THE TRAVEL AND TOURISM ADVISORY

BOARD MEETING

Meeting, held on Tuesday, April 8, 2014, at the McCormick Place, 2301 South Lake Shore Drive, Room S404A, Chicago, Illinois, 60616,, commencing at 9:00 a.m., before Anna M. Morales, a Certified Shorthand Reporter and Notary Public in and for the State of Illinois.
MEETING

APPEARANCES:

SECRETARY JEH JOHNSON, Secretary of Homeland Security  (Via Conference Call)

SECRETARY PENNY PRITZKER, Secretary of Commerce  (Via Conference Call)

MR. SAM GILLILAND, Sabre, Chairman

MS. KATHLEEN MATTHEWS, Marriott International, Vice Chair

MS. HOLLY AGRA, First Lady Cruises

MS. ROSEMARIE ANDOLINO, Chicago Department of Aviation

MS. VANESSA BALGOBIN, Senior Transportation Analyst, Office of Aviation Analysis, Department of Transportation

MS. MAUREEN BAUSCH, Mall of America
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APPEARANCES:  (CONT’D.)

MR. DAVID BERG, Airlines for America

MR. JOHN BLAIR, Director, Intergovernmental and External Affairs, Department of the Interior

MR. DARRELL BRYAN, Victoria Clipper

MR. CURT COTTLE, Department of Commerce

MR. HENRY CRUZ, The CrossBrook Organization

MR. TODD DAVIDSON, Travel Oregon

MR. BRAD DEAN, Myrtle Beach Area Conventions and Visitors Bureau/Chamber of Commerce

MR. GADI DECHTER, Department of Commerce

MS. ELIZABETH EMANUEL, Department of Commerce
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APPEARANCES: (CONT’D.)

MS. MARYANN FERENC, Mise en Place Hospitality Company

MR. ELLIOTT FERGUSON, Destination DC

MR. MIKE GALLAGHER, CityPASS

MR. JAMES HAGEN, South Dakota Department of Tourism

MR. BARNEY HARFORD, Orbitz Worldwide

MS. JULIE HEIZER, Department of Commerce

MS. ISABEL HILL, Department of Commerce

MR. KIRK HOESSLE, Alaska Wildland Adventures

MR. KEN HYATT, Acting Under Secretary, Department of Commerce, International Trade
MEETING

APPEARANCES:  (CONT’D.)

MR. JEREMY JACOBS, JR., Delaware North Companies

MR. STEVE JOHNSON, (Via Conference Call) San Diego Convention Center Corporation

MR. ROBERT LYNCH, Americans for the Arts

MS. MARGARET McKEOUGH, Metropolitan Washington Airports Authority

MR. BRIAN MULLIS, (Via Conference Call) Sustainable Travel International

MS. JENNIFER PILAT, Department of Commerce

MR. ROSSI RALENKOTTER, (Via Conference Call)

MS. OLGA RAMUDO, Express Travel of Miami

MR. ED RAMOTOWSKI, Deputy Assistant Secretary for Visa Services, Department of State
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APPEARANCES: (CONT’D.)

MS. TRUDY RAUTIO, Carlson

MR. DEAN RUNYAN, Dean Runyan Associates

MS. SHERRY RUPERT, American Indian Alaska Native Tourism Association

MR. JOHN SPROULS, (Via Conference Call) Universal Parks

MR. MICHAEL STROUD, Acting Assistant Secretary for the Private Sector, Department of Homeland Security

MR. CHRIS THOMPSON, Brand USA

MR. KRIS URS, Assistant Secretary of Transportation, Bureau of Economic and Business Affairs, Department of State

MS. CAROL WALLACE, San Diego Convention Center Corporation
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APPEARANCES: (CONT'D.)

MR. DON WELSH, Choose Chicago

MR. JONATHAN ZUK, Amadeo Travel Solutions
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CHAIRMAN GILLILAND: Well, I think we have most everybody. So I'm going to gavel this meeting to order. I don't have a gavel, but then I realized that Todd -- Todd brings that gavel to every meeting he goes to. It's his gavel.

MR. DAVIDSON: It's a baseball bat.

CHAIRMAN GILLILAND: I'm pleased to call this meeting to order. We are on a bit of a tight schedule here because we do have Secretary Pritzker and Secretary Johnson joining us here in just a few minutes. So we're going to stick pretty close to our schedule here over the next couple of minutes.

I wanted to just start by extending a very warm welcome to everybody that's here today, the new members of the Travel and Tourism Advisory Board, to all of our ex-officio members. It's my pleasure and I know Kathleen's pleasure to be leading this two-year term of the Travel and Tourism
Advisory Board, and we're excited and delighted to start rolling into this next two-year term.

As everybody in this room knows, travel and tourism is one of the brightest spots in the U.S. economy today. We are the number one services export industry, and we're making huge and continuing contributions to jobs and to exports and to the overall GDP. Ken Hyatt, who's the Under Secretary of Commerce for International Trade, will be sharing some of the statistics here in just a few minutes. So I won't get into any of those, but I do think it's safe to say that travel and tourism is posting incredibly impressive numbers that I think have seized the Administration's attention and, indeed, our industry has become a national priority. So that's great news.

It's important to note that whatever this Board builds in this upcoming term will be on top of the foundation that was created by Marilyn Carlson Nelson a number years of ago, Rossi Ralenkotter, who followed her, and
then certainly Todd Davidson, who chaired our last Travel and Tourism Advisory Board. They all did such an outstanding job here in the past, and it's great that we have Rossi and Todd continuing to participate on this Board and that we have Trudy Rautio as well continuing Carlson's charge in this regard. So we really appreciate their participation.

So it's really on the shoulders of our former leaders and with the active engagement of our government sponsors and partners that we've created a public/private partnership that I think really has become the gold standard. The TTAB has a collaborative spirit in which the public sector is looking to the private sector for best practices, and the private sector is obviously respectful of the public sector's political and fiscal realities as we work through their priorities and try to press forward together on the industry's priorities.

So as many of you know who participated in the last Travel and Tourism Advisory Board, when Secretary Pritzker
arrived last year, she challenged us to come up with a set of top priorities for the travel and tourism industry, priorities that she could embrace and asked her colleagues to embrace in the Administration and in Congress, and that's what led to this priorities letter that many of you have seen. And certainly while there's room to put some new items on the agenda and perhaps even reintroduce some old ones, the Secretary has unambiguously told us that she wants us to go deep on these priorities. She wants our advice on how the public and private sectors can work together to get these things done.

And so Kathleen is going to lead our discussion on those priorities in a few minutes; but I think the important point is this: That much of what we're going to focus on this term is the set of priorities that were developed very late in the last term.

So with that, I will conclude my opening remarks with where I started which is to, again, express my appreciation to all of
you for your service and your contributions, and I know there will be many here over this next two years, and I really look forward to working with all of you.

Kathleen, anything that you would like to add?

VICE CHAIR MATTHEWS: I just want to welcome everybody and say that I'm really thrilled to be supporting the TTAB and Sam in the role of Vice Chair. I think it's really exciting that we have in our 32 members really a pretty even mix of people who are veterans who have come back for another term, 19 of you who have been reappointed, and 13 newly appointed members. And I think we are a very diverse group. We represent every sector and vertical in the tourism industry, and I think that we're going to have really robust discussions as we move this agenda forward on the priorities.

So I look forward to supporting all of you in that venture.

CHAIRMAN GILLILAND: All right.

Excellent. I think what we'll do now, we...
have a few minutes, I thought we might just
run around the table and do some very brief
introductions, and then we'll get into the
substance of the agenda.

So, do you want to start?

MR. HYATT: Ken Hyatt, the Acting
Under Secretary for International Trade.

MS. PILAT: I'm Jenna Pilat, the
Director for Advisory Committee, Outreach
Office of the Department of Commerce.

MS. HILL: Isabel Hill, I'm the
Director of the National Travel and Tourism
Office.

MS. EMANUEL: Liz Emanuel, Deputy
Director for the Office of Advisory Committee
and Industry Outreach in the Department of
Commerce.

MR. COTTLE: Curt Cottle, Policy and
Planning with the National Travel and Tourism
Office.

MR. STROUD: Michael Stroud. I'm
the Acting Assistant Secretary for the
Private Sector Office over the Department of
Homeland Security.
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MR. BERG:  David Berg, I'm General Counsel of Airlines for America.

MS. RUPERT:  Sherry Rupert, AIANTA, the American Indian Alaska Native Tourism Association.

MR. DECHTER:  Good morning. Gadi Dechter, Deputy Director, Office of Policy and Strategic Planning in the Office of the Secretary of the Commerce Department.

MS. RAUTIO:  Good morning. Trudy Rautio, the CEO of Carlson.

MR. RAMOTOWSKI:  Good morning. Ed Ramotowski, Deputy Assistant Secretary of State for Visa Services at the State Department.

MR. RUNYAN:  Dean Runyan, Dean Runyan Associates. We do economic and market research.

MS. BALGOBIN:  Vanessa Balgobin, U.S. Department of Transportation, Office of the Secretary, Aviation and International Affairs.

MR. CRUZ:  Henry Cruz, the CrossBrook Organization, economic research.

MR. HOESSLE:  Good morning. Kirk
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Hoessle, President and CEO of Alaska Wildland Adventures.

MS. AGRA: Holly Agra, welcome from Chicago's First Lady Cruises.

MR. DAVIDSON: Good morning, everyone. Todd Davidson with Travel Oregon.

MR. HARFORD: Barney Harford, CEO of Orbitz Worldwide.

MR. JACOBS: Jerry Jacobs, principal of Delaware North Companies.

MR. FERGUSON: Elliott Ferguson with Destination DC. Good morning.

MR. HAGEN: Jim Hagen, South Dakota Department of Tourism.

MR. ZUK: Good morning. Jonathan Zuk, President of Amadeo Travel Solutions. We are a tour operator, receptive tour operator. I also represent RSAA which is the Association of the Receptive Tour Operators in the U.S.

MS. WALLACE: Good morning. Carol Wallace, President and CEO, San Diego Convention Center Corporation.

MS. RAMUDO: Olga Ramudo, Express
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Travel, Miami, Florida.

MR. BRYAN: Darrell Bryan, Victoria Clipper, although this shows Clipper Navigation out of Seattle.

MS. BAUSCH: Maureen Bausch, Mall of America.

MS. ANDOLINO: Good morning. Welcome to Chicago. I am Rosemarie Andolino. I'm the Commissioner of the Chicago Department of Aviation responsible for O'Hare and Midway Airports.

MR. LYNCH: Hi. I'm Bob Lynch, CEO of Americans for the Arts.

MS. McKEOUGH: Good morning. I'm Margaret McKeough with the Washington Airports Authority overseeing Reagan National and Dulles International.

MR. BLAIR: Good morning. I'm John Blair. I'm the Director of Intergovernmental and External Affairs, the Department of the Interior.

MS. FERENC: Good morning. Maryann Ferenc, CEO of Mise en Place Hospitality Company based in Tampa, Florida.
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MR. GALLAGHER: Good morning. I'm Mike Gallagher, co-founder and co-owner of CityPASS.

MS. HEIZER: Good morning, everyone. Julie Heizer, Department of Commerce.

VICE CHAIR MATTHEWS: And Kathleen Matthews representing the hotel sector from Marriott International.

CHAIRMAN GILLILAND: And Sam Gilliland representing Sabre. All right.

Well, I think we have a few people on the phones as well. So maybe you can announce yourselves.

MR. SPROULS: John Sprouls, Executive Vice President, Universal Parks, and CEO of Universal Orlando Resort.

MR. MULLIS: Brian Mullis, President and CEO and founder of Sustainable Travel International.

CHAIRMAN GILLILAND: Anybody else on the phone?

MR. JOHNSON: Steve Johnson, San Diego Convention Center Corporation.

CHAIRMAN GILLILAND: Thanks very
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much. Before we move onto -- and I pass
the baton to Ken, I did want to express
appreciation to Holly Agra for the cruise
that she hosted last night. For those of
you that haven’t experienced it and heard
about all the architecture and history of
Chicago from the water, hearing it from the
water and on that cruise ship is fantastic.
So I invite you to do it if you haven’t
done it before. And we really do appreciate
that, Holly.

MS. AGRA: Thank you. Thank you
for coming.

CHAIRMAN GILLILAND: Also to Rosie
Andolino -- did we lose --

MS. ANDOLINO: Right here.

CHAIRMAN GILLILAND: Oh, there she
is. We really appreciate as well all the
great food that you’ve provided and also the
tour that we’ll be able to go on here a
little bit later this afternoon and meet and
greet and just all the great things you’ve
been doing for us. So we really appreciate
it. Okay.
With that, I'll pass it over to Ken.

Take it away.

MR. HYATT: Thank you, Sam. Thank you all for your service, those of you who have been with us for a while. A number of us were around this table in Orlando two years ago, just about over two years ago, two and a quarter years, and I was reflecting on the progress that we've made since January of 2012 which really has been extraordinary as we sat as a group talking about what the strategy would look like, what should be in it. So welcome back.

To those of you who are new, I do think this is a model advisory board. The action orientation, the relationship. I also noted that I think for the first time the private and the public sector are interspersed which I think it's interesting. I sort of like that. Looking at Trudy, in particular, there's all these government folks around her.

But, again, thank you in advance for your service. This group has made an
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extraordinary difference. We are at this
extraordinary moment -- and I just met with
my global team in travel and tourism.

Record year last year, over $180 billion in
exports which was up 9 percent. Record
number of arrivals. And it is wonderful to
be in a let's-build-on-success conversation,
right. Let's build on success. The work
that we've been doing, that you've been doing
has added value, and I think it's a great
opportunity for this next term.

Before the Secretaries come on, I
want to swear you in. And for those of you
who are new, I still remember this a couple
years ago when I joined government, sort of
a nice moment where we swear. So if I
might ask everyone to stand up, and all the
TTAB members, please. The rest of you don't
have to be sworn in at this moment.

I, and then state your name, do
solemnly swear that I will support, protect,
and defend the Constitution of the United
States against all enemies, foreign and
domestic, that I will bear true faith and
allegiance to the same, that I take this
obligation freely, without reservation or
purpose of evasion, that I will well and
faithfully discharge the duties of the office
on which I am about to enter, so help me
God. Great. Welcome. (Applause.)

Do we have another moment or two
before the Secretaries come on?

They're due to come on in a minute.

CHAIRMAN GILLILAND: So Secretary
Pritzker and Secretary Johnson will join us
here in just a couple of minutes, I think.
And I suppose in that few minutes, we might
offer up several other notes of appreciation.

First of all, I would say U.S.
Travel has been fantastic. I know all of
you have been participating in a number of
the events that are surrounding this meeting
with IPW, and they have -- I was talking to
Roger this morning. I said, you guys really
put on quite a show. He was also again
expressing his appreciation to Chicago.

So Chicago has done a phenomenal job
in being a host city for IPW this year. So
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a huge appreciation both to you as travel
and to the City of Chicago.

And any other -- are there any other
specific notes, Jenna, that we need to make
before we get on with them?

MS. PILAT: If you're planning on
going on the tour at O'Hare and you haven't
given me your birth date, please do so. If
you are leaving immediately following that
tour, please give me your flight information.
We'll meet down at the taxi line before you
take off. And you can bring your luggage
with you.

CHAIRMAN GILLILAND: And then what
we can do is just spend a little bit of
time on the agenda. What I would encourage
you to do though as you're -- and I guess I
should do it myself -- as you're speaking,
if you would try to find a microphone that
you can speak into. We do have Anna helping
here with taking the minutes of our meeting,
and it would be helpful to her if you would
announce your name and speak into the
microphone.
And then why don't we just take a quick look at the agenda here. Or maybe not. Good morning.

SECRETARY JOHNSON: Good morning.

This is Jeh Johnson.

CHAIRMAN GILLILAND: Secretary Johnson, good morning. And do we have Secretary Pritzker on as well?

Not quite yet. We're just getting started, Secretary Johnson, and we will be getting to both you and Secretary Pritzker here in just a moment. I think as soon as she joins, we'll get started.

MR. HYATT: We'll reach out at that very instant. Great.

CHAIRMAN GILLILAND: Why don't we take a look at the agenda. So as you see on the agenda that's in front of you, hopefully everyone has one, here at 9:15 --

MR. HYATT: Secretary Pritzker?

SECRETARY PRITZKER: Yes. Hello.

MR. HYATT: Hi. This is Ken. We are -- Secretary Johnson is on the phone, and we are looking forward to hearing your
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remarks.

SECRETARY PRITZKER: Terrific. Thank you very much. First of all, I wanted to just say I wish that I could be there in person. I have my congressional budget hearings this week and support of our new budget which is aimed, in part, in ensuring that we have the resources to support growth in the travel and tourism industry. So, unfortunately, I could not make the trip to Chicago.

But congratulations to all of you on your appointments, and I'm really grateful for your commitment to serve with us, those of you who are sticking with this and those of you who are new. Welcome back to those who have been on the TTAB and welcome to those of you who are new.

I want to make very clear that the Commerce Department and the Administration place a very high value on input from this Board as we continue to implement the national travel and tourism strategy. And I think that Todd and others can underscore
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that fact.

The work of your Board is essential
to ensuring the continued growth and progress
on key issues that impact American businesses
in the travel and tourism industry. Your
growth, you know, the travel and tourism
industry's growth is outpacing the overall
economic recovery, and the Administration is
focused on accelerating and maximizing that
advantage.

So with all of that in mind, I am
really thrilled that Secretary Johnson is on
this call. His leadership team and the
240,000 employees at the Department of
Homeland Security work every day to keep our
borders secure and our country safe; and that
is an enormous responsibility for which we
are very grateful.

At the same time, the Secretary is
keenly aware of the essential role his
department plays to support the movement of
people and trade of goods and services.
And so a few weeks ago, the two of us met
with our team, and we made a joint
commitment to personally oversee progress on several key travel and tourism initiatives.

As a foundation for our work together, Secretary Johnson, I would ask if you would share the declaration of our joint principles. I just want to add that both of us are sharing these principles with our respective organizations today. So this is a very important event for us.

Secretary Johnson, I'll now turn it over to you.

SECRETARY JOHNSON: Thank you, Secretary Pritzker. It's a pleasure to be on the phone with this distinguished group of industry leaders and the Secretary of Commerce. Let me also congratulate new and reappointed members to the Board. And I know we, in the department -- and I think Michael Stroud of DHS is there with you -- look forward to hearing your insights, advice, and recommendations.

As Penny mentioned, we had a good meeting a couple weeks ago at the Department of Commerce to explore how we could bolster
travel and tourism while maintaining national
security, border security. I believe that
these goals can be and should be
complementary of each other.

And so with that in mind, we've
developed three principles which I would like
to go through with you.

Principle Number-1, security and trade
are mutually reinforcing. Commerce and
public safety are mutually reinforcing when
we promote the secure and legitimate flow of
goods and people and focus our resources on
preventing the illegal movement of people and
goods that pose a potential threat to our
citizens, businesses, and our way of life.

Principle Number-2, the private sector
is a crucial partner in our shared goals of
security and economic competitiveness. By
that, we mean government programs and
policies that affect the private sector are
more effective when designed in collaboration
with affected stakeholders and better executed
when they appropriately tap market forces to
encourage private investment and public goods.
Principle Number-3, the public deserves good service from its government. Competent, efficient, and responsive service must be a priority in all programs that involve direct interaction with the public. Good government service eases burdens on people and businesses, enhances the value provided to our nation, and promotes trust in government. And I know the Secretary of Commerce and I are on the same page regarding these three principles, and I hope everyone on this Board considers the Department of Homeland Security to be a partner in our efforts to strengthen travel and tourism.

If I could just step back for a moment. It really is true that insofar as the work of DHS is concerned, we do depend heavily on our partnerships with the private sector, and we value what those in the private sector bring to Homeland Security efforts.

I was just in Washington State two days ago where I inspected, reviewed the
recovery relief efforts of the mud slide out there that I'm sure everyone has heard about, and what was truly remarkable was how the community there had come together to help their neighbors. Some of the first responders on the scene were people from the private sector who were concerned about their neighbors and who had been literally working night and day for the last two weeks on that effort. It really is remarkable to see how private citizens, private sector contribute in such an important ways. And as I said out there at a press conference, the mud slide was a huge tragedy, but the response to it was a terrific American story.

And so with that, I would like to turn the meeting back over to the Chair.

Thank you.

SECRETARY PRITZKER: Thank you, Secretary Johnson. I know your time is limited, but if you have a few minutes, if there are any questions particularly for the Secretary before proceeding with the other parts of our --
SECRETARY JOHNSON: Sure. I have a couple minutes, Penny.

CHAIRMAN GILLILAND: Does anybody --

SECRETARY PRITZKER: Sam or Gadi, are there any particular questions for the Secretary?

MR. DAVIDSON: Secretary Pritzker, Secretary Johnson, this is Todd Davidson with Travel Oregon. Really more of a comment than a question, but I just want to thank you both not only for your expressed support and value of private sector input and the role of the travel and tourism industry, but specifically for the actions that you're taking as a result of that expressed support.

Secretary Pritzker, it's well-known how you have approached the Tourism Policy Council with the priorities of the previous TTAB saying this needs to become the action plan for the Tourism Policy Council and, subsequently, also took it to a Cabinet meeting and said very much the same thing.

And Secretary Johnson, I just want you to know that at a White House Travel and
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Tourism Summit that was convened a couple weeks ago, the representatives of your department were not only what I would call on message in terms of the value they have for the private sector, but they were able to basically cite what I would call chapter and verse that they understood from, for example, a CPB standpoint, if they were able to garner greater efficiency in passage or processing that they would actually be able to create an opportunity for an additional flight to come into, for example, Chicago O'Hare Airport which would result in $250 million additional to the economy.

So to understand the economic impact of their actions was truly very welcoming and certainly expresses the value that you both play. So I just want to publicly thank you both for not only your expressions of support but for the actions that you've taken.

SECRETARY JOHNSON: Thank you very much for that comment.

SECRETARY PRITZKER: Thank you. We
appreciate it very much. Are there any other questions for the Secretary before he departs?

CHAIRMAN GILLILAND: Secretary Johnson -- oh, Rosie.

MS. ANDOLINO: Hi. This is Rosie Andolino from the Chicago Department of Aviation. I just want to kind of comment further on Todd's statement.

I think this week was a great example of partnership with this event hosting IPW here in Chicago. Mayor Emanuel actually commented yesterday on how efficient the processing was for all of our international guests. People went through our international processing in 20 minutes or less.

And so that's a true victory for all of us when we can put our best face forward, show how the United States, Chicago is an inviting place to come, do business, and to have leisure activities and that we are supportive and interested in travel and people coming to our cities and receiving
warm welcomes.

Again, the CBP officers from our Port Director, Matt Davies, Kevin McAleenan as well as Bill Ferrara and all of your team members have worked collaboratively with us on this effort as well as putting new technology in place like APC which we installed last year and, again, has aided us in our efforts to basically bring more of a business acronym to the processing of our passengers.

So I want to thank you for your leadership because both of you have set the tone, and I look forward to the continued partnership that we can play in continuing those efforts. So thank you both very, very much.

SECRETARY JOHNSON: Thank you very much for that comment.

SECRETARY PRITZKER: Jeh, thank you for taking the time to join us, and we really -- you know, partnership between our two organizations is something that we really value, and I really appreciate all your hard
work to make that happen.

SECRETARY JOHNSON: Well, anything I can do to help. And for those in the room, you have the virtue of a Secretary of DHS and a Secretary of Commerce who actually know each other for a number of years now and have worked together in many other contexts. So thanks, everybody.

SECRETARY PRITZKER: Thank you.

CHAIRMAN GILLILAND: Thank you.

SECRETARY PRITZKER: Gadi, Jenna, and Ken, and team are the Commerce team there. I thought I would continue if you all don't mind with a few other things that I wanted to make sure we covered.

