas that will help this administration set their priorities in this space moving forward.

You know, with respect to our work certainly this is going to help us with our program work as we work to look at setting a new goal for arrivals and for revenues working with our interagency colleagues on what is necessary to support that goal, in working to advance our security posture with respect to

facial recognition and working with our colleagues in the public and private sector to let our customers know that the United States is open for business.

I think you all will be interested to know that your November 29th letter has already been inserted into the conversation that the Department of Commerce is having which is led by our acting deputy secretary as they are looking at how the Department of Commerce as a whole is going to work in long term on the economic recovery for the disaster affected areas. So that has already been inserted into that conversation and we will be working against those priorities as well.

So we are looking forward to the next year. We're especially looking forward to confirmation of the ITA Under Secretary and the Assistant Secretary for Industry and Analysis -- both of whom play an important role in travel and tourism and in implementing these priorities.

So we look forward to a busy new year. We have our work cut out for us. Thanks to everything that you have done, and I want to wish all of you a happy and healthy holiday season.

Greg Stubblefield: Excellent, Isabel. Excellent. At this point what I'd like to do is just make a couple quick comments. First, Isabel Hill, thank you for all that you do all the time. I know that was a great comment that you made about our TTAB group and it truly is the gold standard and we thank you for your guidance and direction and partnership in that.

Isabel Hill: It is our pleasure.

Greg Stubblefield: I'd also like to do a quick thank you to three folks that constantly do a ton of work for us, and that's John McReynolds, Daniel Hoff, and then on our team

here Brian Rothery. Thank you guys for your continued work and guidance on all this. You guys do the heavy lifting, so thank you very much.

And before I turn it over to Brian, I just want to say thank you to everybody again and everybody have a very Merry Christmas and happy holiday season. And let me turn it over to Brian.

Brian Beall: And Greg, thank you again very much for leading today's call. In my role as the designated federal officer, I'd like to call our TTAB meeting officially closed. Thank you everyone.

Greg Stubblefield: Excellent. Thank you, guys.

Coordinator: That concludes today's conference. Thank you for participating. You may disconnect at this time. Speakers please allow a moment of silence and stand by for your post conference.

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