CHAIRMAN GILLILAND: Great.

SECRETARY PRITZKER: That makes sense?

Terrific. The federal leaders and the Tourism Policy Council have been hard at work in incorporating the priorities of the TTAB into our second term agenda including recommendations from those of you who served on the previous term.
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However, we still have some questions in some of these areas, and I thought if it made sense, I would go through the questions. Jenna, would you like to discuss one by each or would you prefer I went through the list first?

MS. PILAT: Why don't you go through them and then folks can comment afterwards and ask questions.

SECRETARY PRITZKER: Terrific. I'm going to go through about five or six different questions and issues that I want to make sure, even if I am not on the phone, that you cover with the team, the Commerce team that is there. So bear with me for a few minutes, if you will.

Let me start with first the goal of enhancing the visa issuance process. We will continue to work with the State Department on areas where your input continues to be needed, but we are open to hearing from you specifics of the areas that you think we should make sure that we're focused on in the visa-issuing process. So that's one.
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Second, in regards to supporting Brand USA, we need your ideas for how Commerce can most effectively collaborate with Brand USA to promote tourism. Obviously, we have an oversight role there as well, but what can we be doing to better collaborate with Brand USA from a Commerce standpoint. Now that's the second.

Third is in regards to freeing up federal tourism data from places such as national parks and other places, what data does the private sector most want and need in regards to federally-managed assets? And how can that data be best used and disseminated? So we need some particular feedback on that.

In regards to how we collect and publish the data on international travelers to the United States, how can the federal government work with the airlines and airport authorities to make it easier to improve the data collection? And one of the challenges we have is
we have a target of hitting 1 percent of travelers, but the way we're going about it, we are not anywhere near hitting the target. And so we would love your thoughts as to how we might do that better.

And, finally, with the new Commerce/DHS partnership, I'm particularly interested in how we improve the visitor experience at ports of entry. So I really have three questions there that are of importance to both Secretary Johnson and me and our team.

So one is how do we develop a comprehensive set of metrics geared towards improving the experience of travelers as they come into the United States?

And can we do this in a way that is sensitive to security priorities?

Second is how should the government more effectively branch out and integrate the various Trusted Traveler Programs?

I'm particularly interested in this because I think that if we have an effective branding, my impression is the private sector
would then help us market these programs.
Also, this could allow us to process more
lawful travelers at the border freeing up law
enforcement to focus on likely risks.

So there's a benefit to growing the
program if it's well-branded and well-marketed
and we partner in the marketing of that, but
also we'll have the benefit to our security
by allowing our border security peers to
focus on the risks, greater risk side of the
challenge.

The third thing regarding our work
with DHS is Customs and Border Protection is
exploring reviving the Loaned Executive
Program. And Secretary Johnson is very --
asked us at Commerce explicitly to help him
identify private sector challenge and insights
that could improve operations and customer
service.

And I would ask those of you in the
room what could you do, your organizations do
to help us satisfy the demands of DHS and
need for loaned executives?

And if not you, who else should we
be targeting?

So let's take a few minutes to hear any comments on this, but I assume, Jenna and Gadi and Ken, that you all will have a further discussion on these issues beyond the time that I can stay on the phone.

CHAIRMAN GILLILAND: That's right.

This is Sam Gilliland. Good morning, Secretary Pritzker. We would love to comment I think at least for a few minutes on some of these questions that you've raised, and so we'll open it up to the group here. We can really cover these in any order that you would like.

But maybe I can start off with maybe a little bit of perspective on your last comment, the one around the Loaned Executive Program, and then we can open it up for comments on any of the other questions that you posed.

It seems to me that there's an opportunity here that may go, and I think you actually were getting to this, Secretary Pritzker, that goes beyond even a Loaned
Executive Program. I don't think that we've really taken advantage of the opportunity in this public/private partnership to work closely with you as you think about recruiting people into positions of government and, specifically, those that are touching the travel industry. And we have -- you know, we have a lot of people in this room that are very experienced at things like line management as an example or know people that are very experienced at things like line management.

I'm wondering if there's an opportunity here to maybe even expand this idea of a loaned executive to one where we're partnering with you more on the recruiting process of getting, you know, the very best and brightest from industry recruited into those roles as opposed to what I would maybe perceive as being, you know -- or what we would call kind of a job posting process and hoping for the best.

I think there's an opportunity here where we can work closely with you on this
broader recruiting question and make some
good progress there.

SECRETARY PRITZKER: Terrific. I
think that if you could explore the details
with our teams and the DHS team that's there
while you're all in your meeting, that would
be really helpful. It is -- I think the
fact that DHS is not just interested but is
demanding this, we should take advantage of
it.

VICE CHAIR MATTHEWS: Secretary
Pritzker, this is Kathleen Matthews, and it's
really a pleasure to serve on another term
of the TTAB. I look forward to working with
you.

With this new enhanced partnership
with Commerce and DHS, in addition to some
of the areas that you've outlined here, I
also think there's an opportunity to have
perhaps even more aggressive pursuit of visa
waiver which is very much a shared
partnership between DHS and Commerce. As we
look at the top ten markets for international
visitation, you see countries like Brazil
that keep climbing up that list.

And I know that we're -- the government is working on this, but it seems to me that sort of navigating some of that process which really calls into play this new balanced scorecard you have between the pursuit of commerce and the pursuit of security, finding the right approach on visa waiver is one opportunity.

The other, in looking at the top ten markets for international visitation is, you know, it's great to see countries like China with 20 percent plus growth in international visitation. I think it also, on the metrics front, would be interesting to look at those countries, those top ten, and see if the U.S. is, in fact, the number one destination of visitors from those countries.

We know the volume of visitors is growing to the U.S., but in many cases, they may prefer to go some other place than the U.S. And if so, why?

Is it because of the visa process being easier?
Is it just proximity?
Is it air lift?

What are the factors, for example, that perhaps would be increasing travel from Germany, say, to the United Arab Emirates at a higher and faster pace than the U.S.?

And then what do we need to do across all of these fronts to be able to compete and actually win that race?

SECRETARY PRITZKER: Well, it strikes me -- go ahead.

VICE CHAIR MATTHEWS: Go ahead. I'm interested in hearing what you think.

SECRETARY PRITZKER: Well, I think that, first of all, on the Visa Waiver Program, my first reaction is we have to recognize this falls into State. The State Department is involved in determining -- it's not just the DHS. We have to engage with the State Department on the Visa Waiver Program.

I like the idea of making sure that we're targeting countries where the demand is highest, right, and that's really I think
what you were trying to say if I understand your statement.

VICE CHAIR MATTHEWS: Exactly.

SECRETARY PRITZKER: Let's go after it. And so I think making sure that we have the data and then having our interagency process focus on that.

But I think we also have to appreciate that there is -- there are other parts of the government that we have to make sure are satisfied that in doing a Visa Waiver Program it works. And I believe that there are metrics on the Visa Waiver Program in terms of the percentage of -- and I'm sure there's someone in the room who has more detail on this than I do who could talk about the criteria for being eligible for the Visa Waiver Program in terms of the kind of quality of work that goes on in countries on the visa. So someone could talk about -- I think there are metrics in terms of either -- Ken, help me out here.

MR. HYATT: Yeah, everything from the refusal rate into a whole set of
additional security procedures.

SECRETARY PRITZKER: Exactly.

There's a whole set of security procedures that have to be taken into account.

So I think what's useful for TTAB to do in this is to, you know, what countries are you targeting and why. And then let us run up the flag pole what are the obstacles or not.

VICE CHAIR MATTHEWS: Right. That sounds terrific. And I was not minimizing the role of State in that, but I just think it seems like you have an enhanced kind of agreement with Homeland Security now with Commerce in this sort of joint agreement, and Homeland Security has a big part of that visa waiver.

SECRETARY PRITZKER: Yeah, but the visa program runs through the State. Legally, those authorities sit as State. So you can't just -- we have to be mindful of that.

VICE CHAIR MATTHEWS: Right. Thank you so much.
CHAIRMAN GILLILAND: Rosie.

MS. ANDOLINO: Madam Secretary, when I look at the information here about visitors to the United States and I see the leading country is Canada with 23.4 million people, I have to wonder, is it just proximity to the U.S.?

Or one of the things that Canada does have is pre-clearance facilities as well in Canada.

Having that ease of entry in Canada into the U.S., is that what is helping also bring more visitors to our country?

And if that's the case, perhaps we should look at that as well as an opportunity. I know there's been some expansion with Customs and Border Protection in pre-clearance, but perhaps we need to look at some key countries to continue to expand that tool, that opportunity as well.

SECRETARY PRITZKER: So the Secretary of Homeland Security in our meeting talked about wanting to expand pre-clearance significantly. It serves a very practical
purpose for Homeland Security in terms of, in
essence, moving the border out, if you will,
and having the issues that are handled
actually in country, in our country being
more concentrated because those who go
through pre-clearance in some other venue
before they actually take off, you can deal
with the issues there as opposed to having
to deal with them, if you will, when someone
has already landed in the United States.

So I think there's enormous support
for that. I think the question would be,
what markets make the most amount of sense,
and that would be something that I would
hope that you all would discuss as well as
with the Homeland Security representatives
there.

CHAIRMAN GILLILAND: Great. Other
comments?

Holly, did you have a comment?

MS. AGRA: Yes. Secretary Pritzker,
this is Holly Agra with Chicago's First Lady.
Thank you so much for your thoughts and
ideas.
I'm wondering in regard to the $37 million in spending coming from Canada and Mexico, if you had any thoughts about us exploring the customer service at the vehicular or land border crossings?

SECRETARY PRITZKER: Okay. It's very hard to hear. You said something about Mexico, but I'm not sure I understood the question.

MS. AGRA: Mexico and Canada are number one and number four coming into the U.S., and I wonder if you have any thoughts about us exploring the customer service at the land or vehicular crossings into our country.

SECRETARY PRITZKER: Yes. So we've made in our conversations with the Mexican government travel and tourism, in fact, I think it's a high priority, how do we expand travel and tourism between the countries. In terms of our border experience for both travel and trade, we're very focused on improving that infrastructure.

I'm not sure if I've answered the
question because it was a little hard to hear. I could probably take one or two more minutes, but I have another -- something I need to go to in just a second.

CHAIRMAN GILLILAND: One more question then.


SECRETARY PRITZKER: I can't hear you at all.

MS. WALLACE: Carol Wallace, San Diego Convention Center Corporation.

CHAIRMAN GILLILAND: Carol, you might come over here. Unfortunately, the speakers don't project well into the speaker phone.

SECRETARY PRITZKER: Sorry.

MS. WALLACE: My topic is work force development. It is wonderful to see the growth of visitors to the United States, and we need to have a qualified work force. And I know it's one of the priorities of this Board, and I wonder what can we do to support you in that effort?
SECRETARY PRITZKER: Well, first of all, as you know, work force development is something that's a high priority for us at the Department of Commerce and I personally have a great passion for it.

Work force development solutions ultimately are local. And so the most valuable thing that you can do as a business leader is to be working with your local universities, community colleges, and your local government, whether that's the state or the city or the county depending upon where the appropriate leadership is to identify travel and tourism as a key initiative for that region for the area, and to really work with the community colleges and perhaps the universities as well to say what is -- how are we going to -- because most of the community colleges have enormous student bodies who are looking to find career paths and to really work through those ecosystems.

We found that to be the most effective, that training needs to be local. And it needs to start with businesses saying
specifically what is it that you need. What are the tools that you want someone that you're going to hire to have?

And so the second thing that we're very focused on is making sure there are nationally recognized stackable credentials. And so what does that mean?

That means that someone can come in and get a certificate that is well-recognized but also that is one that is -- means that the training that they're getting is meeting the needs of the business community, in this instance, obviously, the travel and tourism industry. So those are a few things that you can do.

With that, unfortunately, I have to exit this call. But I would say thank you all very much for your work. I'm sorry, again, I couldn't be there. I hope you're as excited as I am by the work that's going on not just at the TPC and particularly with the Department of Homeland Security. I think this will bear a lot of fruit as we proceed, and I look forward to hearing from the
Commerce team when you return as to the specific next steps.

CHAIRMAN GILLILAND: All right. Thank you, Secretary Pritzker. We really appreciate you joining us if only via phone, and we also really appreciate your engaging with Secretary Johnson and DHS, and we look forward to seeing you at the next meeting. And we're hopeful. We will look forward as well hopefully to your introducing us to others of your colleagues from State and the Interior. I think it's great to increase that level of engagement. We really appreciate your carrying the torch on behalf of the travel and tourism industry.

SECRETARY PRITZKER: My pleasure. Thanks very much and have a good meeting.

CHAIRMAN GILLILAND: Okay. I think you all heard what we've been hearing -- for a number of us that are returning Board Members, what we've been hearing for, I guess now, she's been Secretary for almost a year, right?

MS. PILAT: Yes.
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CHAIRMAN GILLILAND: She really has a can-do attitude and she -- and I think we've all come to know she's very demanding and she's going to look for results on the priorities that we've set forth and look for our help but also look for us to really push things forward. So she's going to be fantastic to work with.

And I think this engagement that she's driving with other heads of agencies is going to be really helpful to us. So that's great.

Okay. So the next item on the agenda is to hear from our ex-officio representatives on the Travel and Tourism Advisory Board. I should say before they get started that it really has been a great engagement over the years with the group of ex-officio members, their willingness to spend time with us, to listen to us, to engage on the issues, to go back and try and sort through what they can do to help us all jointly accomplish the goals. So we really do appreciate your contributions to the
progress that we've been making over the last number of years and certainly the last couple of years.

So with that, I would like to turn it over to Michael Stroud, Assistant Secretary of the Private Sector Department of Homeland Security. So, Michael.

MR. STROUD: Can everybody hear me?

Good morning. Thank you for having us here and thank you for providing the new membership. Congratulations. Look forward to working with all of you both across the federal space and across private sector. Some of you, I know; some of you I don't know. I look forward to meeting you throughout the day here.

But briefly I just wanted to echo what we call S1 or Secretary's comments, Secretary Johnson's comments, that we look forward to working with you, the private sector. We're going to -- we think between the two organizations, between the two departments, there's a real nexus and real energy to move forward on travel and tourism
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on some, I will use the term, possibly very attainable goals that should be able -- that we could achieve in the near term.

I just want to run through a few things that you heard and also kind of expand a little and try to address some of the questions that people had.

The first on our Loaned Executive Program. We have already put out and are in the midst of a first ever for our department. It's actually a Loaned Executive Program where the private sector is paying for someone to provide their services to the department for free in the areas of -- particularly, in two agencies. It will be with Customs and Border Protection and TSA. And what we are forming here is essentially a set of in-house consultants that will work with us on a lot of the back-office functions, what we call back-office functions. These are line queues, personnel management.

We will also be looking at how we can effectively maybe redesign our space, meaning the department, the federal space.
that the department is responsible for, how we can make those spaces work more efficiently, and we look forward to working with all of the private sector partners because, obviously, we don't own or control those spaces and you guys do. So we'll happy to be working with you on that.

But this I think would be a great, unique opportunity. And even though these four to six people I believe will be based in headquarters, they will be spending a majority of their time out in the field because the saying at TSA and other places, if you've seen one airport, you've seen one airport because every airport in the United States unlike --

MR. HYATT: The airport people are nodding their heads.

MR. STROUD: Our airport system is not Singapore. It's not Hong Kong. It's Brussels where there's one central airport, you know, or even Sweden, for that matter, where some of the airports are unmanned in the more rural areas.
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So our airports are all different. And all their ownership structures and management structures are different. So we will have to work hand in hand with the private sector, and we look forward to doing that.

So we're going to look to expand this Loaned Executive Program. We want to make sure we get this first launch off the ground here, so to speak, and we think it will have some success. We also want -- the two Secretaries, having been in that meeting with Ken and a few others, they were very interested in how to leverage each other's -- old term here -- but Rolodex to make sure they can get the right people in the right spots to help both agencies.

But, primarily, the Loaned Executive Program -- let me clarify that, primarily at DHS. Loaned Executive Program is a DHS program, per se. I don't want to -- it's up to each agency if they want to do that.

Next thing, I want to talk about visa waiver just sort of briefly. Visa
waiver, to make sure everyone understands, is a comprehensive security program and travel facilitation program as well as it's an entry program that is controlled primarily with State, DHS, and some others across the federal space. So a visa waiver agreement can take a long time to come together, just to put that out there.

However, we've seen some visa waiver countries that I think really have some opportunity. We've recently seen the announcement that Chile has entered the Visa Waiver Program. That was a long push, a long slough, but we got over the finish line there, and now Chile is in. And so one of the things that we can ask you as members of the private sector and the travel and tourism industry is to work with your peers in Chile and to see if there is an appetite and desire to bring more Chileans here and possibly put them into the global entry type of network or system since they have the VWP in place -- VWP, the Visa Waiver Process.

Now that's in place, maybe that can be
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expanded.

That's not something the department is considering at the moment, but just I'm throwing that out there as an idea.

The other one that makes some sense, I was looking at your chart here. Asia. You have a lot -- besides China, you have on number two on international visitors spending is Japan, and number -- on the international visitations, number four is Japan and number nine is South Korea. And so already we have -- South Korea is in the Global Entry Program, and the question is whether or not the Global Entry Program can be expanded to include maybe some other visa waiver eligible type countries. The reason being there is because the Visa Waiver Program agreement is in place, the security apparatus is there. We're comfortable enough with those folks that they don't need a visa to come here first.

So the question then is maybe how can we draw those more frequent visitors out of those lines and best use CBP's resources...
to target the travelers we don't know much about.

Next area is Trusted Traveler Programs. That's nothing new. Your group has discussed that at length, and that's something I think makes sense. And when we say trusted traveler, the President has already announced the North American Trusted Traveler Program. He would like that up and running. Both departments are already working on that, and that's something that would be very helpful to all of you and to our greater American economy based on, again, this chart again. That covers international visitor spending. That's number one and number four for Canada and Mexico, respectively. And then it's number two on visitations, number one and number two, Canada and Mexico, respectively, on visitation. So, again, that's something that will definitely help I think both our economy and the travel and tourism industry.

Next and lastly, I wanted to talk about pre-clearance. I think pre-clearance
is a tricky issue for the different aspects of the travel and tourism industry. The Secretary has been very vocal about the fact that pre-clearance and expanding the borders is a security-based program that also has with it the commerce and commercial aspect of it and that it will help facilitate greater legitimate trade and travel. And if there are people that should not be here, it's best to catch those people over there.

So that's one of the theories behind that. I know that there are inevitably going to be disagreements on where pre-clearance facilities should be located. We've already seen that happen with Abu Dhabi, but I don't believe that the Secretary is going to stop at just Abu Dhabi. I think, to the extent we can, we want to work with the industry to explore this topic even further.

And I know that Holly raised the issue with Canada and pre-clearance and Toronto and Vancouver, I believe, and those are definitely interesting facets that have
contributed greatly to the economy to our traveling public.

Pre-clearance is something that we will look at. And also, the other thing with pre-clearance is all these are -- so far, the models are paid for in the sense that the foreign host government pays about 85 percent of the cost for those Customs and Border Protection officers to be located in that country. So it's not as if U.S. taxpayers are necessarily taking their tax money and sending it someplace else. And the other thing, obviously, is they are clearing people coming into the United States, not into other countries.

And I think that was pretty much it other than I just wanted to say using the pre-clearance concept, it also really aligns well with TSA and CBP's alignment of risk-based security, you know, looking at targeting those who present the greatest amount of risk and provide the greatest savings or the greatest efficiency with the amount of resources that we have available.
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CHAIRMAN GILLILAND: Questions for Michael?

MR. FERGUSON: Good morning, Michael. Elliott Ferguson with Destination DC.

In regards to the visa waiver countries that are in the queue, can you give us an update as to those that are currently being considered?

And also, when you say a long period of time, what's the average amount of time that it takes for a country to actually become a visa waiver country?

MR. STROUD: So let me address the first part. I am not announcing any visa waiver queue, waiting list or anything. I think my friends at the State Department here would know that better than I would.

MR. RAMOTOWSKI: I'm not announcing any either.

MR. FERGUSON: He would have if he hadn't said that first.

MR. STROUD: There is no official list or anything like that. I was just mentioning the fact that when you look at
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visa waiver, in order to obtain visa waiver, it has a high security -- from DHS's perspective, it has a high security standard that has to be met because we are essentially saying you no longer need a visa to come into the country.

MR. FERGUSON: Right.

MR. STROUD: I'm then saying if you take a Trusted Traveler Program, like Global Entry, it's possible to lay that on top of a visa waiver population as we've done already in South Korea.

So it's possible to maybe look at that list of countries and say, okay, where can we expand maybe one of those types of programs.

CHAIRMAN GILLILAND: One more question as it relates -- oh, did we have -- go ahead, Bob.

MR. LYNCH: I was just wondering if you could elaborate a little bit more on -- you brought up the point of working with our peers in Chile, the kinds of things that would be useful for us to find out.
We do a lot of work with Chile. I was there in November and had staff there in January. What would be useful to you?

MR. STROUD: Sure. I think that -- I want to make sure I answer Elliott's question fully at least to the extent I can. Visa waiver agreements can take years is my understanding.

But to your question about Chile, I think what would be most useful is to be able to start -- I mean, obviously, Commerce and DHS will record people that come across the border and how much money that is roughly spent. But you, as the private sector, have a much better idea of when you -- if you see a spike in bookings, people that are coming, repeats, anything, that really begins to present the business case for why we should maybe expend resources towards that endeavor or something of that sort.

I'm just merely suggesting that the private sector has a much quicker, faster pulse and feel on information and the dollars
than necessarily the agencies do because ours will be a little bit more cumulative and aggregated.

CHAIRMAN GILLILAND: Jonathan, one more quick question and then we'll --

MR. ZUK: Just very quickly. We've discussed repeatedly over the last few years the issue of the Global Entry and expanding it beyond the borders. We've also discussed how to get people enrolled in other countries which we seem to always run up against the same roadblock with that.

Can you sort of elaborate on that?

We've offered in the past the option of -- for example, the organization that I represent has clients in basically every country that has the Global Entry Reciprocal Agreement, and we can get the word out there for you, but somehow we seem to be always stuck on that. And there's not that much enrollment on there.

We all understand that the more we get enrolled in there, those are people that are trusted in advance and they can reduce
the pressure on the lines and move quickly.

So do you have any plans for that over the next couple of years?

MR. STROUD: I think that the real issue there is the fact that, you know, if we're able to do a pre-clearance type of situation in a different location overseas, that may eliminate the need to necessarily do a Global Entry type of program.

But I could also see a situation where you do a pre-clearance facility, and there's also a Global Entry enrollment, maybe, you know, for example, if we were looking at -- I'm just taking an example here -- Korea. Could you do that with Korea?

I think you probably could, right?

MR. ZUK: Absolutely.

MR. STROUD: But the answer to your question, though, is also the Global Entry enrollment is also I suppose a little bit -- it's more security-based on its enrollment, and so it tends to be an issue with the host countries.
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MR. ZUK: We have here, for example, the U.K. and Germany which are the foundation of our international travel essentially if you look at them over years. That would be an easy place to start to get more people in I would think.

MR. STROUD: Yes, I would agree with you there. I mean, that's a logical place to start looking.

MR. HYATT: That's part of what's behind the Secretary's question about the trusted traveler is to say let's now really drive this. Let's really make certain that -- and let's use the U.K. as an example -- how do we execute?

How do we make certain this happens?

And that's part of what was behind her question. So I do think it's something that we can help on. We've been literally just talking about it as we are sitting up here.

CHAIRMAN GILLILAND: Michael, thank you so much for your comments. We're going to need to move on. I know we still have
it seems like pent up demand for questions for Michael, but we need to move on.

We'll move to Ed Ramotowski, who is Deputy Assistant Secretary of Visa Services at the Department of State, and he's become a bit of a celebrity to this group over the years. So, Ed, take it away.

MR. RAMOTOWSKI: Even without announcing visa waiver. Thanks, Sam. First of all, on behalf of Secretary Kerry and all of us at the Department of State, I would like to congratulate you on your appointment or reappointment to the Travel and Tourism Advisory Board.

The State Department and Secretary Kerry, and before him, Secretary Clinton, were heavily committed to supporting the travel and tourism industry and understand full well how important it is for the U.S.

MR. RALENKOTTER: Can't hear.

MR. HYATT: Ed, come and sit here. Just hold on one second.

MR. RAMOTOWSKI: So once again, just
on behalf of Secretary Kerry and all of us in the State Department, congratulations on your appointment or reappointment to the Travel and Tourism Advisory Board.

The Department of State fully understands the value of travel and tourism to America, and we're committed to working with you and with our federal partners to meet the President's goal of 100 million arrivals by 2021 or even sooner than that if you follow Roger Dow's forecast.

It's been a very productive partnership with the TTAB, and I thank the veteran members for their support over the years. I think the results speak for themselves.

Three years ago, there were visa wait times of 120 days in Brazil. Now in all of the top target markets, the four countries that are listed here that require visas, which are Mexico, Brazil, China, and India, the wait times are all single digits, just two to five days. (Applause.)

I should add that the support of the
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Board and of the private sector has been critical to us as well. It's meant a lot to the consulate officers overseas that are working, in some cases, extra shifts and special hours to make sure that we provide the best possible service that we can. So, again, thanks for your support.

We're not going to rest on our laurels. We've invested over $100 million in the Global Visa Network. The veteran members here know that three new consulates are under development, two in Brazil and one in China, to help meet and satisfy the growth and demand. We continue to press for other policy changes that would be helpful to us and acknowledge the support of our colleagues in Commerce and Secretary Pritzker, in particular, to get longer validity visas in China.

Some of you might not know, under the current regulations, we're only able to issue a visa valid for one year in China as compared to ten years in Brazil, India, and Mexico. So, clearly, being able to move to
a longer validity visa there would free up extra resources to cope with additional demand.

Let me say also that the metrics look good with respect to demand. So far in fiscal year 2014, which began October 1, 2013, up till now, global visa demand is up by 10 percent; in Brazil, by 17 percent; in China, by 27 percent. That's the leader. In Mexico, it's down slightly by about 3 percent. And in India, it's up by almost 18 percent. So we're still seeing some strong growth, particularly in the four largest of consulate operations that we have.

There's been some talk as well about the Visa Waiver Program, and the Department of State is committed to that. The Administration endorsed language in the Comprehensive Immigration Reform Bill that would raise the refusal rates requirement to 10 percent. Were that to enter into law, that would open the door for more countries to join the Visa Waiver Program.

I should add, Elliot, in response to
your question, too, you know, with respect to visa waiver members, it does take two to tango. And it's important that the other country also have the strong desire to meet the legislative requirements of membership in the program.

Again, I think that's an area where the Travel and Tourism Board can be helpful. Through your own private sector contacts and countries such as Brazil, you can provide additional encouragement for the foreign government to take the steps necessary to help meet the requirements to join the program. So that's something to think about as you proceed on your Board membership.

VICE CHAIR MATTHEWS: If I could jump in here, would you also explain sort of the rule that DHS has in that visa waiver review because that's why I raised it because there's a lot of sort of, well, they got to do this and they got to do that.

MR. RAMOTOWSKI: The program -- the Secretary of Homeland Security is the government official that makes the final
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decision on admitting a country to the Visa Waiver Program. The Secretary of State nominates the country for consideration.

So it really is a partnership between our two agencies and also other national security agencies who have to review whether the membership of any country, as Michael Stroud said, would have a negative impact on U.S. national security. Because if you remove the visa requirement, that traveler is going to show up at the U.S. port of entry without having any interaction with the U.S. government official.

Visa waiver requires several international data share agreements to be signed by the other country, not just signed, but actually implemented; and for some countries, that's illegal or a political challenge. So we work very closely with DHS and other agencies to encourage countries to meet the requirements as they are to proceed from there.

That's the way the Chilean case proceeded. Each one is different because
some countries are very committed and, let's say, they do their homework diligently. Others, not so much. The visa refusal rate requirement is often the most difficult hurdle to get across because the host country, the foreign country can't influence that. It's the aggregate of hundreds or thousands of individual decisions made by consulate officers over time whether a particular visa applicant is qualified or not.

And then, of course, DHS also looks at the overstay rate in the United States. And, again, that's the aggregate of decisions made by hundreds or thousands of people about whether to comply with the U.S. immigration law or not.

But for the parts of visa waiver that a foreign country can influence such as issuing electronically enabled passports, signing data sharing agreements with the United States, you know, some countries are more willing to do that than others.

VICE CHAIR MATTHEWS: So this is why
a principle around security and trade being mutually reinforcing is significant because it is sort of saying this is a balance, you know, that the government has to look at.

I think a big step forward because I think we looked at an environment, say, five, you know, ten years ago where the security -- there was not that sense of the trade benefit being something that you put into this equation.

MR. RAMOTOWSKI: Right. I think that's a very important change over time; and, again, the Board has been instrumental in bringing that about. So thank you. I'll yield the rest of --

CHAIRMAN GILLILAND: Olga?

MS. RAMUDO: Ed, question. Is there a list of countries that have been nominated by the Secretary for visa waiver that are pending approval to know what business and what countries we need to sort of push or help?

MR. RAMOTOWSKI: There's only one other country that's in that position at the
moment which is Poland, but for them, the visa refusal rate is still an insurmountable barrier.

MS. RAMUDO: What is the status of Brazil?

MR. RAMOTOWSKI: Well, Brazil is -- you know, there were some preliminary talks held actually more than a year ago now hosted by Homeland Security and with the State Department and some other agencies present and with Brazilian officials.

Brazil, as you probably know, the revelations by Mr. Snowden created some turbulence in Brazil and caused what we hope is a temporary setback in some of our cooperation with the Brazilian government. So the political environment for them right now to share more data with the United States is a little bit challenging. So Brazil is not nominated and, at the moment, things seem to be in a holding pattern.

But as I said, that's again an area where the private sector can, through your own contacts, help provide some coverage for
politicians in other countries to make some
difficult decisions.

MR. HAGEN: I was going to say, I'm
with my counterpart from Brazil today here at
IPW, and maybe I'll walk him by some of you
so you could have a chat.

MR. RAMOTOWSKI: Just by coincidence.

MR. HAGEN: Just by coincidence.

But if someone --

MS. RAMUDO: We'll say hello to him.

VICE CHAIR MATTHEWS: Tell us where
you're going to be because this is precisely
a way how the TTAB can get involved.

3 o'clock in front of the hall.

MR. HAGEN: Fine.

CHAIRMAN GILLILAND: Todd, did you
have a comment?

MR. DAVIDSON: First of all, a quick
question and then kind of a follow-up, Ed.

And congratulations on your newfound celebrity
status with the TTAB.

The visa processing fee is fairly
universal, is it not, in terms of what's
charged around the world in each country?
MR. RAMOTOWSKI: It's the same in every country. It's set at our cost recovery level, yeah.

MR. DAVIDSON: So the cost is the same in China as it is in Brazil even though the visa in China may be good for one year and the visa in Brazil is good for ten?

MR. RAMOTOWSKI: That's correct. The only exception to that is where a foreign country might charge an additional fee to Americans. This is called a reciprocity fee, and we would charge that on top of the regular application fee. But there is no reciprocity in China.

MR. DAVIDSON: The point of my question obviously is that the process, although infinitely more efficient now in China than it was when we first started these conversations several years ago, it's still a process and it's still good for one year once you've gone through the process.

So a family of four might be looking at somewhere depending on whether or not the children are of an age where it's required
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could be anywhere from 320 to $640 for a one-year visa, and the question there being for a destination like Oregon that depends more on repeat visitation to the United States than first-time visitors to the United States, it becomes an impediment for repeat visitation to the United States as to whether or not they want to go through that process again.

My question, I guess is, is this not also though a case where it takes two to tango?

There's reciprocity between the two governments in terms of establishing length of visa where we're sitting length based on what our counterparts -- with the Chinese government. I'm looking for an opportunity for the private sector engagement with you again. You mentioned visa waiver, but I think there's an opportunity here around length of visas.

MR. RAMOTOWSKI: No, absolutely.

You're quite right. Having to pay that fee every year is a detriment to repeat travel.
And that's one of the reasons we would like to see increased validity.

For many years, the Chinese government was not interested in increasing the validity of visas, but indications are that they have reconsidered that position. As I have said before in other of our meetings, increasing the validity of the visa also has to be a whole of government decision which means other agencies not represented here have to also approve. And in this forum, I'm not able to go in to more detail than that; but it gets back to what Kathleen was saying that the security value of a strong economy of increased travel and, you know, more effective interchange between the two countries, that's an argument we need to make.

Secretary Pritzker is helping us make it, and certainly we appreciate the support of the Board.

MR. DAVIDSON: Thanks, Ed.

CHAIRMAN GILLILAND: Okay. Thanks, Ed. I'm sorry to cut this short. I know
there are others that have questions and comments. You have one more?

MR. RAMOTOWSKI: I just want to invite all members of the Board, veterans and new members, if you are ever traveling abroad and you would like to see the business end of an embassy or consulate, please let us know.

Todd came to see our operation in Brazil, and we would like to facilitate that for you at some point. Give us a little bit of advanced notice and we can make that happen. Thank you.

CHAIRMAN GILLILAND: Thank you, Ed. Ed will be available for autographs a little later, too.

We're a little behind schedule, and Chris Thompson is trying to remain on schedule. We're putting him a little behind schedule. We're going to go a little off agenda here and move to Chris Thompson. He's President and CEO of Brand USA. Chris, I appreciate you being here to provide an update. You know what?
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You might come up here so the folks
on the phone can hear you better.

MR. THOMPSON:  Good morning,
everybody.  Great to see familiar faces and
people that have been reappointed and welcome
to the new folks that are also familiar
faces, great partners that we're involved
with and everything that we're doing.

I know you're trying to cram a
normal meeting into a shorter period of time,
so I'll keep this brief and keep it focused
on a lot of what's going on at the moment.
I'm honored to have the opportunity to share
it with you because we consider you all very
valuable partners as we're looking to market
the country.  A lot of the policies that the
federal government has in place certainly
affect that.

So IPW.  Here we are.  Chicago is
doing an awesome job.  Amazing job.  I think
I've heard more people attending this show
saying this is the first time they've been
to Chicago than I've heard people say that
about other cities.  And, wow, will that
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make a huge impact. What might normally
being a 10 percent up tick to a destination
to Chicago is likely to experience even more
than that. So that's really good.

I've been saying on a regular basis
whether it's our press conference or any
opportunity I have to speak to groups what a
difference a year makes. I haven't been
here quite a year and a half yet, but our
organization demonstrated not the least by
our presence on the floor here in the show
is -- doesn't even look the same. So our
booth is twice as big and literally still
not enough room. We have over 400
appointments over the three days and many
walk-ups. It's very exciting.

Some enhancements to our booth you'll
be happy to hear about. Federal row which
has been in many locations other than near
us in the past and other than prominent in
the past has actually been incorporated into
our pavilion and even with some of the
carpet and the booth build-out. So it
literally looks like it's part of our booth.
And so that's great for them. It's great for us because when you look at this public/private partnership and what we're trying to do together to not only market but facilitate and all the great agencies that are involved in the national travel and tourism strategy now have a great presence and a great position to be able to have -- to tell the story.

And then our marketing partners. If you're an IPW veteran, you know the last couple of years they've been allowing companies that do business with destinations and brands to be out in the lobby area this year, identifying the fact that the majority of them are now partners with us in marketing the country. They're right next to us, too.

So we have a huge, huge footprint on the floor, and it's been great. If you haven't been by the pavilion, I invite you to come by. It's not hard to find. We have a massive screen right over the top of our booth that is showing lots of different
things that we use to market.

IPW is a great example of the partnership we have with U.S. Travel. This is their show, and it's a great opportunity for us to literally have our stakeholders in one place, one time a year where we're selling the entire country, selling the host destination, and a great, great platform for us to be able to engage everybody.

I tell our staff it's the biggest days and the brightest lights for us to do what we do and hold up what we do in partnership with our industry, both sides of the equation, buyers and suppliers and our federal partners up very high and celebrate it.

Recently here, we released an ROI study. It was really good timing right in front of the Destination Capitol Hill that U.S. Travel just hosted a couple weeks ago -- I guess it's months ago now. It was done in partnership with Oxford Economics which obviously has great relevance in our space, looking at macro economics that I'm
not going to be able even to explain that to you. I don't have enough time. But they do a great job in predicting what visitation should be and have done it in compelling ways over the last couple of years. And in that macro economic model, it takes into consideration as much that is possible to take into consideration which is changing economics, changing investments by brands and destinations, increases in all sorts of in-country market dynamics, and it's been a very predictive tool, successfully predictive tool.

They looked at 2013 on what it should have been, the visitation should have been, and then what it actually was. And we're able to determine that the only thing that was significantly different other than things they can consider in their macro economic model was our engagement, not Brand USA, but our representing the buyers and suppliers who market with us and the federal partners who are our partners and our footprint around the world now where we're
telling the story and inviting people to
discover this land like never before.

And that incremental impact which is
often what we're asked about was 1.1 million
incremental visitors, $3.4 billion in direct
spend, $7.4 billion when you look at direct,
indirect, and induced, and it accounted for
53,000 jobs. And as significant, it
generated nearly a billion dollars in sales
tax collection at the federal, state, and
local levels. And we would like to say
that's with zero taxpayer dollar investment
because we literally -- this model is funded
by visitors paying to grow the visitor
industry.

So that was exciting for us. It
took our story from anecdotal and feel-good
to some substance that we now can take to
all of our stakeholders, not the least of
which are our partners on the Hill as our
re-authorization comes up.

The theme for what we've been
bringing to this show has been Partners,
Programs and Progress. And on the Partner
side, it's the buyers and the suppliers, and not only the buyers, but the media in market that help us tell our story and then, in this case, our federal partners.

On the Program side, I think last year in our cooperative marketing platforms and programs, we brought about 20 platforms to the show which was opportunities for the industry on both sides of the equation to engage with us in marketing the country around the world. This year, we're bringing 100 platforms and over 200 opportunities for people to engage with us.

And then it's Progress. Our footprint around the world is -- now our brand campaign is deployed in ten markets that represent 75 percent of the inbound visitation to the country. Our trade outreach where we actually have in-country representation representing us helping us navigate the culture and the mediums is now in 20 markets. Our most recent announcement was representation in Canada, and now we're in a total of 16 markets with in-country
representation. And then our activity covers about 30 markets. So everything we do around the world covers 30 markets, and that's over 90 percent of the inbound visitation. So we're very excited about that progress.

And then lastly, I'll just tell you some highlights of what we're doing with the federal agencies because I know you guys are near and dear to that. Continue to work with state and DHS as it's legally our responsibility to communicate visa policy and entry policy and all the great achievements and all the great progress that we've done in that area. Certainly the stage that we provide those agencies here at IPW gives them a chance to tell those stories which are really good.

We're working with the U.S. embassies in increasing ways and the ambassadors. You look at the resources that the federal government has in place through the embassies, through the ambassadors, through commercial service, certainly the markets that
we're in, it enhances what we're doing, but
we're never going to have as many boots on
the ground and as many resources in market
that the federal government has.

So what we're looking for is ways
for us to leverage that on behalf of what
we're doing and extend our resources and our
reach beyond what we can do, and that's been
great.

We're doing a really neat initiative
with the Department of State through their
Chef Corps. We've produced a culinary guide
which focuses on the chefs where they're from
and then how -- what they do represents the
fabric of the destinations that they come
from. We're taking that guide and we're
activating it around the Fourth of July
celebrations at the embassies in, I think,
seven or eight markets coming up. So that's
a great example of us working cooperatively
with one of the federal agencies and doing
it in a thematic way with some compelling
story-telling.

We announced yesterday at our lunch
and at our press conference that in conjunction with the Park Service, we're producing an IMAX film which is going to help celebrate the 100th anniversary of the Park Service and use that as a platform to tell a compelling story about them representing what makes the United States the United States in the ways that they -- they have been doing that in a long time, for a very, very long time. It's not going to be a documentary on the state parks. It's going to be a story -- compelling story telling through that platform and then helping celebrate what those assets and those resources mean to this great country.

Then finally, we're focusing on a great outdoor strategy that includes Interior, Ag, Commerce, Army Corps of Engineers, and not just the National Parks, but all the federal lands and waters that the federal government controls to figure out what are our opportunities there to leverage things.

So that's probably a dime tour that should have been a nickel tour. But I'm
happy to take any questions from anybody.

Again, I appreciate -- congrats to Sam and
Kathleen on the leadership and to the new
members. I, at one time, had an opportunity
to be on this until I stepped to this stage
and then had to give it up, but I cherish
the time I had on here. And we consider
you guys valuable, valuable partners and will
be a great assistance in our ability to do
what we do.

MS. RAMUDO: Chris, at a point we
were number-17 ranked for international
visitors. Where are we now?

Where do rank now?

Do we have the data?

MR. THOMPSON: I don't know the
answer to that question. I'll let you know.

MS. RAMUDO: Thank you.

MR. THOMPSON: It's higher than 17.

We're in the top 5. I don't know the exact
number.

MR. ZUK: For long haul or general?

Because long haul and short haul is
a totally different spend and everything
else.

MR. THOMPSON: I think that's for long haul. I think that's for outside your country into your country.

A VOICE: We're number one in spending. We're number two in arrivals.

A VOICE: Yeah, we're number two in arrivals.

MR. THOMPSON: I haven't thought about that number lately.

MR. HAGEN: France is one in arrivals. But number one is Spain.

CHAIRMAN GILLILAND: Questions for Chris?

MR. THOMPSON: I look forward to visiting with you individually as the show progresses. Thanks for everything you're doing.

CHAIRMAN GILLILAND: Thanks, again, Chris. Your success drives us to have other challenges that we solve in areas of visa and entry and infrastructure. So keep driving them our way. That's great.

So we will go back to our ex-officio
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remarks, and we'll get to Kris Urs, who is the Deputy Assistant Secretary for Transportation, Bureau of Economic and Business Affairs, the Department of State. And Kris, actually, if you don't mind, I think it would be helpful if you came up and if you could speak into this speaker phone, that would be great.

MR. URS: Sure. Thanks. Good morning to everyone and congratulations again on your selection or re-selection to be on the TTAB.

I think you've heard already from a number of U.S. government agencies and you'll be hearing from some more, and I think you clearly know that there's a whole of government kind of approach to all of this that obviously for facilitation of tourism, we need to have many, many agencies involved in many different points of the process.

And you did hear from Ed Ramotowski who's our Deputy Secretary for Visas, and that's very clearly one of the main things that we do over at Department of State that
has an impact on tourism.

But I wanted to just emphasize some of the other things that we do over at the Department of State that have an impact on tourism as well. So actually as it turns out, Chris just mentioned one of the programs, one of the efforts that we have underway to try to be supportive and to utilize our platform, our diplomatic platform overseas to try to promote the United States as a destination for travel. And that's working through our Bureau of International Programs in the Department of State. We're working to popularize the United States as a destination for tourism. And Chris just mentioned the program that we have in conjunction with the James Beard Foundation where we'll be inviting five chefs, renowned chefs from the United States to travel to five of our embassies in the Asian Pacific region, and there they will be highlighting regional cuisine in the United States as a way to promote the United States as a tourist destination.
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Now that's just one example. There are lots of examples where on our public diplomacy side we're highlighting the United States as a potential destination, and we do look to work with you and with -- and with Brand USA as we work to do that.

Another area where we work very closely to try to promote opportunities or facilitate tourism is -- the State Department is the lead agency for the negotiation of air transport agreements with foreign countries. In commercial aviation, international commercial aviation, in order for airlines to fly between countries and provide services, commercial services between countries, we have to have agreements negotiated between every country.

And so the State Department is the lead agency in that effort, but we work very closely with the Department of Transportation and with the Department of Commerce who participate on our negotiating committees. We also have on our negotiating teams representatives from the stakeholders. So,
for example, the airports and airlines and a
wide variety of others who participate.

If we look at the list of the top
ten markets, we find that seven of them and
fully seven of them we have open skies
agreements. Those are our most liberal
aviation agreements already in place. Some
of the agreements are more recent than
others. Brazil we just did in 2011. So
that's a relatively new agreement.

Interesting, sort of fairly important
countries that we don't have agreements with,
Mexico. Hard to believe that here we are,
we're a partner, we're a part of the NAFTA,
and we got all this interchange going on,
but we don't have a liberal -- a very
liberal agreement with Mexico.

So when Vice President Biden went
down to Mexico City to attend the high level
economic dialogue in September of last year,
he and -- actually Secretary Pritzker was
there as well and U.S. TR Froman and a
variety of other individuals were there,
Cabinet rank officials were there, they all
agreed that getting a more liberal aviation agreement with Mexico would be a priority going forward. So we actually are looking at negotiations some time this spring at a more liberal aviation agreement with the Mexicans to try to do that.

We've also been talking with the Chinese about trying to liberalize. Interestingly enough, when we talk to the Chinese about liberalizing, they always say, we want more visas, but apparently we've taken care of that issue. So now we're hopeful that they'll be more receptive to a more liberal agreement going forward. So that's another area that we're working.

And then finally, just one other thing I wanted to mention, Secretary Clinton, former Secretary Clinton, when she was Secretary, put an emphasis on economics over the Department of State that, as a long-time economic officer myself, I greatly appreciate and I don't think we've seen before at the Department of State. She called it Economic Statecraft, and she focused on, you know, the
need for the State Department to utilize its diplomatic presence overseas to promote exports; and, of course, travel and tourism is the largest service export that exists.

So Secretary Kerry has followed exactly in that line. He's put it a little differently. He said, Economic policy is foreign policy and foreign policy is economic policy. And he's calling this emphasis the Prosperity Agenda. That's sort of the language that he's using. But in any event, one of the things that we're doing to try to increase the engagement between our diplomatic presence overseas and the business community is -- are a set of phone calls or teleconferences called direct line phone calls. And these are arrangements where the ambassador will sit down and we'll do a briefing for a set of businesses about business opportunities in the country where the ambassador is stationed. And sometimes it will be more general and broad. We did one in Libya, for example, some years ago, and we had a wide variety of people who were
interested in opportunities in Libya.

As time has gone by, our ambassadors have focused more on specific opportunities in specific countries. We did one in Korea recently, and it focused on the travel and tourism industry.

So we would be very interested in working with TTAB to see where we can -- what the best candidates would be for those kinds of phone conversations. The ambassador in country, he has direct experience of, you know, what the situation is, what the conditions are, and what people need in order to travel, and what their concerns are about traveling to the United States. And so I think that kind of conversation might be very useful.

CHAIRMAN GILLILAND: Okay. Questions for Kris?

MS. ANDOLINO: Hi, Kris. You know, you just mentioned the international flight and the rules of liberalized flight. This year is going to be the 70th anniversary of the Chicago convention which established the
foundation of ICAO for international travel.

We're hosting routes here in September as well where we're bringing airlines as well as airports from around the world to kind of get to know each other and look at opportunities for more business and commerce.

I would love to have the opportunity to follow up with State and Commerce as well to try to find a way that maybe we could promote more, I guess, some of these areas in which we would like to have greater liberalization and try to help make that a priority for all of us.

So maybe we could talk about how to bring this together and maybe bring TTAB into that -- have an opportunity to, again, showcase that which is one of our, again, the greatest exports that we have and a way to showcase what's happening in that airport -- airline airport environment.

MR. URS: Absolutely. We would be definitely interested in doing that. I think one of the things that you may notice is
when you look at the statistics of -- when you look at the spend, when you look at the value to the U.S. economy of travel and tourism, we're all aware of, you know, the shopper who drops $300 in whatever store it is; but what we're perhaps less aware of is that the passenger revenue, the passenger ticket revenue on the airlines also counts as spend. And so a lot of those passengers come to the United States on U.S. airlines and, in fact, the majority of them come on U.S. airlines, and so there's a real benefit there for the U.S. economy as well.

CHAIRMAN GILLILAND: One more question?

MS. AGRA: Thank you. Several years ago, just a couple years ago, Secretary Clinton initiated a really innovative Ambassador Corps Field Trip, and she invited them all to begin in Chicago and they came for I think a series of two days to really explore our city. And I wondered if that was still on the agenda for Secretary Kerry?

It really did promote the United
States in a wonderful way.

MR. URS: That was foreign ambassadors. That was ambassadors stationed here in the United States traveling around the United States to get to know the United States. I haven't seen a repeat of that, but we can certainly have a discussion about that back at State Department and get back to you.

CHAIRMAN GILLILAND: Okay. Well, thank you, Kris. Really appreciate it. All right.

And next up is John Blair, Director of Intergovernmental and External Affairs for the Department of the Interior. John is coming up. Great.

MR. BLAIR: Good morning, everyone. In the interest of time and holding your attention, I will be brief this morning.

I, on behalf of Secretary Jewell, congratulate you on being appointed or reappointed to the Board. She is very committed to working on tourism and travel-related issues at the department and
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continuing to do so.

In full candor, as some of you know yesterday, I am two months new to the Interior and brand-spanking new to TTAB, and so I look forward to working with you over this term and doing all I can to help make sure that Secretary Jewell and our team are engaged.

A few things that she has focused on in our priorities for us, one being the My America Virtual Visitor Services Platform which is something that she is working on through TPC trying to ensure that we have a platform that has the most current relevant information available both for other agencies and departments and for the private sector who can hopefully optimize a number of ways to utilize this information for visitors around the country to optimize their experience both at our national parks and public lands and if they’re sitting at home at their computer to figure out what they want to do.

Beyond that, as Kris has just
mentioned and others have talked about, we are getting ready for the centennial of the National Park Service, starting probably with activities in 2015 into 2016, but that will be something that both people from National Parks Service and beyond throughout the rest of the Interior will be working on in the coming year. So we'll make sure that you're included and engaged on those activities around the country as we move forward.

So with that, I look forward to working with you. I'm happy to write down any questions you have and get answers back to you as soon as I can. But like I said, we look forward to working with you in the coming years.

CHAIRMAN GILLILAND: Questions for John?

MR. BLAIR: Thank you very much.

CHAIRMAN GILLILAND: And then we'll move on to Vanessa Balgobin, Senior Transportation Analyst, Office of Aviation Analysis, Department of Transportation.

MS. BALGOBIN: Good morning,
everyone. On behalf of Secretary Foxx and Assistant Secretary Susan Kurland with the Department of Transportation, I would like to first congratulate and extend a warm welcome to our newly appointed Board members.

Safe and efficient transportation systems are essential to travel and tourism. Airplanes, buses, trains, automobiles, they enable travelers to get to their vacation destinations. That's why the work that we are doing at the Department of Transportation and here with the TTAB is so important.

The Department of Transportation has been very active in promoting travel and tourism. DOT has participated with the TTAB since 2011, and it has been very helpful to hear from the travel and tourism industry on where we need to concentrate our resources.

In responding to the TTAB's past recommendations, we have focused our efforts on communicating with the general public on how the next gen or which is the next generation air transportation system will save money and provide faster, more efficient air
travel.

We look forward to continuing to partner with you, to help meet the transportation demands that will grow over the next few years as a direct result of the extensive work that we are doing here at the TTAB. Thank you.

CHAIRMAN GILLILAND: All right. Good. Thank you, Vanessa. Any questions for Vanessa?

Thank you. Thank you, again, to all the ex-officio members who have joined us here today. We really appreciate your comments. We very much look forward to working with each and every one of you.

And, in fact, as we get to the priority section of the discussion which is -- which Kathleen will lead us in here, certainly one of the things that we've done is thought through and identified as we think about how we set up our subcommittees, how the subcommittees are going to rely upon and engage with their ex-officio members. So we really look forward to that engagement as we
jump into the priorities. So I'll turn it over to you, Kathleen. Oh, I'm sorry.

MR. GALLAGHER: Just a question. So I'm Mike Gallagher from CityPASS and listening to all the federal employees and stuff in here, so this is a question I think for Homeland Security. Brand USA's official web site is discoveramerica.com. Obviously, that is an important web site for them. Everybody is represented there, all the states. All the information you need if you're thinking about coming to the United States you couldn't get if you could go to discoveramerica.com.

So I never seen a visa or the stamp you get if you're visiting the United States in your passport, somebody coming here, but could you add visit discoveramerica.com on that stamp or on that visa?

MR. RAMOTOWSKI: Well, that's something that we -- we would consider that. We'll take that idea back and think about it. Although I will say, down the road, we're working towards an all electronic visa.
So there will no longer be a physical manifestation of that. But for the time being --

MR. GALLAGHER: I think the point is that would help everybody if you could help promote that web site.

MR. RAMOTOWSKI: Absolutely. And all our embassies and consulates put out information about visa services and links to our federal partners and sites about information.

CHAIRMAN GILLILAND: I think changing out all the stamps would probably only cost about a billion dollars. So I mean -- but it would be worth it, I think. It would be good marketing. I'm kidding. I'm totally kidding, Mike. I think it's a great idea.

MR. STROUD: If I could address that. I was just told by one of my colleagues that when a foreign traveler files for their ESTA which is their -- you know, they file their ESTA paperwork, actually on the receipt, right, it actually has that web site on it and a link on it. So they do
get it actually.

CHAIRMAN GILLILAND: Good. Thanks, Mike.

VICE CHAIR MATTHEWS: So this is an advisory group. So we want to hear your advice and give you a chance to speak. So even though we’re kind of running late, we want to preserve up to 30 minutes right now for our discussion.

So we heard from two Cabinet Secretaries this morning. You heard about their priorities, but also their commitment to collaboration; and then you heard from their deputies more specific information.

So just in the summary, we’ve teed about five priorities. First of all, improving the visitor experience at our ports of entry. Number two, enhancing the visa process. Number three, supporting Brand USA as well as other public-private partnerships. And then really two priorities around data that Secretary Pritzker teed up, freeing up federal tourism data from places like our national parks and finding ways to improve,
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collect, and publish data about international visitation to the United States.

We've also heard from you some more general conversation around infrastructure beyond just the entry process, ports of entry and airport specifically. We've heard about work force development, an interesting kind of response from Secretary Pritzker that ultimately most work force development happens on the local level. So I think we need to discuss whether that would be a federal priority that we would want to tee up with some discussion.

Yesterday during our orientation, there was a comment about small business and the robust important role of small business in the tourism sector, and we certainly have representation from small business on this TTAB here.

And then, ultimately, our cultural heritage which was an area where we again have very strong representation on the TTAB as well as lots of opportunity when you think about the Native American reservations,
Alaskan arts, arts and culture as well as the diverse -- the opportunity for us to be a country that welcomes people to our diverse options and has -- and showcases our diverse population as hosts for the world.

So what we would like to do is discuss sort of how these priorities might fit into a structure such as the subcommittees, for you to kind of help us pursue this work, thinking that we've been challenged with those subcommittees to have very specific goals. Maybe perhaps even more aggressive goals than the government participants have teed up as the industry, stretch goals, so to speak; and whether the committees that we discussed in an orientation that we had for the new TTAB yesterday around visa entry, Brand USA, metrics, cultural heritage, whether those -- and infrastructure, whether those are the right vertical's for us to pursue our work.

So we want to open this to your discussion to see if this feels like it's gelling into place for all of you as the
priority areas, if there's something that
we're missing at this point. And, again,
all of this for those of you that are
rejoining us as members of the TTAB for a
second or third or fourth term, whether this
builds sufficiently on the work that's been
done thus far. So we want to open that to
discussion.

Let's start with visas. Do we feel
that we've got enough work to build on the
current work vis-a-vis visa?

Visa waiver could be part of this
discussion and whether we move to stretch
goals around that or work around
collaboration. We were told that engaging
with other governments is a critical part of
this. Visas. Is there a sense that that
is a robust line of work for us to pursue?

Todd?

MR. DAVIDSON: I would just echo
what you and Sam proposed yesterday, the idea
of what has traditionally been viewed as
travel facilitation. Your suggestion that we
divide that between looking at the experience
at the ports of entry and then the visa
process. I believe there's enough there that
justifies having two separate subcommittees
addressing some opportunities in both places.

VICE CHAIR MATTHEWS: Other
discussion on that?

Essentially what you're doing is
creating a second committee to be able to
deal with that choke point when you look at
numbers like 20 percent increase of
visitation from China. Yes?

MR. BERG: I was just going to say,
I think focusing -- continuing to focus on
the visa process is important. You've made
great process. You drove a lot of progress,
and I think we should not let the pressure
off.

MR. ZUK: I just want to understand
the goal of continuing to work on the visas.
We are already at single digits as Ed told
us in all the choke points. So what more
can we ask to get to?

Less than single digits, that's
processing in an hour. I guess that's out.
VICE CHAIR MATTHEWS: Maybe Ed could answer that and also Michael. I mean, what is it that you see this group could contribute or is your progress locked into place?

MR. RAMOTOWSKI: You know, I appreciate, Todd, your comments about dividing it into two, but from our perspective, it really is a connected process. These applicants need to be cleared into the country, and visa waiver, as I explained and as Michael explained, really involves both country -- both departments. So Homeland Security and State. So my own view is that it might be more effective to keep it combined.

And with respect to your point, now we're moving into the realm of legislative change, and that's very difficult for the executive to lobby. We can't do that sort of thing. Obviously the private sector can. And I think you're going to be confronted more and more by that sort of situation because, ultimately, the growth in China will
outpace our current business model. And so there will need to be some legislative changes or there's going to be the return of long wait times.

MR. ZUK: How much time frame do you think that would take to get there?

MR. RAMOTOWSKI: It all depends. If we could get longer validity visas in China, that would buy us more time, but I would say toward the end of this decade, we --

VICE CHAIR MATTHEWS: So, Ed, if you're looking at a goal of 100 million international visitors by 2021 as the national tourism strategy gets into place, do we have the capabilities to do 100 million -- visas for a hundred million people or do we need to look at that, reaching that goal?

MR. RAMOTOWSKI: It's not just a question of a hundred million visas because if that's the question, I can say we certainly don't. It's about 13 million cases a year that we process through our current network. There's still some reserve capacity, but no way could we do a hundred
But that's really not the issue because most of those -- a majority of the hundred million are people coming under the Visa Waiver Program or from countries like Canada that don't require a visa or they're repeat travelers who have a long validity visa. So it's not quite a direct correlation.

VICE CHAIR MATTHEWS: Maybe we could get some of the -- Elliott, did you have a point?

MR. FERGUSON: Yeah. I'm saying to the point that you're making, it would be helpful if we could truly define what the TTAB can contribute or influence because I think it's important that we really focus on this issue, but we don't need to have it at a point where we think that we can influence specific things that we really can't, and I think that that's kind of an issue right now that we really need to focus on in terms of what we can do with the whole visa process.

VICE CHAIR MATTHEWS: Let me sort of
build on that. So if we were to look at the entry process, is the entry process strategically aligned with looking at the airport infrastructure and capacity?

Should we be looking at entry -- should we be looking at entry as a companion process to visas or should we be looking at entry as a companion process to airline capacity, open skies, processing sort of people through airports?

Is that -- because that's a big scope of work which you would want to -- what is the best alignment of those airport issues?

MS. McKEOUGH: Kathleen, I would echo your comment. I actually think that it's better aligned with the infrastructure and the airports. It does add to it already an aggressive agenda for infrastructure, but I think there's more of a nexus there.

VICE CHAIR MATTHEWS: And good partnerships. If you're thinking about the subcommittees ultimately being maybe five or six people, some good collaboration,
public/private partnership discussion potentially when you think of the members of this committee. David, did you have a point on that?

MR. BERG: I was just going to say, from the airline perspective, we would agree. I think it's focused on the airport, focused on getting people through the process. And so I think it's aligned there.

MS. WALLACE: And also, one of the items I heard mentioned was looking at how we can expand the Trusted Traveler Program in countries where you already have visa waivers in place and looking at re-branding that program so it is more marketable by the private sector, and that could be something under the visa committee.

VICE CHAIR MATTHEWS: So that would sort of also make it a hybrid. So it would be sort of visas, trusted travelers, and then the other one would be Customs processing, you know, sort of the choke points that we would anticipate at airports.

MS. ANDOLINO: I would concur,
Kathleen, because in addition to that, the whole infrastructure component starts with actually getting the planes out of the skies and onto the ground. And the delay factors. Many of our airlines are still very congested. Our skies are very congested.

So starting with the infrastructure and the very efficient ability to, you know, enhance travel, increase capacity from, again, the plane landing onto the ground and then the entire process of our customers coming into our facilities. So I would concur.

VICE CHAIR MATTHEWS: From the government standpoint, does this start to make sense in terms of blending the work?

MR. STROUD: From a DHS perspective, I think it makes some sense if you're -- if I understand you correctly, you're dividing it into two subcommittees that would look at -- one would be infrastructure for arrivals, and then the other one is pairing up Visa Waiver and Trusted Traveler Programs?

I think that sounds like a logical grouping.
CHAIRMAN GILLILAND: We will need to make sure that if we structure it that way that we keep those two subcommittees very closely connected to Ed's point. So I think that's going to be important.

I also would say that I think if legislation is really our next choke point in terms of progress that you can make, and certainly I know you're making a lot of progress even without it, but if legislation is really the next big thing, we really do, as a group, need to understand exactly what needs to get accomplished, and we can work from a private sector perspective to push those through. Certainly not specifically as a TTAB. We can't recommend that Commerce help us push legislation through, but we can work on that our own. I do think we really do need to understand that and see how we can be helpful to Ed with legislation.

VICE CHAIR MATTHEWS: I also think it helps us kind of tackle this big, hairy beast of infrastructure. When you hear it, it just sounds like, you know, how are we
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going to tackle that. But this would take a
very targeted approach towards marrying it
with Secretary Pritzker's priority about
improving that arrival process.

MR. ZUK: If we build on the
infrastructure from the previous Board, which
is what the Secretary asked for us to do, we
started -- I was with Rosie as a part of
that subcommittee -- and we started with next
gen airports, getting the people from the sky
to the city where they're visiting, and the
airport is an integral process of that. We
cannot ignore it. So I don't think we can
separate it just from the next gen to going
through the airport to the transportation to
the city's rail and buses and so on.

VICE CHAIR MATTHEWS: So if we can
move on to another one of the priorities,
Brand USA. You also heard from Chris
Thompson of some of the progress.

I would like to hear some discussion
about sort of what you think this group can
do to empower the future growth in our
marketing of the assets of America for
international visitation. And also internal domestic visitation. Yes?

MS. AGRA: My comment is perhaps the area of re-branding the Trusted Traveler Program. If Brand USA is, in fact, the marketeer for the United States, maybe that's the place that should be looking at working together with Brand USA to re-brand the Trusted Traveler Program, and then we can reassess where we want to go with the marketing of the Trusted Traveler plans.

VICE CHAIR MATTHEWS: So one group would look at the expansion of the Trusted Traveler/Global Entry to the international visitors. The other one would combine it -- Brand USA to combine it into the marketing aspect. So in some ways, it's Brand USA and other marketing opportunities.

Any other discussion around that?

MR. GALLAGHER: Also, on Brand USA, we're now renewing the bill. So there's two questions. One is -- and I think this committee is working on it or will work on this. One is the bill itself in terms of
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what needs to be rewritten, if anything.

Probably if we don't have to rewrite anything, it's going to be easier.

The other is the policies and procedures that Commerce and Brand USA have and have worked through in the last -- and it's a success story, but are there -- the committee should look at them and figure out ways to make them better, if possible, or say, you know, it's that law of unintended consequences when you do something. So these procedures all happen and this is how the money is raised and all the issues that go into that. Some of those things are working great. Some of them maybe are not. Some could work better. That's an important part of the committee it seems to me.

VICE CHAIR MATTHEWS: Right.

MR. HAGEN: I agree.

VICE CHAIR MATTHEWS: Ken and Isabel, maybe help getting some definition around some of the pinpoints.

MS. HILL: Yes, that would be very helpful.
MR. ZUK: I think also we should combine that a little bit with the data. There's -- I just made a quick list off the top of my head. Discoveramerica.com, recreation.gov, ESTA, National Parks, OTTI, Global Entry. There's a ton of information everywhere, and each one has their own web site that they're touting come to our web site, get the information, come here, get this information.

If we can through maybe the Tourism Policy Council combine, because at the end of the day, Brand USA's work we need to measure with data. We need to see what the ROI is. We need to see where the growth is and so on and so forth.

I don't know, each State Department -- each department probably has their own web site. The information is broken down and is distributed between through all of them. If we can through maybe the Tourism Policy Council and Brand USA or Department of Commerce do some sort of combination where everything will be in the same place and we
all say the same message to everybody, from
the embassies to all the other departments,
this is where you go to find information and
not everyone is pushing their own web site.

VICE CHAIR MATTHEWS: That's a
perfect segue, Secretary Pritzker actually had
two priority points around the data, and we
had thought that data might deserve its own
subcommittee focus. But is data something
that should be embedded in some of these
other areas?

And, if so, where would it best be
married?

More discussion on that?

MR. RUNYAN: Dean Runyan. I think
that's definitely the case. Throughout this
collection, there's concerns about how well
things are, how successful they are, what the
shortcomings are. I think you answer that
in part with data. And I think there's a
lot of data out there. So really weaving it
through I think is important.

I had a more general question,
because data is a priority, but what really
are the shortcomings that we are facing now with the data that we have?

Because there is quite a bit of data that has to do with international and domestic travel. What really are the problems that this committee might address?

VICE CHAIR MATTHEWS: Ken and Isabel, do you want to weigh in on that?

MS. HILL: I would say, number one, with respect to the comment on data, I think with Brand USA, it would be very -- sorry. Now I feel like a celebrity.

With Brand USA, I think we are, under the Travel Promotion Act, required to look at the effectiveness of Brand USA in meeting its objectives. And so I do think it would be helpful in the Brand USA committee to look at the multiple measures of success so that we can weave together a common story across many of the platforms that you're talking about. So I do think it would be important to integrate data into that committee as well.

With respect to the data, there are
two things. One is the collection of data and how are we looking at international visitors. But there's also the question about how do we unleash data so that while we can say you can go to all these web sites and find it, more importantly, I think what we're interested in is finding out how can we have data that doesn't necessarily always come through our platforms. How can we unleash the data, for example, around the public lands?

I think it's a very, very big, very complicated area.

So my suggestion is that the group look very, very closely and very specifically at these questions rather than necessarily a very broad data question. Does that answer the question?

VICE CHAIR MATTHEWS: So you're sort of arguing for it having its own focus.

MS. HILL: I do. Exactly. And within that, a very specific focus.

MR. DECHTER: Can I add one thing?

The problem that Jonathan described
is well understood. It's generic to
government. We are a publisher of
information on multiple platforms that don't
speak to one another. There are data-sharing
problems because of legal restrictions between
agencies, because different standards are
used, different definitions are used. And
it's one of these huge problems that the
Administration has been grappling with for
years now.

I think you have an opportunity here
to narrow down and say, we are the private
sector. Forget you as a publisher. Think
of us as a releaser of information. What
information do we need and in what format?
Must it be standardized so that it
can be shared?

And on how do we tap into sort of
the potential of the private sector to know
how to best capture using them. There are
people here who have visitors and rely on
government data and other data and are much
better at it than we are in terms of
releasing.
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So I think this is a huge opportunity. The Secretary of Commerce, it's one of her priorities for her whole term. You could provide us with a test case or a pilot for something that would really be the focus for something that we would really appreciate the challenge and the specificity of information. We need these 20 pieces of data. We need them all to be able to talk to each other and we need them released in this format by this date and then let's see if we can accomplish that.

MR. HAGEN: The only other thing I'll add is there's also this concrete question of the methodology to collect data for the survey which is still sitting right out in front of us. And we've talked about this multiple times. There was -- the last group made some recommendations.

We now face, again, a problem of how do we expand the sample size. And I think there is clever thinking in this room around, again with the airlines, with the airports, how do we think about gathering the data for
the survey of international travelers which, again, would be much more of a very micro question that a group like this I think could add value to it.

VICE CHAIR MATTHEWS: Is this sort of whetting people's appetites as a line of work?

Are you getting more concrete sense of sort of what the need is here?

MR. RUNYAN: A lot of detailed questions that you might get into because there's so much data and so many applications, but yes.

VICE CHAIR MATTHEWS: Right. Do we want to move to cultural heritage and whether from what you have heard today that remains a line of work that you think will be important to pursue?

MR. LYNCH: So predictively I think that that's a big line -- but what I want to say about it is that I think it's a great line to pursue for several reasons. The Advocacy Committee last year and other committees explored the broad sense of
cultural heritage as an important content area that the whole committee looks at so that we're talking about not just how we get to places and why -- but why people would want to come to places.

And I think it's exciting because it still remains in America an under explored opportunity of destination content. It's an under explored opportunity, even though it's huge. As we heard at the last Board meeting here, the gross domestic product of the tourism industry is 2.8 percent. The gross domestic product of the arts, just the arts industry part of this from the Department of Commerce information is 3.2 percent. So it's a very, very, very big under explored area.

And cultural heritage is much broader. Cultural, as you mentioned, Kathleen, it's our native cultures, that aspect of it. It's our geographic cultures. It is our diverse population cultures. And that content and that size is I think a treasure waiting to attract more people for more visa waivers and for more of everything
else. The only other thing -- and food is part of that as well.

The only other thing I'll say is that the one thing about this particular idea is that it links to all the other committees because it is about content. So just as an example, in the communication, if you take a look at Brand USA's PSAs, they are infused with cultural heritage because there has to be something there that attracts people and that's what they chose.

And the same thing with data. You know, the fact that the data that is being collected again by the Bureau of Economic Analysis was the featured aspect of our national White House convening that we did last month. Paul Kern came and talked about the data that led to that 3.2 percent. So that's cultural heritage data. That needs to be explored across boundaries of the committees.

And, finally, I'll just say, visitor experience, destination visitor experience is very much, with different entry points all...
across the country, more and more involving
culture as an aspect of differentiating those
different ports of entries and making the
experience better.

So I think there's an awful lot to
look at and there's an awful lot of
opportunity there.

VICE CHAIR MATTHEWS: One of the
things that was brought up in our orientation
yesterday, and I don't know if Brian is
still on the line, but that was sort of the
integration of the visitor experience also
having a sustain ability element. We talked
about this not being maybe stand-alone work
but something that is embedded in a lot of
other work.

Brian, I don't know if you're still
there, if you wanted to comment on that and
whether there is kind of a marriage of what
you talked about, Bob, being experienced in a
sustainable way for the visitor and also --
and how that -- you know, the parks, all the
options that you have to visit in America
are presented sustainable, operated sustainable
as being something that we would want to embed in the language if not robust discussion and committee work. Brian, are you still there?

MR. MULLIS: I am still here.

Thank you for raising that, that really important point. I think the easy answer is yes, that truly they go hand in hand regarding the visitor experience. More specifically, I think increasingly travelers, what we see based on all the research, no matter what the source, want to immerse themselves in the destinations that they visit and learn more about those destinations.

So the extent to which those destinations are good about appealing to the intellectual sense of travelers in terms of sharing information about their culture, their heritage, their unique ecosystems and biodiversity, the more depth of experience is provided to the traveler and the more rewarding experience they have as a result leading to the likelihood that they'll be
telling all their friends and family members about the great experience they had when they visited the United States.

VICE CHAIR MATTHEWS: Sherry?

Thank you, Brian.

MS. RUPERT: Yes, and I agree as well we need this committee. I got really excited when we were talking yesterday about the approach you all are taking this term as well as this new committee. And, you know, what is more uniquely the United States than America's first people?

And I think that visitation to our tribal lands attractions and destinations is largely untapped. I think there's so much opportunity out there for our tribal lands to be included in what is America.

So I'm really excited about that. I think we, as the TTAB, can support work that's already being done at the Interior. I also think that there's room for additional statistics on the tribal lands, you know, who's traveling. We know from Commerce that we have some of those statistics, but I know
that the tribal governments don't -- aren't keeping many of those statistics. So how do we work with them on that?

So I think it's very important to continue that work.

VICE CHAIR MATTHEWS: Great.

Maryann?

MS. FERENC: Two thoughts. One on sustainability. Yesterday, we talked about the public/private partnership that so much work has been done on that and that it will really be engaged in every committee. I think sustainability might be another one of those issues that is addressed in every committee and might have more places where it might show up in greater detail, but that it might be something that we consider at every level.

And then relative to cultural heritage and just the whole notion of the culture of America, it may be a place where small business can play as well because so many of -- whether they're arts organizations or the many different types of culture
organizations, you mentioned food as well, 
Bob, as being a part of our culture, there's 
a place there as well perhaps for a small 
business voice to really be heard.

VICE CHAIR MATTHEWS: Great. Yes.

MR. HOESSLE: Yesterday I think you 
suggested a little bit to expand cultural 
heritage to also include our national 
heritage. I think that's an important 
element. When you look at the Brand USA 
messaging and imaging, especially as Chris 
Thompson mentioned, the huge screen that they 
have at the booth today is basically sharing 
natural landscapes all across the country, 
using the natural landscapes to attract 
visitors.

We know from a lot of our work with 
the previous subcommittee infrastructure, 
there's a lot of challenges. If all these 
people truly do come, we're not ready for 
them from a quality standpoint, from a 
facility standpoint. So there's a lot of 
opportunities to continue that work so that 
our public lands are ready to receive all
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the visitors coming.

MR. RUNYAN: I'm a little curious.

In my mind, the expansion of web-based
platforms over the last decade or two even
has been a tremendous advantage to historic
and cultural facilities as well as activities
and the ability to market and to reach much
broader audiences than was practical before.

And those entities, the businesses and
private organization -- and public
organizations are making use of that at a
very rapid base.

Is there a question there for our
committee that has to do with the web
platforms themselves?

Is there any -- I see those
businesses making good use of the capability
that is available to them. I don't know
that that's a problem. It looks good to me.

Is there something having to do with the web
platforms that this committee might look at
that would facilitate that process more?

VICE CHAIR MATTHEWS: In many ways
what we're almost seeing grow here is a
destination experience committee. So, ultimately, you get people through the choke points of visas, entry, airports, and then what is the unique offering of America and how is it presented in a global context in a more effective way.

So it really is kind of focusing on what will the customer -- what will their unique experience in America be that will enable America to be the number one destination in the world. So I think there are a lot of elements that we're getting in there.

I think we have to close the discussion. Maybe one more.

MS. RAMUDO: Just really quick. I could not agree more with this cultural heritage committee. And to be able to showcase the diversity of our country I think will definitely bring more interest to our visitors.

When you take -- and this is just an example -- the Hispanic market, 42 percent of general population will be growing from
2010 to 2050. Hispanics will grow 167 percent. So it's something that we need to showcase and get out there as part of our country and what it's all about.

VICE CHAIR MATTHEWS: Right. Great. I think we'll probably address some of this, but we've gotten really good feedback from all of you on this structure, and we will be essentially taking this into consideration on the formulation of the subcommittees. Around those subcommittees has to be real definition once they are formed to be able to address the key critical questions in a way that we can actually have deliverables in the period of our term.

And also what's critical is for you to indicate to us -- I think some folks have already come up to me and Sam and Jenna, but we really invite you after this discussion, where are your passion points and expertise as to the committees you would like to serve on. And so we would like you to share that with all of us. Thank you.

CHAIRMAN GILLILAND: And then I
would just add a couple of other next steps. And we covered these yesterday during the orientation, but a few of you weren't able to join that.

So we're going to try to get these subcommittees formed by the end of April. We will encourage the subcommittees to hold their first teleconference meetings in May. And then prior to the next meeting, which is currently scheduled for July 29th, I don't think we have a venue yet, right, but prior to the next meeting, we would like each subcommittee to have developed a work plan, a time line for the issues they plan to undertake during the term and certainly objectives, getting down to very specific objectives that they want to accomplish.

And let's see. I think that about covers it in terms of next steps. Is there anything else, Jenna?

MR. HAGEN: Can I add one thing?

The only thing -- the only other thing I wanted to add is that now that you are formed again, I would expect that we
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will have some specific short-term questions on which we need help.

So as the committee structure starts and all these beautiful work plans are built, there will be some other questions that we will sort of reach out and then come back out which have some shorter time turnaround.

CHAIRMAN GILLILAND: Sure. Sure. We'll be happy to do that as well.

MR. RUNYAN: Just a brief recommendation. I find great value in the sort of data that I think your department put together. These briefing sheets that really lays out important information. And I think if that could be included in the meetings to the extent as the committees come forward that they have material that they're beginning to develop but it be embodied in some kind of summary, it just really facilitates the process.

CHAIRMAN GILLILAND: It's a great point. I think the other thing that we talked about is putting together a Dashboard that we can make available in advance of the
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meeting or at the beginning of each meeting which would allow us to convey a lot more information in a fairly succinct way around accomplishments, as an example, that are coming in from the ex-officio members and others.

So we're going to work on a Dashboard as well. That's one of the other deliverables that we have to do work on, and that's clearly supportive of that.

Okay. We have a couple of more things to cover on the agenda before we close out. I guess, first of all, we would like to welcome Don Welsh, who is the CEO of Choose Chicago. I think there are a lot of people that are going to choose Chicago after having been here this week. So welcome.

MR. WELSH: Thank you and good morning. First of all, congratulations on your -- can everyone hear me okay?

Congratulations on your --

CHAIRMAN GILLILAND: There's folks on the phone.

MR. WELSH: Congratulations on your
appointments, both some of you who have been on the past and in the future. I can't tell you the importance of what you are doing on behalf of not only Chicago but our country in general. So thank you for your commitment.

On behalf of Commissioner Andolino and Holly Agra, who are Chicagoans, Barney runs a major global company, but we'll count him as a Chicagoan as well with Orbitz, I just want to thank you. This has been an incredible couple days for our city. I speak on behalf of Mayor Emanuel that the focus on tourism has never been greater in our city. It's never been greater on the international side.

When the mayor came in office a few years ago, he set some fairly lofty goals for us, 50 million visitors between now and 2020. And then we had two other subgoals. One was a subgoal of 2.3 million convention room nights for this small little facility of 2.6 million square feet. Then the other one was really to move us from our tenth
position in the international markets to a higher number. And we've put a lot of resources against that.

I just want to take this opportunity. I was back in Washington a couple weeks ago with Fred and Ernie from LA, and we had a chance when Ken was having his subcommittee update. I want to thank those who are in the federal branch of what you've done to address our issues, whether it was the issue we had with the visa wait time in China. You addressed that. Whether it was additional countries coming in to the China waiver program, you are addressing that. Whether it's the issues at the airport, you are addressing those in terms of whether it's TSA or Customs.

So you are eliminating critical road blocks that I think legitimately impacted our ability to bring business to our country. And I know I speak on behalf of all of us at the state and the city level for your commitment to that.

But I guess your reward for good
work is more good work down the road. I just want to thank you. Hopefully, you're going to have a chance to enjoy our city a little bit. I know some of you who have flown in will fly out. The restaurant scene is second to none in our city. Hope you had a chance to enjoy that.

And then tomorrow night, for those of you still here, we have a special guest who has agreed to entertain, and that's going to be Jennifer Hudson tomorrow night, and that's going to be at the Museum of Science and Industry. Hopefully, you will be able to make it.

In the meantime, have a great time. Thank you for this opportunity to welcome all of you; and, again, thank you for your great work and your continued great work. So thank you.

CHAIRMAN GILLILAND: All right. Well, thanks, Don. That really concludes the formal business, the official business of this Board meeting.

We decided to add a piece, though.
As I think all of you are aware, this is a public meeting, and so we decided to add a portion to the agenda which would allow any guests who might have a comment that they would like to make that's relevant to the Board and its mission. So I just wanted to very quickly call for any guests that might want to make a comment?

Okay.

And seeing none, we will adjourn the meeting. Thank you, everybody.

MS. PILAT: I have a couple of comments to make. We will send out all the materials that you have, the summary, the transcript, contact information for all the members following the meeting. So you will get some follow-up from me.

I'm going to ask you for some follow-up. I need some information from you, contact information, head shot, bio, that kind of thing. So look for that.

Lunch, there are reserved tables for the TTAB in the Green Section 193, 200, and 201. Those are the table numbers. They're
towards the front, towards the stage. Lunch is at 12:30.

For the tour, the bus will depart at 2 for O'Hare from the taxi stand downstairs. And then right after this meeting, we're going to have an opportunity to talk to two of our commercial service officers that are here from China. Informal conversation, just able to engage them with any questions or topics that you have. So we'll stay here and do that. It's not part of the official meeting, just an opportunity to engage with them.

MR. HAGEN: And the plan we had to meet the Brazilian minister doesn't work because everyone will be at the airport at 3 o'clock. What I was going to say is maybe at 1:50, and maybe we'll try to meet around the Brand USA booth. I think we're going to meet with Roger. So maybe at the front of the hall at 1:50, 5-0.

VICE CHAIR MATTHEWS: Also, Julie mentioned that coming up April 24th through 25th at the U.S. Department of Commerce is
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what they call the CHT Exchange, CHT Exchange
which is on culture, heritage, and tourism.
If that is something that people are
interested in, it seems germane to some of
the work we're looking at, you can register
now. That is www.chn -- culture, heritage,
Thank you, Julie.

MR. COTTLE: Bob is a speaker.

MR. GALLAGHER: July 29th is the
next meeting. Are there dates that are
scheduled out in the future for these
meetings?

CHAIRMAN GILLILAND: There is one
more in November scheduled. What's the date?

MS. PILAT: November 18th.

MR. GALLAGHER: And they're always
in D.C.?

MS. PILAT: No. So July will
likely be outside of D.C. We'll confirm
that in the next week or two, and then
November 18th.

MR. ZUK: Jenna, did you verify that
it doesn't clash with the Board of U.S.
MEETING

Travel because that's July 25 I think it is.

MS. PILAT: We selected these dates contacting lots of stakeholders including U.S. Travel.

MR. HAGEN: It doesn't. It's the next week.

VICE CHAIR MATTHEWS: And usually it's good to plan to come in the night before because generally we do a social or great event, you know, for the destination that is really nice to be able to attend and then usually the meeting the next day.

CHAIRMAN GILLILAND: The subcommittee is typically the prior afternoon or evening, and then the meeting is in the morning typically. Okay.

Thanks, everybody.

(Whereupon, the Board Meeting of The Travel and Tourism Advisory Board adjourned at 11:28 a.m.)
MEETING

CERTIFICATE

STATE OF ILLINOIS
COUNTY OF WILL

ANNA M. MORALES, as an Officer of the Court, says that she is a shorthand reporter doing business in the State of Illinois; that she reported in shorthand the proceedings of said meeting, and that the foregoing is a true and correct transcript of her shorthand notes so taken as aforesaid, and contains the proceedings given at said meeting.

IN TESTIMONY WHEREOF: I have hereunto set my verified digital signature this 11th day of April, 2014.

Anna M. Morales
Illinois Certified Shorthand Reporter
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THE TRAVEL AND TOURISM ADVISORY BOARD MEETING

Meeting, held on Tuesday, April 8, 2014, at the McCormick Place, 2301 South Lake Shore Drive, Room S404A, Chicago, Illinois, 60616, commencing at 9:00 a.m., before Anna M. Morales, a Certified Shorthand Reporter and Notary Public in and for the State of Illinois.

APPEARANCES:

SECRETARY JEH JOHNSON, Secretary of Homeland Security (Via Conference Call)
SECRETARY PENNY PRITZKER, Secretary of Commerce (Via Conference Call)
MR. SAM GILLILAND, Sabre, Chairman
MS. KATHLEEN MATTHEWS, Marriott International, Vice Chair
MS. HOLLY AGRA, First Lady Cruises
MS. ROSEMARIE ANDOLINO, Chicago Department of Aviation
MS. VANESSA BALGOBIN, Senior Transportation Analyst, Office of Aviation Analysis, Department of Transportation
MS. MAUREEN BAUSCH, Mall of America

APPEARANCES: (CONT’D.)

MR. DAVID BERG, Airlines for America
MR. JOHN BLAIR, Director, Intergovernmental and External Affairs, Department of the Interior
MR. DARRELL BRYAN, Victoria Clipper
MR. CURT COTTLE, Department of Commerce
MR. HENRY CRUZ, The CrossBrook Organization
MR. TODD DAVIDSON, Travel Oregon
MR. BRAD DEAN, Myrtle Beach Area Conventions and Visitors Bureau/Chamber of Commerce
MR. GADI DECHTER, Department of Commerce
MS. ELIZABETH EMANUEL, Department of Commerce

APPEARANCES: (CONT’D.)

MS. MARYANN FERENC, Mise en Place Hospitality Company
MR. ELLIOTT FERGUSON, Destination DC
MR. MIKE GALLAGHER, CityPASS
MR. JAMES HAGEN, South Dakota Department of Tourism
MR. BARNEY HARFORD, Orbitz Worldwide
MS. JULIE HEIZER, Department of Commerce
MS. ISABEL HILL, Department of Commerce
MR. KIRK HOESSLE, Alaska Wildland Adventures
MR. KEN HYATT, Acting Under Secretary, Department of Commerce, International Trade
## MEETING, APRIL 8, 2014

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<td>3. MR. DON WELSH, Choose Chicago</td>
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<td>3. MR. ROBERT LYNCH, Americans for the Arts</td>
<td>4. MR. JONATHAN ZUK, Amadeo Travel Solutions</td>
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<td>4. MS. MARGARET McKEOUGH, Metropolitan Washington Airports Authority</td>
<td>5. MR. BRIAN MULLIS, (Via Conference Call) Sustainable Travel International</td>
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### MEETING

APRIL 8, 2014

CHAIRMAN GILLILAND: Well, I think we have most everybody. So I'm going to gavel this meeting to order. I don't have a gavel, but then I realized that Todd -- Todd brings that gavel to every meeting he goes to. It's his gavel.

MR. DAVIDSON: It's a baseball bat.

CHAIRMAN GILLILAND: I'm pleased to call this meeting to order. We are on a bit of a tight schedule here because we do have Secretary Pritzker and Secretary Johnson joining us here in just a few minutes. So we're going to stick pretty close to our schedule here over the next couple of minutes.

I wanted to just start by extending a very warm welcome to everybody that's here today, the new members of the Travel and Tourism Advisory Board, to all of our ex-officio members. It's my pleasure and I know Kathleen's pleasure to be leading this two-year term of the Travel and Tourism
Advisory Board, and we’re excited and
delighted to start rolling into this next
two-year term.

As everybody in this room knows,
travel and tourism is one of the brightest
spots in the U.S. economy today. We are the
number one services export industry, and
we’re making huge and continuing contributions
to jobs and to exports and to the overall

Ken Hyatt, who’s the Under Secretary
of Commerce for International Trade, will be
sharing some of the statistics here in just
a few minutes. So I won’t get into any of
those, but I do think it’s safe to say that
travel and tourism is posting incredibly
impressive numbers that I think have seized
the Administration’s attention and, indeed,
our industry has become a national priority.

So that’s great news.

It’s important to note that whatever
this Board builds in this upcoming term will
be on top of the foundation that was created
by Marilyn Carlson Nelson a number years of
ago, Rossi Ralenkotter, who followed her, and
then certainly Todd Davidson, who chaired our
last Travel and Tourism Advisory Board. They
all did such an outstanding job here in the
past, and it’s great that we have Rossi and
Todd continuing to participate on this Board
and that we have Trudy Rautio as well
continuing Carlson’s charge in this regard.

So we really appreciate their participation.

So it’s really on the shoulders of
our former leaders and with the active
engagement of our government sponsors and
partners that we’ve created a public/private
partnership that I think really has become
the gold standard. The TTAB has a

collaborative spirit in which the public
sector is looking to the private sector for
best practices, and the private sector is
obviously respectful of the public sector’s
political and fiscal realities as we work
through their priorities and try to press
forward together on the industry’s priorities.

So as many of you know who
participated in the last Travel and Tourism
Advisory Board, when Secretary Pritzker

arried last year, she challenged us to come
up with a set of top priorities for the
travel and tourism industry, priorities that
she could embrace and asked her colleagues to
embrace in the Administration and in
Congress, and that’s what led to this
priorities letter that many of you have seen.
And certainly while there’s room to put some
new items on the agenda and perhaps even
reintroduce some old ones, the Secretary has
unambiguously told us that she wants us to
go deep on these priorities. She wants our
advice on how the public and private sectors
can work together to get these things done.

And so Kathleen is going to lead our
discussion on those priorities in a few
minutes; but I think the important point is
this: That much of what we’re going to
focus on this term is the set of priorities
that were developed very late in the last
term.

So with that, I will conclude my
opening remarks with where I started which is
to, again, express my appreciation to all of

you for your service and your contributions,
and I know there will be many here over this
next two years, and I really look forward to
working with all of you.

Kathleen, anything that you would
like to add?

VICE CHAIR MATTHEWS: I just want to
welcome everybody and say that I’m really
thrilled to be supporting the TTAB and Sam
in the role of Vice Chair. I think it’s
really exciting that we have in our 32
members really a pretty even mix of people
who are veterans who have come back for
another term, 19 of you who have been
reappointed, and 13 newly appointed members.
And I think we are a very diverse group.
We represent every sector and vertical in the
tourism industry, and I think that we’re
going to have really robust discussions as we
move this agenda forward on the priorities.

So I look forward to supporting all
of you in that venture.

CHAIRMAN GILLILAND: All right.

Excellent. I think what we’ll do now, we
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| 1 2  have a few minutes, I thought we might just run around the table and do some very brief introductions, and then we’ll get into the substance of the agenda.  
So, do you want to start? | 1 2  Hoessle, President and CEO of Alaska Wildland Adventures.  
MR. AGRA: Holly Agra, welcome from Chicago's First Lady Cruises.  
MR. DAVIDSON: Good morning, everyone. Todd Davidson with Travel Oregon.  
MR. HARFORD: Barney Harford, CEO of Orbitz Worldwide.  
MR. JACOBS: Jerry Jacobs, principal of Delaware North Companies.  
MR. FERGUSON: Elliott Ferguson with Destination DC. Good morning.  
MR. HAGEN: Jim Hagen, South Dakota Department of Tourism.  
MR. ZUK: Good morning. Jonathan Zuk, President of Amadeo Travel Solutions. We are a tour operator, receptive tour operator. I also represent RSAA which is the Association of the Receptive Tour Operators in the U.S.  
MS. WALLACE: Good morning. Carol Wallace, President and CEO, San Diego Convention Center Corporation.  
MS. RAMUDO: Olga Ramudo, Express Travel, Miami, Florida. |
| MR. HYATT: Ken Hyatt, the Acting Under Secretary for International Trade.  
MS. PILAT: I'm Jenna Pilat, the Director for Advisory Committee, Outreach Office of the Department of Commerce.  
MS. HILL: Isabel Hill, I'm the Director of the National Travel and Tourism Office.  
MS. EMANUEL: Liz Emanuel, Deputy Director for the Office of Advisory Committee and Industry Outreach in the Department of Commerce.  
MR. COTTLE: Curt Cottle, Policy and Planning with the National Travel and Tourism Office.  
MR. STROUD: Michael Stroud. I'm the Acting Assistant Secretary for the Private Sector Office over the Department of Homeland Security.  
MR. BERG: David Berg, I'm General Counsel of Airlines for America.  
MS. RUPERT: Sherry Rupert, AIANTA, the American Indian Alaska Native Tourism Association.  
MR. DECHTER: Good morning. Gadi Dechter, Deputy Director, Office of Policy and Strategic Planning in the Office of the Secretary of the Commerce Department.  
MS. RAUTIO: Good morning. Trudy Rautio, the CEO of Carlson.  
MR. RAMOTOWSKI: Good morning. Ed Ramotowski, Deputy Assistant Secretary of State for Visa Services at the State Department.  
MR. RUNYAN: Dean Runyan, Dean Runyan Associates. We do economic and market research.  
MS. BALGOBIN: Vanessa Balgobin, U.S. Department of Transportation, Office of the Secretary, Aviation and International Affairs.  
MR. CRUZ: Henry Cruz, the CrossBrook Organization, economic research.  
MR. HOESSLE: Good morning. Kirk  
MR. BRYAN: Darrell Bryan, Victoria Clipper, although this shows Clipper Navigation out of Seattle.  
MS. BAUSCH: Maureen Bausch, Mall of America.  
MS. ANDOLINO: Good morning. Welcome to Chicago. I am Rosemarie Andolino. I'm the Commissioner of the Chicago Department of Aviation responsible for O'Hare and Midway Airports.  
MR. LYNCH: Hi. I’m Bob Lynch, CEO of Americans for the Arts.  
MS. McKEOUGH: Good morning. I’m Margaret McKeough with the Washington Authority overseeing Reagan National and Dulles International.  
MR. BLAIR: Good morning. I'm John Blair. I’m the Director of Intergovernmental and External Affairs, the Department of the Interior.  
MS. FERENC: Good morning. Maryann Ferenc, CEO of Mise en Place Hospitality Company based in Tampa, Florida. |
MR. GALLAGHER: Good morning. I'm Mike Gallagher, co-founder and co-owner of CityPASS.

MS. HEIZER: Good morning, everyone. Julie Heizer, Department of Commerce.

VICE CHAIR MATTHEWS: And Kathleen Matthews representing the hotel sector from Marriott International.

CHAIRMAN GILLILAND: And Sam Gilliland representing Sabre. All right.

Well, I think we have a few people on the phones as well. So maybe you can announce yourselves.

MR. SPROULS: John Sprouls, Executive Vice President, Universal Parks, and CEO of Universal Orlando Resort.

MR. MULLIS: Brian Mullis, President and CEO and founder of Sustainable Travel International.

CHAIRMAN GILLILAND: Anybody else on the phone?

MR. JOHNSON: Steve Johnson, San Diego Convention Center Corporation.

CHAIRMAN GILLILAND: Thanks very much. Before we move onto -- and I pass the baton to Ken, I did want to express appreciation to Holly Agra for the cruise that she hosted last night. For those of you that haven't experienced it and heard about all the architecture and history of Chicago from the water, hearing it from the water and on that cruise ship is fantastic. So I invite you to do it if you haven't done it before. And we really do appreciate that, Holly.

MS. AGRA: Thank you. Thank you for coming.

CHAIRMAN GILLILAND: Also to Rosie Andolino -- did we lose --

MS. ANDOLINO: Right here.

CHAIRMAN GILLILAND: Oh, there she is. We really appreciate as well all the great food that you've provided and also the tour that we'll be able to go on here a little bit later this afternoon and meet and greet and just all the great things you've been doing for us. So we really appreciate it. Okay.
allegiance to the same, that I take this
obligation freely, without reservation or
purpose of evasion, that I will well and
faithfully discharge the duties of the office
on which I am about to enter, so help me
God. Great. Welcome. (Applause.)

Do we have another moment or two
before the Secretaries come on?

They're due to come on in a minute.

CHAIRMAN GILLILAND: So Secretary
Pritzker and Secretary Johnson will join us
here in just a couple of minutes, I think.
And I suppose in that few minutes, we might
offer up several other notes of appreciation.
First of all, I would say U.S.

Travel has been fantastic. I know all of
you have been participating in a number of
the events that are surrounding this meeting
with IPW, and they have -- I was talking to
Roger this morning. I said, you guys really
put on quite a show. He was also again
expressing his appreciation to Chicago.
So Chicago has done a phenomenal job
in being a host city for IPW this year. So
a huge appreciation both to you as travel
and to the City of Chicago.

And any other -- are there any other
specific notes, Jenna, that we need to make
before we get on with them?

MS. PILAT: If you're planning on
going on the tour at O'Hare and you haven't
given me your birth date, please do so. If
you are leaving immediately following that
tour, please give me your flight information.
We'll meet down at the taxi line before you
take off. And you can bring your luggage
with you.

CHAIRMAN GILLILAND: And then what
we can do is just spend a little bit of
time on the agenda. What I would encourage
you to do though as you're -- and I guess I
should do it myself -- as you're speaking,
if you would try to find a microphone that
you can speak into. We do have Anna helping
here with taking the minutes of our meeting,
and it would be helpful to her if you would
announce your name and speak into the
microphone.

And then why don't we just take a
quick look at the agenda here. Or maybe
not. Good morning.

SECRETARY JOHNSON: Good morning.

This is Jeh Johnson.

CHAIRMAN GILLILAND: Secretary
Johnson, good morning. And do we have
Secretary Pritzker on as well?

Not quite yet. We're just getting
started, Secretary Johnson, and we will be
getting to both you and Secretary Pritzker
here in just a moment. I think as soon as
she joins, we'll get started.

MR. HYATT: We'll reach out at that
very instant. Great.

CHAIRMAN GILLILAND: Why don't we
take a look at the agenda. So as you see
on the agenda that's in front of you,
hopefully everyone has one, here at 9:15 --

MR. HYATT: Secretary Pritzker?

SECRETARY PRITZKER: Yes. Hello.

MR. HYATT: Hi. This is Ken. We
are -- Secretary Johnson is on the phone,
and we are looking forward to hearing your

remarks.

SECRETARY PRITZKER: Terrific. Thank
you very much. First of all, I wanted to
just say I wish that I could be there in
person. I have my congressional budget
hearings this week and support of our new
budget which is aimed, in part, in ensuring
that we have the resources to support growth
in the travel and tourism industry. So,
unfortunately, I could not make the trip to
Chicago.

But congratulations to all of you on
your appointments, and I'm really grateful
for your commitment to serve with us, those
of you who are sticking with this and those
of you who are new. Welcome back to those
who have been on the TTAB and welcome to
those of you who are new.

I want to make very clear that the
Commerce Department and the Administration
place a very high value on input from this
Board as we continue to implement the
national travel and tourism strategy. And I
think that Todd and others can underscore
that fact.

The work of your Board is essential to ensuring the continued growth and progress on key issues that impact American businesses in the travel and tourism industry. Your growth, you know, the travel and tourism industry’s growth is outpacing the overall economic recovery, and the Administration is focused on accelerating and maximizing that advantage.

So with all of that in mind, I am really thrilled that Secretary Johnson is on this call. His leadership team and the 240,000 employees at the Department of Homeland Security work every day to keep our borders secure and our country safe; and that is an enormous responsibility for which we are very grateful.

At the same time, the Secretary is keenly aware of the essential role his department plays to support the movement of people and trade of goods and services. And so a few weeks ago, the two of us met with our team, and we made a joint commitment to personally oversee progress on several key travel and tourism initiatives.

As a foundation for our work together, Secretary Johnson, I would ask if you would share the declaration of our joint principles. I just want to add that both of us are sharing these principles with our respective organizations today. So this is a very important event for us.

Secretary Johnson, I'll now turn it over to you.

SECRETARY JOHNSON: Thank you, Secretary Pritzker. It's a pleasure to be on the phone with this distinguished group of industry leaders and the Secretary of Commerce. Let me also congratulate new and reappointed members to the Board. And I know we, in the department -- and I think Michael Stroud of DHS is there with you -- look forward to hearing your insights, advice, and recommendations.

As Penny mentioned, we had a good meeting a couple weeks ago at the Department of Commerce to explore how we could bolster travel and tourism while maintaining national security, border security. I believe that these goals can be and should be complementary of each other.

And so with that in mind, we've developed three principles which I would like to go through with you.

Principle Number-1, security and trade are mutually reinforcing. Commerce and public safety are mutually reinforcing when we promote the secure and legitimate flow of goods and people and focus our resources on preventing the illegal movement of people and goods that pose a potential threat to our citizens, businesses, and our way of life.

Principle Number-2, the private sector is a crucial partner in our shared goals of security and economic competitiveness. By that, we mean government programs and policies that affect the private sector are more effective when designed in collaboration with affected stakeholders and better executed when they appropriately tap market forces to encourage private investment and public goods.

Principle Number-3, the public deserves good service from its government. Competent, efficient, and responsive service must be a priority in all programs that involve direct interaction with the public.

Good government service eases burdens on people and businesses, enhances the value provided to our nation, and promotes trust in government. And I know the Secretary of Commerce and I are on the same page regarding these three principles, and I hope everyone on this Board considers the Department of Homeland Security to be a partner in our efforts to strengthen travel and tourism.

If I could just step back for a moment. It really is true that insofar as the work of DHS is concerned, we do depend heavily on our partnerships with the private sector, and we value what those in the private sector bring to Homeland Security efforts.

I was just in Washington State two days ago where I inspected, reviewed the...
recovery relief efforts of the mud slide out there that I'm sure everyone has heard about, and what was truly remarkable was how the community there had come together to help their neighbors. Some of the first responders on the scene were people from the private sector who were concerned about their neighbors and who had been literally working night and day for the last two weeks on that effort. It really is remarkable to see how private citizens, private sector contribute in such an important ways. And as I said out there at a press conference, the mud slide was a huge tragedy, but the response to it was a terrific American story.

And so with that, I would like to turn the meeting back over to the Chair. Thank you.

SECRETARY PRITZKER: Thank you, Secretary Johnson. I know your time is limited, but if you have a few minutes, if there are any questions particularly for the Secretary before proceeding with the other parts of our --

SECRETARY JOHNSON: Sure. I have a couple minutes, Penny.

CHAIRMAN GILLILAND: Does anybody --

SECRETARY PRITZKER: Sam or Gadi, are there any particular questions for the Secretary?

MR. DAVIDSON: Secretary Pritzker, Secretary Johnson, this is Todd Davidson with Travel Oregon. Really more of a comment than a question, but I just want to thank you both not only for your expressed support and value of private sector input and the role of the travel and tourism industry, but specifically for the actions that you're taking as a result of that expressed support. Secretary Pritzker, it's well-known how you have approached the Tourism Policy Council with the priorities of the previous TTAB saying this needs to become the action plan for the Tourism Policy Council and, subsequently, also took it to a Cabinet meeting and said very much the same thing. And Secretary Johnson, I just want you to know that at a White House Travel and Tourism Summit that was convened a couple weeks ago, the representatives of your department were not only what I would call on message in terms of the value they have for the private sector, but they were able to basically cite what I would call chapter and verse that they understood from, for example, a CPB standpoint, if they were able to garner greater efficiency in passage or processing that they would actually be able to create an opportunity for an additional flight to come into, for example, Chicago O'Hare Airport which would result in $250 million additional to the economy.

So to understand the economic impact of their actions was truly very welcoming and certainly expresses the value that you both play. So I just want to publicly thank you both for not only your expressions of support but for the actions that you've taken.

SECRETARY JOHNSON: Thank you very much for that comment.

SECRETARY PRITZKER: Thank you. We appreciate it very much. Are there any other questions for the Secretary before he departs?

CHAIRMAN GILLILAND: Secretary Johnson -- oh, Rosie.

MS. ANDOLINO: Hi. This is Rosie Andolino from the Chicago Department of Aviation. I just want to kind of comment further on Todd's statement.

I think this week was a great example of partnership with this event hosting IPW here in Chicago. Mayor Emanuel actually commented yesterday on how efficient the processing was for all of our international guests. People went through our international processing in 20 minutes or less.

And so that's a true victory for all of us when we can put our best face forward, show how the United States, Chicago is an inviting place to come, do business, and to have leisure activities and that we are supportive and interested in travel and people coming to our cities and receiving...
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1. warm welcomes.
2. Again, the CBP officers from our
3. Port Director, Matt Davies, Kevin McAleenan
4. as well as Bill Ferrara and all of your team
5. members have worked collaboratively with us
6. on this effort as well as putting new
7. technology in place like APC which we
8. installed last year and, again, has aided us
9. in our efforts to basically bring more of a
10. business acronym to the processing of our
11. passengers.
12. So I want to thank you for your
13. leadership because both of you have set the
14. tone, and I look forward to the continued
15. partnership that we can play in continuing
16. those efforts. So thank you both very, very
17. much.
18. SECRETARY JOHNSON: Thank you very
19. much for that comment.
20. SECRETARY PRITZKER: Jeh, thank you
21. for taking the time to join us, and we
22. really -- you know, partnership between our
23. two organizations is something that we really
24. value, and I really appreciate all your hard

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1. work to make that happen.
2. SECRETARY JOHNSON: Well, anything I
3. can do to help. And for those in the room,
4. you have the virtue of a Secretary of DHS
5. and a Secretary of Commerce who actually know
6. each other for a number of years now and
7. have worked together in many other contexts.
8. So thanks, everybody.
9. SECRETARY PRITZKER: Thank you.
10. CHAIRMAN GILLILAND: Thank you.
11. SECRETARY PRITZKER: Gadi, Jenna, and
12. Ken, and team are the Commerce team there.
13. I thought I would continue if you all don’t
14. mind with a few other things that I wanted
15. to make sure we covered.
16. CHAIRMAN GILLILAND: Great.
17. SECRETARY PRITZKER: That makes
18. sense?
19. Terrific. The federal leaders and
20. the Tourism Policy Council have been hard at
21. work in incorporating the priorities of the
22. TTAB into our second term agenda including
23. recommendations from those of you who served
24. on the previous term.

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1. However, we still have some questions
2. in some of these areas, and I thought if it
3. made sense, I would go through the questions.
4. Jenna, would you like to discuss one by each
5. or would you prefer I went through the list
6. first?
7. MS. PILAT: Why don’t you go through
8. them and then folks can comment afterwards
9. and ask questions.
10. SECRETARY PRITZKER: Terrific. I’m
11. going to go through about five or six
12. different questions and issues that I want to
13. make sure, even if I am not on the phone,
14. that you cover with the team, the Commerce
15. team that is there. So bear with me for a
16. few minutes, if you will.
17. Let me start with first the goal of
18. enhancing the visa issuance process. We will
19. continue to work with the State Department on
20. areas where your input continues to be
21. needed, but we are open to hearing from you
22. specifics of the areas that you think we
23. should make sure that we’re focused on in
24. the visa-issuing process. So that’s one.
25. Second, in regards to supporting
26. Brand USA, we need your ideas for how
27. Commerce can most effectively collaborate with
28. Brand USA to promote tourism. Obviously, we
29. have an oversight role there as well, but
30. what can we be doing to better collaborate
31. with Brand USA from a Commerce standpoint.
32. Now that’s the second.
33. Third is in regards to freeing up
34. federal tourism data from places such as
35. national parks and other places, what data
36. does the private sector most want and need
37. in regards to federally-managed assets?
38. And how can that data be best used
39. and disseminated?
40. So we need some particular feedback
41. on that.
42. In regards to how we collect and
43. publish the data on international travelers
44. to the United States, how can the federal
45. government work with the airlines and airport
46. authorities to make it easier to improve the
47. data collection?
48. And one of the challenges we have is
we have a target of hitting 1 percent of travelers, but the way we're going about it, we are not anywhere near hitting the target. And so we would love your thoughts as to how we might do that better.

And, finally, with the new Commerce/DHS partnership, I'm particularly interested in how we improve the visitor experience at ports of entry. So I really have three questions there that are of importance to both Secretary Johnson and me and our team.

So one is how do we develop a comprehensive set of metrics geared towards improving the experience of travelers as they come into the United States? And can we do this in a way that is sensitive to security priorities?

Second is how should the government more effectively branch out and integrate the various Trusted Traveler Programs?

I'm particularly interested in this because I think that if we have an effective branding, my impression is the private sector would then help us market these programs. Also, this could allow us to process more lawful travelers at the border freeing up law enforcement to focus on likely risks.

So there's a benefit to growing the program if it's well-branded and well-marketed and we partner in the marketing of that, but also we'll have the benefit to our security by allowing our border security peers to focus on the risks, greater risk side of the challenge.

The third thing regarding our work with DHS is Customs and Border Protection is exploring reviving the Loaned Executive Program. And Secretary Johnson is very -- asked us at Commerce explicitly to help him identify private sector challenge and insights that could improve operations and customer service.

And I would ask those of you in the room what could you do, your organizations do to help us satisfy the demands of DHS and need for loaned executives? And if not you, who else should we be targeting?

Executive Program. I don't think that we've really taken advantage of the opportunity in this public/private partnership to work closely with you as you think about recruiting people into positions of government and, specifically, those that are touching the travel industry. And we have -- you know, we have a lot of people in this room that are very experienced at things like line management as an example or know people that are very experienced at things like line management.

I'm wondering if there's an opportunity here to maybe even expand this idea of a loaned executive to one where we're partnering with you more on the recruiting process of getting, you know, the very best and brightest from industry recruited into those roles as opposed to what we would call kind of a job posting process and hoping for the best.

I think there's an opportunity here where we can work closely with you on this
broader recruiting question and make some
good progress there.
SECRETARY PRITZKER: Terrific. I
think that if you could explore the details
with our teams and the DHS team that's there
while you're all in your meeting, that would
be really helpful. It is -- I think the
fact that DHS is not just interested but is
demanding this, we should take advantage of
it.
VICE CHAIR MATTHEWS: Secretary
Pritzker, this is Kathleen Matthews, and it's
really a pleasure to serve on another term
of the TTAB. I look forward to working with
you.
With this new enhanced partnership
with Commerce and DHS, in addition to some
of the areas that you've outlined here, I
also think there's an opportunity to have
perhaps even more aggressive pursuit of visa
waiver which is very much a shared
partnership between DHS and Commerce. As we
look at the top ten markets for international
visitation, you see countries like Brazil
that keep climbing up that list.
And I know that we're -- the
government is working on this, but it seems
to me that sort of navigating some of that
process which really calls into play this new
balanced scorecard you have between the
pursuit of commerce and the pursuit of
security, finding the right approach on visa
waiver is one opportunity.
The other, in looking at the top ten
markets for international visitation is, you
know, it's great to see countries like China
with 20 percent plus growth in international
visitation. I think it also, on the metrics
front, would be interesting to look at those
countries, those top ten, and see if the
U.S. is, in fact, the number one destination
of visitors from those countries.
We know the volume of visitors is
growing to the U.S., but in many cases, they
may prefer to go some other place than the
U.S. And if so, why?
Is it because of the visa process
being easier?
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1. additional security procedures.

SECRETARY PRITZKER: Exactly.

There's a whole set of security procedures
that have to be taken into account.

So I think what's useful for TTAB to
do in this is to, you know, what countries
are you targeting and why. And then let us
run up the flag pole what are the obstacles
or not.

VICE CHAIR MATTHEWS: Right. That
sounds terrific. And I was not minimizing
the role of State in that, but I just think
it seems like you have an enhanced kind of
agreement with Homeland Security now with
Commerce in this sort of joint agreement, and
Homeland Security has a big part of that
visa waiver.

SECRETARY PRITZKER: Yeah, but the
visa program runs through the State.
Legally, those authorities sit as State. So
you can't just -- we have to be mindful of
that.

VICE CHAIR MATTHEWS: Right. Thank
you so much.

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1. CHAIRMAN GILLILAND: Rosie.

MS. ANDOLINO: Madam Secretary, when
I look at the information here about visitors
to the United States and I see the leading
country is Canada with 23.4 million people, I
have to wonder, is it just proximity to the
U.S.?

Or one of the things that Canada
does have is pre-clearance facilities as well
in Canada.

Having that ease of entry in Canada
into the U.S., is that what is helping also
bring more visitors to our country?
And if that's the case, perhaps we
should look at that as well as an
opportunity. I know there's been some
expansion with Customs and Border Protection
in pre-clearance, but perhaps we need to look
at some key countries to continue to expand
that tool, that opportunity as well.

SECRETARY PRITZKER: So the Secretary
of Homeland Security in our meeting talked
about wanting to expand pre-clearance
significantly. It serves a very practical

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1. purpose for Homeland Security in terms of, in
essence, moving the border out, if you will,
and having the issues that are handled
actually in country, in our country being
more concentrated because those who go
through pre-clearance in some other venue
before they actually take off, you can deal
with the issues there as opposed to having
to deal with them, if you will, when someone
has already landed in the United States.

So I think there's enormous support
for that. I think the question would be,
what markets make the most amount of sense,
and that would be something that I would
hope that you all would discuss as well as
with the Homeland Security representatives
there.

CHAIRMAN GILLILAND: Great. Other
comments?

Holly, did you have a comment?

MS. AGRA: Yes. Secretary Pritzker,
this is Holly Agra with Chicago's First Lady.
Thank you so much for your thoughts and
ideas.

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1. I'm wondering in regard to the $37
million in spending coming from Canada and
Mexico, if you had any thoughts about us
exploring the customer service at the
vehicular or land border crossings?

SECRETARY PRITZKER: Okay. It's
very hard to hear. You said something about
Mexico, but I'm not sure I understood the
question.

MS. AGRA: Mexico and Canada are
number one and number four coming into the
U.S., and I wonder if you have any thoughts
about us exploring the customer service at
the land or vehicular crossings into our
country.

SECRETARY PRITZKER: Yes. So we've
made in our conversations with the Mexican
government travel and tourism, in fact, I
think it's a high priority, how do we expand
travel and tourism between the countries. In
terms of our border experience for both
travel and trade, we're very focused on
improving that infrastructure.

I'm not sure if I've answered the
question because it was a little hard to hear. I could probably take one or two more minutes, but I have another -- something I need to go to in just a second.

CHAIRMAN GILLILAND: One more question then.


SECRETARY PRITZKER: I can't hear you at all.

MS. WALLACE: Carol Wallace, San Diego Convention Center Corporation.

CHAIRMAN GILLILAND: Carol, you might come over here. Unfortunately, the speakers don't project well into the speaker phone.

SECRETARY PRITZKER: Sorry.

MS. WALLACE: My topic is work force development. It is wonderful to see the growth of visitors to the United States, and we need to have a qualified work force. And I know it's one of the priorities of this Board, and I wonder what can we do to support you in that effort?

SECRETARY PRITZKER: Well, first of all, as you know, work force development is something that's a high priority for us at the Department of Commerce and I personally have a great passion for it.

Work force development solutions ultimately are local. And so the most valuable thing that you can do as a business leader is to be working with your local universities, community colleges, and your local government, whether that's the state or the city or the county depending upon where the appropriate leadership is to identify travel and tourism as a key initiative for that region for the area, and to really work with the community colleges and perhaps the universities as well to say what is -- how are we going to -- because most of the community colleges have enormous student bodies who are looking to find career paths and to really work through those ecosystems. We found that to be the most effective, that training needs to be local.

And it needs to start with businesses saying specifically what is it that you need. What are the tools that you want someone that you're going to hire to have?

And so the second thing that we're very focused on is making sure there are nationally recognized stackable credentials. And so what does that mean?

That means that someone can come in and get a certificate that is well-recognized but also that one that is -- means that the training that they're getting is meeting the needs of the business community, in this instance, obviously, the travel and tourism industry. So those are a few things that you can do.

With that, unfortunately, I have to exit this call. But I would say thank you all very much for your work. I'm sorry, again, I couldn't be there. I hope you're as excited as I am by the work that's going on not just at the TPC and particularly with the Department of Homeland Security. I think this will bear a lot of fruit as we proceed, and I look forward to hearing from the Commerce team when you return as to the specific next steps.

CHAIRMAN GILLILAND: All right. Thank you, Secretary Pritzker. We really appreciate you joining us if only via phone, and we also really appreciate your engaging with Secretary Johnson and DHS, and we look forward to seeing you at the next meeting. And we're hopeful. We will look forward as well hopefully to your introducing us to others of your colleagues from State and the Interior. I think it's great to increase that level of engagement. We really appreciate your carrying the torch on behalf of the travel and tourism industry.

SECRETARY PRITZKER: My pleasure. Thanks very much and have a good meeting.

CHAIRMAN GILLILAND: Okay. I think you all heard what we've been hearing -- for a number of us that are returning Board Members, what we've been hearing for, I guess now, she's been Secretary for almost a year, right?

MS. PILAT: Yes.
CHAIRMAN GILLILAND: She really has a can-do attitude and I think we've all come to know she's very demanding and she's going to look for results on the priorities we've set forth and look for our help but also look for us to really push things forward. So she's going to be fantastic to work with.

And I think this engagement that she's driving with other heads of agencies is going to be really helpful to us. So that's great.

Okay. So the next item on the agenda is to hear from our ex-officio representatives on the Travel and Tourism Advisory Board. I should say before they get started that it really has been a great engagement over the years with the group of ex-officio members, their willingness to spend time with us, to listen to us, to engage on the issues, to go back and try and sort through what they can do to help us all jointly accomplish the goals. So we really do appreciate your contributions to the progress that we've been making over the last number of years and certainly the last couple of years.

So with that, I would like to turn it over to Michael Stroud, Assistant Secretary of the Private Sector Department of Homeland Security. So, Michael.

MR. STROUD: Can everybody hear me?

Good morning. Thank you for having us here and thank you for providing the new membership. Congratulations. Look forward to working with all of you both across the federal space and across private sector. Some of you, I know; some of you I don't know. I look forward to meeting you throughout the day here.

But briefly I just wanted to echo what we call S1 or Secretary's comments, Secretary Johnson's comments, that we look forward to working with you, the private sector. We're going to -- we think between the two organizations, between the two departments, there's a real nexus and real energy to move forward on travel and tourism that the department is responsible for, how we can make those spaces work more efficiently, and we look forward to working with all of the private sector partners because, obviously, we don't own or control those spaces and you guys do. So we'll happy to be working with you on that.

But this I think would be a great, unique opportunity. And even though these four to six people I believe will be based in headquarters, they will be spending a majority of their time out in the field because the saying at TSA and other places, if you've seen one airport, you've seen one airport because every airport in the United States unlike --

MR. HYATT: The airport people are nodding their heads.

MR. STROUD: Our airport system is not Singapore. It's not Hong Kong. It's Brussels where there's one central airport, you know, or even Sweden, for that matter, where some of the airports are unmanned in the more rural areas.
So our airports are all different. And all their ownership structures and management structures are different. So we will have to work hand in hand with the private sector, and we look forward to doing that.

So we're going to look to expand this Loaned Executive Program. We want to make sure we get this first launch off the ground here, so to speak, and we think it will have some success. We also want -- the two Secretaries, having been in that meeting with Ken and a few others, they were very interested in how to leverage each other's -- old term here -- but Rolodex to make sure they can get the right people in the right spots to help both agencies.

But, primarily, the Loaned Executive Program -- let me clarify that, primarily at DHS. Loaned Executive Program is a DHS program, per se. I don't want to -- it's up to each agency if they want to do that.

Next thing, I want to talk about visa waiver just sort of briefly. Visa waiver, to make sure everyone understands, is a comprehensive security program and travel facilitation program as well as it's an entry program that is controlled primarily with State, DHS, and some others across the federal space. So a visa waiver agreement can take a long time to come together, just to put that out there.

However, we've seen some visa waiver countries that I think really have some opportunity. We've recently seen the announcement that Chile has entered the Visa Waiver Program. That was a long push, a long slough, but we got over the finish line there, and now Chile is in. And so one of the things that we can ask you as members of the private sector and the travel and tourism industry is to work with your peers in Chile and to see if there is an appetite and desire to bring more Chileans here and possibly put them into the global entry type of network or system since they have the VWP in place -- VWP, the Visa Waiver Process.

Now that's in place, maybe that can be expanded. That's not something the department is considering at the moment, but just I'm throwing that out there as an idea.

The other one that makes some sense, I was looking at your chart here. Asia. You have a lot -- besides China, you have on number two on international visitors spending is Japan, and number -- on the international visitations, number four is Japan and number nine is South Korea. And so already we have -- South Korea is in the Global Entry Program, and the question is whether or not the Global Entry Program can be expanded to include maybe some other visa waiver eligible type countries. The reason being there is because the Visa Waiver Program agreement is in place, the security apparatus is there. We're comfortable enough with those folks that they don't need a visa to come here first.

So the question then is maybe how can we draw those more frequent visitors out of those lines and best use CBP's resources.

Next area is Trusted Traveler Programs. That's nothing new. Your group has discussed that at length, and that's something I think makes sense. And when we say trusted traveler, the President has already announced the North American Trusted Traveler Program. He would like that up and running. Both departments are already working on that, and that's something that would be very helpful to all of you and to our greater American economy based on, again, this chart again. That covers international visitor spending. That's number one and number four for Canada and Mexico, respectively. And then it's number two on visitations, number one and number two, Canada and Mexico, respectively, on visitation. So, again, that's something that will definitely help I think both our economy and the travel and tourism industry.

Next and lastly, I wanted to talk about pre-clearance. I think pre-clearance
is a tricky issue for the different aspects of the travel and tourism industry. The Secretary has been very vocal about the fact that pre-clearance and expanding the borders is a security-based program that also has with it the commerce and commercial aspect of it and that it will help facilitate greater legitimate trade and travel. And if there are people that should not be here, it's best to catch those people over there.

So that's one of the theories behind that. I know that there are inevitably going to be disagreements on where pre-clearance facilities should be located. We've already seen that happen with Abu Dhabi, but I don't believe that the Secretary is going to stop at just Abu Dhabi. I think, to the extent we can, we want to work with the industry to explore this topic even further.

And I know that Holly raised the issue with Canada and pre-clearance and Toronto and Vancouver, I believe, and those are definitely interesting facets that have contributed greatly to the economy to our traveling public. Pre-clearance is something that we will look at. And also, the other thing with pre-clearance is all these are -- so far, the models are paid for in the sense that the foreign host government pays about 85 percent of the cost for those Customs and Border Protection officers to be located in that country. So it's not as if U.S. taxpayers are necessarily taking their tax money and sending it someplace else. And the other thing, obviously, is they are clearing people coming into the United States, not into other countries.

And I think that was pretty much it other than I just wanted to say using the pre-clearance concept, it also really aligns well with TSA and CBP's alignment of risk-based security, you know, looking at targeting those who present the greatest amount of risk and provide the greatest savings or the greatest efficiency with the amount of resources that we have available.

CHAIRMAN GILLILLAND: Questions for Michael?

MR. FERGUSON: Good morning, Michael, Elliott Ferguson with Destination DC.

In regards to the visa waiver countries that are in the queue, can you give us an update as to those that are currently being considered?

And also, when you say a long period of time, what's the average amount of time that it takes for a country to actually become a visa waiver country?

MR. STROUD: So let me address the first part. I am not announcing any visa waiver queue, waiting list or anything. I think my friends at the State Department here would know that better than I would.

MR. RAMOTOWSKI: I'm not announcing any either.

MR. FERGUSON: He would have if he hadn't said that first.

MR. STROUD: There is no official list or anything like that. I was just mentioning the fact that when you look at visa waiver, in order to obtain visa waiver, it has a high security -- from DHS's perspective, it has a high security standard that has to be met because we are essentially saying you no longer need a visa to come into the country.

MR. FERGUSON: Right.

MR. STROUD: I'm then saying if you take a Trusted Traveler Program, like Global Entry, it's possible to lay that on top of a visa waiver population as we've done already in South Korea.

So it's possible to maybe look at that list of countries and say, okay, where can we expand maybe one of those types of programs.

CHAIRMAN GILLILLAND: One more question as it relates -- oh, did we have -- go ahead, Bob.

MR. LYNCH: I was just wondering if you could elaborate a little bit more on -- you brought up the point of working with our peers in Chile, the kinds of things that would be useful for us to find out.
We do a lot of work with Chile. I was there in November and had staff there in January. What would be useful to you?

MR. STROUD: Sure. I think that -- I want to make sure I answer Elliott’s question fully at least to the extent I can. Visa waiver agreements can take years is my understanding.

But to your question about Chile, I think what would be most useful is to be able to start -- I mean, obviously, Commerce and DHS will record people that come across the border and how much money that is roughly spent. But you, as the private sector, have a much better idea of when you -- if you see a spike in bookings, people that are coming, repeats, anything, that really begins to present the business case for why we should maybe expend resources towards that endeavor or something of that sort.

I’m just merely suggesting that the private sector has a much quicker, faster pulse and feel on information and the dollars than necessarily the agencies do because ours will be a little bit more cumulative and aggregated.

CHAIRMAN GILLILAND: Jonathan, one more quick question and then we’ll --

MR. ZUK: Just very quickly. We’ve discussed repeatedly over the last few years the issue of the Global Entry and expanding it beyond the borders. We’ve also discussed how to get people enrolled in other countries which we seem to always run up against the same roadblock with that.

Can you sort of elaborate on that? We’ve offered in the past the option of -- for example, the organization that I represent has clients in basically every country that has the Global Entry Reciprocal Agreement, and we can get the word out there for you, but somehow we seem to be always stuck on that. And there’s not that much enrollment on there.

We all understand that the more we get enrolled in there, those are people that are trusted in advance and they can reduce the pressure on the lines and move quickly.

So do you have any plans for that over the next couple of years?

MR. STROUD: I think that the real issue there is the fact that, you know, if we’re able to do a pre-clearance type of situation in a different location overseas, that may eliminate the need to necessarily do a Global Entry type of program.

But I could also see a situation where you do a pre-clearance facility, and there’s also a Global Entry enrollment, maybe, you know, for example, if we were looking at -- I’m just taking an example here -- Korea. Could you do that with Korea?

I think you probably could, right?

MR. ZUK: Absolutely.

MR. STROUD: But the answer to your question, though, is also the Global Entry enrollment is also I suppose a little bit -- it’s more security-based on its enrollment, and so it tends to be an issue with the host countries.

CHAIRMAN GILLILAND: That’s part of what’s behind the Secretary’s question about the trusted traveler is to say let’s now really drive this. Let’s really make certain that -- and let’s use the U.K. as an example -- how do we execute?

How do we make certain this happens? And that’s part of what was behind her question. So I do think it’s something that we can help on. We’ve been literally just talking about it as we are sitting up here.

CHAIRMAN GILLILAND: Michael, thank you so much for your comments. We’re going to need to move on. I know we still have
it seems like pent up demand for questions for Michael, but we need to move on. We'll move to Ed Ramotowski, who is Deputy Assistant Secretary of Visa Services at the Department of State, and he's become a bit of a celebrity to this group over the years. So, Ed, take it away.

MR. RAMOTOWSKI: Even without announcing visa waiver. Thanks, Sam.

First of all, on behalf of Secretary Kerry and all of us at the Department of State, I would like to congratulate you on your appointment or reappointment to the Travel and Tourism Advisory Board.

The State Department and Secretary Kerry, and before him, Secretary Clinton, were heavily committed to supporting the travel and tourism industry and understand full well how important it is for the U.S.

--

MR. RALENKOTTER: Can't hear.
MR. HYATT: Ed, come and sit here. Just hold on one second.
MR. RAMOTOWSKI: So once again, just on behalf of Secretary Kerry and all of us in the State Department, congratulations on your appointment or reappointment to the Travel and Tourism Advisory Board.

The Department of State fully understands the value of travel and tourism to America, and we're committed to working with you and with our federal partners to meet the President's goal of 100 million arrivals by 2021 or even sooner than that if you follow Roger Dow's forecast.

It's been a very productive partnership with the TTAB, and I thank the veteran members for their support over the years. I think the results speak for themselves.

Three years ago, there were visa wait times of 120 days in Brazil. Now in all of the top target markets, the four countries that are listed here that require visas, which are Mexico, Brazil, China, and India, the wait times are all single digits, just two to five days. (Applause.)

I should add that the support of the Board and of the private sector has been critical to us as well. It's meant a lot to the consular officers overseas that are working, in some cases, extra shifts and special hours to make sure that we provide the best possible service that we can. So, again, thanks for your support.

We're not going to rest on our laurels. We've invested over $100 million in the Global Visa Network. The veteran members here know that three new consulates are under development, two in Brazil and one in China, to help meet and satisfy the growth and demand. We continue to press for other policy changes that would be helpful to us and acknowledge the support of our colleagues in Commerce and Secretary Pritzker, in particular, to get longer validity visas in China.

Some of you might not know, under the current regulations, we're only able to issue a visa valid for one year in China as compared to ten years in Brazil, India, and Mexico. So, clearly, being able to move to a longer validity visa there would free up extra resources to cope with additional demand.

Let me say also that the metrics look good with respect to demand. So far in fiscal year 2014, which began October 1, 2013, up till now, global visa demand is up by 10 percent; in Brazil, by 17 percent; in China, by 27 percent. That's the leader. In Mexico, it's down slightly by about 3 percent. And in India, it's up by almost 18 percent. So we're still seeing some strong growth, particularly in the four largest of consulate operations that we have.

There's been some talk as well about the Visa Waiver Program, and the Department of State is committed to that. The Administration endorsed language in the Comprehensive Immigration Reform Bill that would raise the refusal rates requirement to 10 percent. Were that to enter into law, that would open the door for more countries to join the Visa Waiver Program.

I should add, Elliot, in response to
1. your question, too, you know, with respect to visa waiver members, it does take two to tango. And it's important that the other country also have the strong desire to meet the legislative requirements of membership in the program.

   Again, I think that's an area where the Travel and Tourism Board can be helpful. Through your own private sector contacts and countries such as Brazil, you can provide additional encouragement for the foreign government to take the steps necessary to help meet the requirements to join the program. So that's something to think about as you proceed on your Board membership.

   VICE CHAIR MATTHEWS: If I could jump in here, would you also explain sort of the rule that DHS has in that visa waiver review because that's why I raised it because they got to do this and they got to do that.

   MR. RAMOTOWSKI: The program -- the Secretary of Homeland Security is the government official that makes the final decision on admitting a country to the Visa Waiver Program. The Secretary of State nominates the country for consideration. So it really is a partnership between our two agencies and also other national security agencies who have to review whether the membership of any country, as Michael Stroud said, would have a negative impact on U.S. national security. Because if you remove the visa requirement, that traveler is going to show up at the U.S. port of entry without having any interaction with the U.S. government official.

   Visa waiver requires several international data share agreements to be signed by the other country, not just signed, but actually implemented; and for some countries, that's illegal or a political challenge. So we work very closely with DHS and other agencies to encourage countries to meet the requirements as they are to proceed from there.

   That's the way the Chilean case proceeded. Each one is different because some countries are very committed and, let's say, they do their homework diligently. Others, not so much. The visa refusal rate requirement is often the most difficult hurdle to get across because the host country, the foreign country can't influence that. It's the aggregate of hundreds or thousands of individual decisions made by consulat officers over time whether a particular visa applicant is qualified or not.

   And then, of course, DHS also looks at the overstay rate in the United States. And, again, that's the aggregate of decisions made by hundreds or thousands of people about whether to comply with the U.S. immigration law or not.

   But for the parts of visa waiver that a foreign country can influence such as issuing electronically enabled passports, signing data sharing agreements with the United States, you know, some countries are more willing to do that than others.

   VICE CHAIR MATTHEWS: So this is why a principle around security and trade being mutually reinforcing is significant because it is sort of saying this is a balance, you know, that the government has to look at.

   I think a big step forward because I think we looked at an environment, say, five, you know, ten years ago where the security -- there was not that sense of the trade benefit being something that you put into this equation.

   MR. RAMOTOWSKI: Right. I think that's a very important change over time; and, again, the Board has been instrumental in bringing that about. So thank you. I'll yield the rest of --

   CHAIRMAN GILLILAND: Olga?

   MS. RAMUDO: Ed, question. Is there a list of countries that have been nominated by the Secretary for visa waiver that are pending approval to know what business and what countries we need to sort of push or help?

   MR. RAMOTOWSKI: There's only one other country that's in that position at the
moment which is Poland, but for them, the visa refusal rate is still an insurmountable barrier.

MS. RAMUDO: What is the status of Brazil?

MR. RAMOTOWSKI: Well, Brazil is -- you know, there were some preliminary talks held actually more than a year ago now hosted by Homeland Security and with the State Department and some other agencies present and with Brazilian officials. Brazil, as you probably know, the revelations by Mr. Snowden created some turbulence in Brazil and caused what we hope is a temporary setback in some of our cooperation with the Brazilian government. So the political environment for them right now to share more data with the United States is a little bit challenging. So Brazil is not nominated and, at the moment, things seem to be in a holding pattern. But as I said, that's again an area where the private sector can, through your own contacts, help provide some coverage for politicians in other countries to make some difficult decisions.

MR. HAGEN: I was going to say, I'm with my counterpart from Brazil today here at IPW, and maybe I'll walk him by some of you so you could have a chat.

MR. RAMOTOWSKI: Just by coincidence.

MR. HAGEN: Just by coincidence.

But if someone --

MS. RAMUDO: We'll say hello to him.

VICE CHAIR MATTHEWS: Tell us where you're going to be because this is precisely a way how the TTAB can get involved.

3 o'clock in front of the hall.

MR. HAGEN: Fine.

CHAIRMAN GILLILAND: Todd, did you have a comment?

MR. DAVIDSON: First of all, a quick question and then kind of a follow-up, Ed. And congratulations on your newfound celebrity status with the TTAB.

The visa processing fee is fairly universal, is it not, in terms of what's charged around the world in each country?
And that's one of the reasons we would like to see increased validity.

For many years, the Chinese government was not interested in increasing the validity of visas, but indications are that they have reconsidered that position. As I have said before in other of our meetings, increasing the validity of the visa also has to be a whole of government decision which means other agencies not represented here have to also approve. And in this forum, I'm not able to go into more detail than that; but it gets back to what Kathleen was saying that the security value of a strong economy of increased travel and, you know, more effective interchange between the two countries, that's an argument we need to make.

Secretary Pritzker is helping us make it, and certainly we appreciate the support of the Board.

MR. DAVIDSON: Thanks, Ed.

CHAIRMAN GILLILAND: Okay. Thanks, Ed. I'm sorry to cut this short. I know there are others that have questions and comments. You have one more?

MR. RAMOTOWSKI: I just want to invite all members of the Board, veterans and new members, if you are ever traveling abroad and you would like to see the business end of an embassy or consulate, please let us know.

Todd came to see our operation in Brazil, and we would like to facilitate that. Give us a little bit of advanced notice and we can make that happen. Thank you.

CHAIRMAN GILLILAND: Thank you, Ed. Ed will be available for autographs a little later, too.

We're a little behind schedule, and Chris Thompson is trying to remain on schedule. We're putting him a little behind schedule. We're going to go a little off agenda here and move to Chris Thompson. He's President and CEO of Brand USA. Chris, I appreciate you being here to provide an update. You know what?

You might come up here so the folks on the phone can hear you better.

MR. THOMPSON: Good morning, everybody. Great to see familiar faces and people that have been reappointed and welcome to the new folks that are also familiar faces, great partners that we're involved with and everything that we're doing. I know you're trying to cram a normal meeting into a shorter period of time, so I'll keep this brief and keep it focused on a lot of what's going on at the moment. I'm honored to have the opportunity to share it with you because we consider you all very valuable partners as we're looking to market the country. A lot of the policies that the federal government has in place certainly affect that.

So IPW. Here we are. Chicago is doing an awesome job. Amazing job. I think I've heard more people attending this show saying this is the first time they've been to Chicago than I've heard people say that about other cities. And, wow, will that make a huge impact. What might normally being a 10 percent up tick to a destination to Chicago is likely to experience even more than that. So that's really good.

I've been saying on a regular basis whether it's our press conference or any opportunity I have to speak to groups what a difference a year makes. I haven't been here quite a year and a half yet, but our organization demonstrated not the least by our presence on the floor here in the show is -- doesn't even look the same. So our booth is twice as big and literally still not enough room. We have over 400 appointments over the three days and many walk-ups. It's very exciting.

Some enhancements to our booth you'll be happy to hear about. Federal row which has been in many locations other than near us in the past and other than prominent in the past has actually been incorporated into our pavilion and even with some of the carpet and the booth build-out. So it literally looks like it's part of our booth.
And so that's great for them. It's great for us because when you look at this public/private partnership and what we're trying to do together not only market but facilitate and all the great agencies that are involved in the national travel and tourism strategy now have a great presence and a great position to be able to have -- to tell the story.

And then our marketing partners. If you're an IPW veteran, you know the last couple of years they've been allowing companies that do business with destinations and brands to be out in the lobby area this year, identifying the fact that the majority of them are now partners with us in marketing the country. They're right next to us, too.

So we have a huge, huge footprint on the floor, and it's been great. If you haven't been by the pavilion, I invite you to come by. It's not hard to find. We have a massive screen right over the top of our booth that is showing lots of different things that we use to market.

IPW is a great example of the partnership we have with U.S. Travel. This is their show, and it's a great opportunity for us to literally have our stakeholders in one place, one time a year where we're selling the entire country, selling the host destination, and a great, great platform for us to be able to engage everybody.

I tell our staff it's the biggest days and the brightest lights for us to do what we do and hold up what we do in partnership with our industry, both sides of the equation, buyers and suppliers and our federal partners up very high and celebrate it.

Recently here, we released an ROI study. It was really good timing right in front of the Destination Capitol Hill that U.S. Travel just hosted a couple weeks ago -- I guess it's months ago now. It was done in partnership with Oxford Economics which obviously has great relevance in our space, looking at macro economics that I'm not going to be able even to explain that to you. I don't have enough time. But they do a great job in predicting what visitation should be and have done it in compelling ways over the last couple of years. And in that macro economic model, it takes into consideration as much that is possible to take into consideration which is changing economics, changing investments by brands and destinations, increases in all sorts of in-country market dynamics, and it's been a very predictive tool, successfully predictive tool.

They looked at 2013 on what it should have been, the visitation should have been, and then what it actually was. And we're able to determine that the only thing that was significantly different other than things they can consider in their macro economic model was our engagement, not Brand USA, but our representing the buyers and suppliers who market with us and the federal partners who are our partners and our footprint around the world now where we're telling the story and inviting people to discover this land like never before.

And that incremental impact which is often what we're asked about was 1.1 million incremental visitors, $3.4 billion in direct spend, $7.4 billion when you look at direct, indirect, and induced, and it accounted for 53,000 jobs. And as significant, it generated nearly a billion dollars in sales tax collection at the federal, state, and local levels. And we would like to say that's with zero taxpayer dollar investment because we literally -- this model is funded by visitors paying to grow the visitor industry.

So that was exciting for us. It took our story from anecdotal and feel-good to some substance that we now can take to all of our stakeholders, not the least of which are our partners on the Hill as our re-authorization comes up.

The theme for what we've been bringing to this show has been Partners, Programs and Progress. And on the Partner
side, it’s the buyers and the suppliers, and not only the buyers, but the media in market that help us tell our story and then, in this case, our federal partners.

On the Program side, I think last year in our cooperative marketing platforms and programs, we brought about 20 platforms to the show which was opportunities for the industry on both sides of the equation to engage with us in marketing the country around the world. This year, we’re bringing 100 platforms and over 200 opportunities for people to engage with us.

And then it’s Progress. Our footprint around the world is -- now our brand campaign is deployed in ten markets that represent 75 percent of the inbound visitation to the country. Our trade outreach where we actually have in-country representation representing us helping us navigate the culture and the mediums is now in 20 markets. Our most recent announcement was representation in Canada, and now we’re in a total of 16 markets with in-country representation. And then our activity covers about 30 markets. So everything we do around the world covers 30 markets, and that’s over 90 percent of the inbound visitation. So we’re very excited about that progress.

And then lastly, I’ll just tell you some highlights of what we’re doing with the federal agencies because I know you guys are near and dear to that. Continue to work with state and DHS as it’s legally our responsibility to communicate visa policy and entry policy and all the great achievements and all the great progress that we’ve done in that area. Certainly the stage that we provide those agencies here at IPW gives them a chance to tell those stories which are really good.

We’re working with the U.S. embassies in increasing ways and the ambassadors. You look at the resources that the federal government has in place through the embassies, through the ambassadors, through commercial service, certainly the markets that we’re in, it enhances what we’re doing, but we’re never going to have as many boots on the ground and as many resources in market that the federal government has.

So what we’re looking for is ways for us to leverage that on behalf of what we’re doing and extend our resources and our reach beyond what we can do, and that’s been great.

We’re doing a really neat initiative with the Department of State through their Chef Corps. We’ve produced a culinary guide which focuses on the chefs where they’re from and then how -- what they do represents the fabric of the destinations that they come from. We’re taking that guide and we’re activating it around the Fourth of July celebrations at the embassies in, I think, seven or eight markets coming up. So that’s a great example of us working cooperatively with one of the federal agencies and doing it in a thematic way with some compelling story-telling.

We announced yesterday at our lunch and at our press conference that in conjunction with the Park Service, we’re producing an IMAX film which is going to help celebrate the 100th anniversary of the Park Service and use that as a platform to tell a compelling story about them representing what makes the United States the United States in the ways that they -- they have been doing that in a long time, for a very, very long time. It’s not going to be a documentary on the state parks. It’s going to be a story -- compelling story telling through that platform and then helping celebrate what those assets and those resources mean to this great country.

Then finally, we’re focusing on a great outdoor strategy that includes Interior, Ag, Commerce, Army Corps of Engineers, and not just the National Parks, but all the federal lands and waters that the federal government controls to figure out what are our opportunities there to leverage things.

So that’s probably a dime tour that should have been a nickel tour. But I'm
happy to take any questions from anybody.

Again, I appreciate -- congrats to Sam and Kathleen on the leadership and to the new members. I, at one time, had an opportunity to be on this until I stepped to this stage and then had to give it up, but I cherish the time I had on here. And we consider you guys valuable, valuable partners and will be a great assistance in our ability to do what we do.

MS. RAMUDO: Chris, at a point we were number-17 ranked for international visitors. Where are we now?

Where do rank now?

Do we have the data?

MR. THOMPSON: I don't know the answer to that question. I'll let you know.

MS. RAMUDO: Thank you.

MR. THOMPSON: It's higher than 17. We're in the top 5. I don't know the exact number.

MR. ZUK: For long haul or general?

Because long haul and short haul is a totally different spend and everything else.

MR. THOMPSON: I think that's for long haul. I think that's for outside your country into your country.

A VOICE: We're number one in spending. We're number two in arrivals.

A VOICE: Yeah, we're number two in arrivals.

MR. THOMPSON: I haven't thought about that number lately.

MR. HAGEN: France is one in arrivals. But number one is Spain.

CHAIRMAN GILLILAND: Questions for Chris?

MR. THOMPSON: I look forward to visiting with you individually as the show progresses. Thanks for everything you're doing.

CHAIRMAN GILLILAND: Thanks, again, Chris. Your success drives us to have other challenges that we solve in areas of visa and entry and infrastructure. So keep driving them our way. That's great.

So we will go back to our ex-officio
Now that's just one example. There are lots of examples where on our public diplomacy side we're highlighting the United States as a potential destination, and we do look to work with you and with -- and with Brand USA as we work to do that.

Another area where we work very closely to try to promote opportunities or facilitate tourism is -- the State Department is the lead agency for the negotiation of air transport agreements with foreign countries. In commercial aviation, international commercial aviation, in order for airlines to fly between countries and provide services, commercial services between countries, we have to have agreements negotiated between every country.

And so the State Department is the lead agency in that effort, but we work very closely with the Department of Transportation and with the Department of Commerce who participate on our negotiating committees. We also have on our negotiating teams representatives from the stakeholders. So, for example, the airports and airlines and a wide variety of others who participate.

If we look at the list of the top ten markets, we find that seven of them and fully seven of them we have open skies agreements. Those are our most liberal aviation agreements already in place. Some of the agreements are more recent than others. Brazil we just did in 2011. So that's a relatively new agreement.

Interesting, sort of fairly important countries that we don't have agreements with, Mexico. Hard to believe that here we are, we're a partner, we're a part of the NAFTA, and we got all this interchange going on, but we don't have a liberal -- a very liberal agreement with Mexico.

So when Vice President Biden went down to Mexico City to attend the high level economic dialogue in September of last year, he and -- actually Secretary Pritzker was there as well and U.S. TR Froman and a variety of other individuals were there, Cabinet rank officials were there, they all agreed that getting a more liberal aviation agreement with Mexico would be a priority going forward. So we actually are looking at negotiations some time this spring at a more liberal aviation agreement with the Mexicans to try to do that.

We've also been talking with the Chinese about trying to liberalize. Interestingly enough, when we talk to the Chinese about liberalizing, they always say, we want more visas, but apparently we've taken care of that issue. So now we're hopeful that they'll be more receptive to a more liberal agreement going forward. So that's another area that we're working.

And then finally, just one other thing I wanted to mention, Secretary Clinton, former Secretary Clinton, when she was Secretary, put an emphasis on economics over the Department of State that, as a long-time economic officer myself, I greatly appreciate and I don't think we've seen before at the Department of State. She called it Economic Statecraft, and she focused on, you know, the need for the State Department to utilize its diplomatic presence overseas to promote exports; and, of course, travel and tourism is the largest service export that exists.

So Secretary Kerry has followed exactly in that line. He's put it a little differently. He said, Economic policy is foreign policy and foreign policy is economic policy. And he's calling this emphasis the Prosperity Agenda. That's sort of the language that he's using. But in any event, one of the things that we're doing to try to increase the engagement between our diplomatic presence overseas and the business community is -- are a set of phone calls or teleconferences called direct line phone calls. And these are arrangements where the ambassador will sit down and we'll do a briefing for a set of businesses about business opportunities in the country where the ambassador is stationed. And sometimes it will be more general and broad. We did one in Libya, for example, some years ago, and we had a wide variety of people who were
interested in opportunities in Libya.

As time has gone by, our ambassadors have focused more on specific opportunities in specific countries. We did one in Korea recently, and it focused on the travel and tourism industry.

So we would be very interested in working with TTAB to see where we can -- what the best candidates would be for those kinds of phone conversations. The ambassador in country, he has direct experience of, you know, what the situation is, what the conditions are, and what people need in order to travel, and what their concerns are about traveling to the United States. And so I think that kind of conversation might be very useful.

CHAIRMAN GILLILAND: Okay. Questions for Kris?

MS. ANDOLINO: Hi, Kris. You know, you just mentioned the international flight and the rules of liberalized flight. This year is going to be the 70th anniversary of the Chicago convention which established the foundation of ICAO for international travel.

We're hosting routes here in September as well where we're bringing airlines as well as airports from around the world to kind of get to know each other and look at opportunities for more business and commerce.

I would love to have the opportunity to follow up with State and Commerce as well to try to find a way that maybe we could promote more, I guess, some of these areas in which we would like to have greater liberalization and try to help make that a priority for all of us.

So maybe we could talk about how to bring this together and maybe bring TTAB into that -- have an opportunity to, again, showcase that which is one of our, again, the greatest exports that we have and a way to showcase what's happening in that airport -- airline airport environment.

MR. URS: Absolutely. We would be definitely interested in doing that. I think one of the things that you may notice is when you look at the statistics of -- when you look at the spend, when you look at the value to the U.S. economy of travel and tourism, we're all aware of, you know, the shopper who drops $300 in whatever store it is; but what we're perhaps less aware of is that the passenger revenue, the passenger ticket revenue on the airlines also counts as spend. And so a lot of those passengers come to the United States on U.S. airlines and, in fact, the majority of them come on U.S. airlines, and so there's a real benefit there for the U.S. economy as well.

CHAIRMAN GILLILAND: One more question?

MS. AGRA: Thank you. Several years ago, just a couple years ago, Secretary Clinton initiated a really innovative Ambassador Corps Field Trip, and she invited them all to begin in Chicago and they came for I think a series of two days to really explore our city. And I wondered if that was still on the agenda for Secretary Kerry? It really did promote the United States in a wonderful way.

MR. URS: That was foreign ambassadors. That was ambassadors stationed here in the United States traveling around the United States to get to know the United States. I haven't seen a repeat of that, but we can certainly have a discussion about that back at State Department and get back to you.

CHAIRMAN GILLILAND: Okay. Well, thank you, Kris. Really appreciate it. All right.

And next up is John Blair, Director of Intergovernmental and External Affairs for the Department of the Interior. John is coming up. Great.

MR. BLAIR: Good morning, everyone.

In the interest of time and holding your attention, I will be brief this morning. I, on behalf of Secretary Jewell, congratulate you on being appointed or reappointed to the Board. She is very committed to working on tourism and travel-related issues at the department and
everyone. On behalf of Secretary Foxx and Assistant Secretary Susan Kurland with the Department of Transportation, I would like to first congratulate and extend a warm welcome to our newly appointed Board members.

Safe and efficient transportation systems are essential to travel and tourism. Airplanes, buses, trains, automobiles, they enable travelers to get to their vacation destinations. That's why the work that we are doing at the Department of Transportation and here with the TTAB is so important.

The Department of Transportation has been very active in promoting travel and tourism. DOT has participated with the TTAB since 2011, and it has been very helpful to hear from the travel and tourism industry on where we need to concentrate our resources.

In responding to the TTAB's past recommendations, we have focused our efforts on communicating with the general public on how the next gen or which is the next generation air transportation system will save money and provide faster, more efficient air travel.

We look forward to continuing to partner with you, to help meet the transportation demands that will grow over the next few years as a direct result of the extensive work that we are doing here at the TTAB. Thank you.
jump into the priorities. So I'll turn it
over to you, Kathleen. Oh, I'm sorry.

MR. GALLAGHER: Just a question. So
I'm Mike Gallagher from CityPASS and
listening to all the federal employees and
stuff in here, so this is a question I think
for Homeland Security. Brand USA's official
web site is discoveramerica.com. Obviously,
that is an important web site for them.

Everybody is represented there, all the
states. All the information you need if
you're thinking about coming to the United
States you couldn't get if you could go to
discoveramerica.com.

So I never seen a visa or the stamp
you get if you're visiting the United States
in your passport, somebody coming here, but
could you add visit discoveramerica.com on
that stamp or on that visa?

MR. RAMOTOWSKI: Well, that's
something that we -- we would consider that.
We'll take that idea back and think about
it. Although I will say, down the road,
we're working towards an all electronic visa.

So there will no longer be a physical
 manifestation of that. But for the time
being --

MR. GALLAGHER: I think the point is
that would help everybody if you could help
promote that web site.

MR. RAMOTOWSKI: Absolutely. And
all our embassies and consulates put out
information about visa services and links to
our federal partners and sites about
information.

CHAIRMAN GILLILAND: I think changing
out all the stamps would probably only cost
about a billion dollars. So I mean -- but
it would be worth it, I think. It would be
good marketing. I'm kidding. I'm totally
kidding, Mike. I think it's a great idea.

MR. STROUD: If I could address
that. I was just told by one of my
colleagues that when a foreign traveler files
for their ESTA which is their -- you know,
they file their ESTA paperwork, actually on
the receipt, right, it actually has that web
site on it and a link on it. So they do
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1  Alaskan arts, arts and culture as well as
2  the diverse -- the opportunity for us to be
3  a country that welcomes people to our diverse
4  options and has -- and showcases our diverse
5  population as hosts for the world.
6  So what we would like to do is
7  discuss sort of how these priorities might
8  fit into a structure such as the
9  subcommittees, for you to kind of help us
10  pursue this work, thinking that we've been
11  challenged with those subcommittees to have
12  very specific goals. Maybe perhaps even more
13  aggressive goals than the government
14  participants have teed up as the industry,
15  stretch goals, so to speak; and whether the
16  committees that we discussed in an
17  orientation that we had for the new TTAB
18  yesterday around visa entry, Brand USA,
19  metrics, cultural heritage, whether those --
20  and infrastructure, whether those are the
21  right vertical's for us to pursue our work.
22  So we want to open this to your
23  discussion to see if this feels like it's
24  gelling into place for all of you as the
25  priority areas, if there's something that
26  we're missing at this point. And, again,
27  all of this for those of you that are
28  rejoining us as members of the TTAB for a
29  second or third or fourth term, whether this
30  builds sufficiently on the work that's been
31  done thus far. So we want to open that to
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35  current work vis-a-vis visa?
36  Visa waiver could be part of this
37  discussion and whether we move to stretch
38  goals around that or work around
39  collaboration. We were told that engaging
40  with other governments is a critical part of
41  this. Visas. Is there a sense that that
42  is a robust line of work for us to pursue?
43  Todd?
44  MR. DAVIDSON: I would just echo
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46  of what has traditionally been viewed as
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48  divide that between looking at the experience

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6  discussion on that?
7  Essentially what you're doing is
8  creating a second committee to be able to
9  deal with that choke point when you look at
10  numbers like 20 percent increase of
11  visitation from China. Yes?
12  MR. BERG: I was just going to say,
13  I think focusing -- continuing to focus on
14  the visa process is important. You've made
15  great process. You drove a lot of progress,
16  and I think we should not let the pressure
17  off.
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19  the goal of continuing to work on the visas.
20  We are already at single digits as Ed told
21  us in all the choke points. So what more
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23  Less than single digits, that's
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outpace our current business model. And so there will need to be some legislative changes or there's going to be the return of long wait times.

MR. ZUK: How much time frame do you think that would take to get there?

MR. RAMOTOWSKI: It all depends. If we could get longer validity visas in China, that would buy us more time, but I would say toward the end of this decade, we --

VICE CHAIR MATTHEWS: So, Ed, if you're looking at a goal of 100 million international visitors by 2021 as the national tourism strategy gets into place, do we have the capabilities to do 100 million -- visas for a hundred million people or do we need to look at that, reaching that goal?

MR. RAMOTOWSKI: It's not just a question of a hundred million visas because if that's the question, I can say we certainly don't. It's about 13 million cases a year that we process through our current network. There's still some reserve capacity, but no way could we do a hundred million.

VICE CHAIR MATTHEWS: Maybe we could get some of the -- Elliott, did you have a point?

MR. FERGUSON: Yeah. I'm saying to the point that you're making, it would be helpful if we could truly define what the TTAB can contribute or influence because I think it's important that we really focus on this issue, but we don't need to have it at a point where we think that we can influence specific things that we really can't, and I think that's kind of an issue right now that we really need to focus on in terms of what we can do with the whole visa process.

VICE CHAIR MATTHEWS: Let me sort of build on that. So if we were to look at the entry process, is the entry process strategically aligned with looking at the airport infrastructure and capacity?

Should we be looking at entry -- should we be looking at entry as a companion process to visas or should we be looking at entry as a companion process to airline capacity, open skies, processing sort of people through airports?

Is that -- because that's a big scope of work which you would want to -- what is the best alignment of those airport issues?

MS. McKEOUGH: Kathleen, I would echo your comment. I actually think that it's better aligned with the infrastructure and the airports. It does add to it already an aggressive agenda for infrastructure, but I think there's more of a nexus there.

VICE CHAIR MATTHEWS: And good partnerships. If you're thinking about the subcommittees ultimately being maybe five or six people, some good collaboration,

VICE CHAIR MATTHEWS: If we were to look at the entry process, is the entry process strategically aligned with looking at the airport infrastructure and capacity?

VICE CHAIR MATTHEWS: And good partnerships. If you're thinking about the subcommittees ultimately being maybe five or six people, some good collaboration,
Kathleen, because in addition to that, the whole infrastructure component starts with actually getting the planes out of the skies and onto the ground. And the delay factors. Many of our airlines are still very congested. Our skies are very congested. So starting with the infrastructure and the very efficient ability to, you know, enhance travel, increase capacity from, again, the plane landing onto the ground and then the entire process of our customers coming into our facilities. So I would concur.

VICE CHAIR MATTHEWS: From the government standpoint, does this start to make sense in terms of blending the work?

MR. STROUD: From a DHS perspective, I think it makes some sense if you're -- if I understand you correctly, you're dividing it into two subcommittees that would look at -- one would be infrastructure for arrivals, and then the other one is pairing up Visa Waiver and Trusted Traveler Programs? I think that sounds like a logical grouping.

CHAIRMAN GILLILAND: We will need to make sure that if we structure it that way that we keep those two subcommittees very closely connected to Ed's point. So I think that's going to be important.

I also would say that I think if legislation is really our next choke point in terms of progress that you can make, and certainly I know you're making a lot of progress even without it, but if legislation is really the next big thing, we really do, as a group, need to understand exactly what needs to get accomplished, and we can work from a private sector perspective to push those through. Certainly not specifically as a TTAB. We can't recommend that Commerce help us push legislation through, but we can work on that our own. I do think we really do need to understand that and see how we can be helpful to Ed with legislation.

VICE CHAIR MATTHEWS: I also think it helps us kind of tackle this big, hairy beast of infrastructure. When you hear it, it just sounds like, you know, how are we going to tackle that. But this would take a very targeted approach towards marrying it with Secretary Pritzker's priority about improving that arrival process.

MR. ZUK: If we build on the infrastructure from the previous Board, which is what the Secretary asked for us to do, we started -- I was with Rosie as a part of that subcommittee -- and we started with next gen airports, getting the people from the sky to the city where they're visiting, and the airport is an integral process of that. We cannot ignore it. So I don't think we can separate it just from the next gen to going through the airport to the transportation to the city's rail and buses and so on.

VICE CHAIR MATTHEWS: So if we can move on to another one of the priorities, Brand USA. You also heard from Chris Thompson of some of the progress.

I would like to hear some discussion about sort of what you think this group can do to empower the future growth in our marketing of the assets of America for international visitation. And also internal domestic visitation. Yes?

MS. AGRA: My comment is perhaps the area of re-branding the Trusted Traveler Program. If Brand USA is, in fact, the marketer for the United States, maybe that's the place that should be looking at working together with Brand USA to re-brand the Trusted Traveler Program, and then we can reassess where we want to go with the marketing of the Trusted Traveler plans.

VICE CHAIR MATTHEWS: So one group would look at the expansion of the Trusted Traveler/Global Entry to the international visitors. The other one would combine it -- Brand USA to combine it into the marketing aspect. So in some ways, it's Brand USA and other marketing opportunities.

Any other discussion around that?

MR. GALLAGHER: Also, on Brand USA, we're now renewing the bill. So there's two questions. One is -- and I think this committee is working on it or will work on this. One is the bill itself in terms of...
what needs to be rewritten, if anything. Probably if we don't have to rewrite anything, it's going to be easier.

The other is the policies and procedures that Commerce and Brand USA have and have worked through in the last -- and it's a success story, but are there -- the committee should look at them and figure out ways to make them better, if possible, or say, you know, it's that law of unintended consequences when you do something. So these procedures all happen and this is how the money is raised and all the issues that go into that. Some of those things are working great. Some of them maybe are not. Some could work better. That's an important part of the committee it seems to me.

VICE CHAIR MATTHEWS: Right.

MR. HAGEN: I agree.

VICE CHAIR MATTHEWS: Ken and Isabel, maybe help getting some definition around some of the pinpoints.

MS. HILL: Yes, that would be very helpful.

MR. ZUK: I think also we should combine that a little bit with the data. There's -- I just made a quick list off the top of my head. Discoveramerica.com, recreation.gov, ESTA, National Parks, OTTI, Global Entry. There's a ton of information everywhere, and each one has their own web site that they're touting come to our web site, get the information, come here, get this information.

If we can through maybe the Tourism Policy Council combine, because at the end of the day, Brand USA's work we need to measure with data. We need to see what the ROI is. We need to see where the growth is and so on and so forth.

I don't know, each State Department -- each department probably has their own web site. The information is broken down and is distributed between through all of them. If we can through maybe the Tourism Policy Council and Brand USA or Department of Commerce do some sort of combination where everything will be in the same place and we all say the same message to everybody, from the embassies to all the other departments, this is where you go to find information and not everyone is pushing their own web site.

VICE CHAIR MATTHEWS: That's a perfect segue, Secretary Pritzker actually had two priority points around the data, and we had thought that data might deserve its own subcommittee focus. But is data something that should be embedded in some of these other areas?

And, if so, where would it best be married?

More discussion on that?

MR. RUNYAN: Dean Runyan. I think that's definitely the case. Throughout this conversation, there's concerns about how well things are, how successful they are, what the shortcomings are. I think you answer that in part with data. And I think there's a lot of data out there. So really weaving it through I think is important.

I had a more general question, because data is a priority, but what really are the shortcomings that we are facing now with the data that we have?

Because there is quite a bit of data that has to do with international and domestic travel. What really are the problems that this committee might address?

VICE CHAIR MATTHEWS: Ken and Isabel, do you want to weigh in on that?

MS. HILL: I would say, number one, with respect to the comment on data, I think with Brand USA, it would be very -- sorry. Now I feel like a celebrity.

With Brand USA, I think we are, under the Travel Promotion Act, required to look at the effectiveness of Brand USA in meeting its objectives. And so I do think it would be helpful in the Brand USA committee to look at the multiple measures of success so that we can weave together a common story across many of the platforms that you're talking about. So I do think it would be important to integrate data into that committee as well.

With respect to the data, there are...
two things. One is the collection of data and how we're looking at international visitors. But there's also the question about how do we unleash data so that while we can say you can go to all these web sites and find it, more importantly, I think what we're interested in is finding out how can we have data that doesn't necessarily always come through our platforms. How can we unleash the data, for example, around the public lands? I think it's a very, very big, very complicated area. So my suggestion is that the group look very, very closely and very specifically at these questions rather than necessarily a very broad data question. Does that answer the question?

VICE CHAIR MATTHEWS: So you're sort of arguing for it having its own focus.

MS. HILL: I do. Exactly. And within that, a very specific focus.

MR. DECHTER: Can I add one thing? The problem that Jonathan described is well understood. It's generic to government. We are a publisher of information on multiple platforms that don't speak to one another. There are data-sharing problems because of legal restrictions between agencies, because different standards are used, different definitions are used. And it's one of these huge problems that the Administration has been grappling with for years now.

I think you have an opportunity here to narrow down and say, we are the private sector. Forget you as a publisher. Think of us as a releaser of information. What information do we need and in what format? Must it be standardized so that it can be shared?

And on how do we tap into sort of the potential of the private sector to know how to best capture using them. There are people here who have visitors and rely on government data and other data and are much better at it than we are in terms of releasing.
Cultural heritage as an important content area that the whole committee looks at so that we’re talking about not just how we get to places and why -- but why people would want to come to places.

And I think it’s exciting because it still remains in America an under explored opportunity of destination content. It’s an under explored opportunity, even though it’s huge. As we heard at the last Board meeting here, the gross domestic product of the tourism industry is 2.8 percent. The gross domestic product of the arts, just the arts industry part of this from the Department of Commerce information is 3.2 percent. So it’s a very, very, very big under explored area.

And cultural heritage is much broader. Cultural, as you mentioned, Kathleen, it’s our native cultures, that aspect of it. It’s our geographic cultures. It is our diverse population cultures. And that content and that size is I think a treasure waiting to attract more people for more visa waivers and for more of everything else. The only other thing -- and food is part of that as well.

The only other thing I’ll say is that the one thing about this particular idea is that it links to all the other committees because it is about content. So just as an example, in the communication, if you take a look at Brand USA’s PSAs, they are infused with cultural heritage because there has to be something there that attracts people and that’s what they chose.

And the same thing with data. You know, the fact that the data that is being collected again by the Bureau of Economic Analysis was the featured aspect of our national White House convening that we did last month. Paul Kern came and talked about the data that led to that 3.2 percent. So that’s cultural heritage data. That needs to be explored across boundaries of the committees.

And, finally, I’ll just say, visitor experience, destination visitor experience is very much, with different entry points all across the country, more and more involving culture as an aspect of differentiating those different ports of entries and making the experience better.

So I think there’s an awful lot to look at and there’s an awful lot of opportunity there.

VICE CHAIR MATTHEWS: One of the things that was brought up in our orientation yesterday, and I don’t know if Brian is still on the line, but that was sort of the integration of the visitor experience also having a sustain ability element. We talked about this not being maybe stand-alone work but something that is embedded in a lot of other work.

Brian, I don’t know if you’re still there, if you wanted to comment on that and whether there is kind of a marriage of what you talked about, Bob, being experienced in a sustainable way for the visitor and also -- and how that -- you know, the parks, all the options that you have to visit in America are presented sustainable, operated sustainable.
telling all their friends and family members
about the great experience they had when they
visited the United States.

VICE CHAIR MATTHEWS: Sherry?

Thank you, Brian.

MS. RUPERT: Yes, and I agree as
well we need this committee. I got really
excited when we were talking yesterday about
the approach you all are taking this term as
well as this new committee. And, you know,
what is more uniquely the United States than
America's first people?
And I think that visitation to our
tribal lands attractions and destinations is
largely untapped. I think there's so much
opportunity out there for our tribal lands to
be included in what is America.
So I'm really excited about that. I
think we, as the TTAB, can support work
that's already being done at the Interior.
I also think that there's room for additional
statistics on the tribal lands, you know,
who's traveling. We know from Commerce that
we have some of those statistics, but I know
that the tribal governments don't -- aren't
keeping many of those statistics. So how do
we work with them on that?
So I think it's very important to
continue that work.
VICE CHAIR MATTHEWS: Great.

Maryann?

MS. FERENC: Two thoughts. One on
sustainability. Yesterday, we talked about
the public/private partnership that so much
work has been done on that and that it will
really be engaged in every committee. I
think sustainability might be another one of
those issues that is addressed in every
committee and might have more places where it
might show up in greater detail, but that it
might be something that we consider at every
level.
And then relative to cultural
heritage and just the whole notion of the
culture of America, it may be a place where
small business can play as well because so
many of -- whether they're arts organizations
or the many different types of culture
organizations, you mentioned food as well,
Bob, as being a part of our culture, there's
a place there as well perhaps for a small
business voice to really be heard.
VICE CHAIR MATTHEWS: Great. Yes.

MR. HOESSLE: Yesterday I think you
suggested a little bit to expand cultural
heritage to also include our national
element. When you look at the Brand USA
messaging and imaging, especially as Chris
Thompson mentioned, the huge screen that they
have at the booth today is basically sharing
natural landscapes all across the country,
using the natural landscapes to attract
visitors.
We know from a lot of our work with
the previous subcommittee infrastructure,
there's a lot of challenges. If all these
people truly do come, we're not ready for
them from a quality standpoint, from a
facility standpoint. So there's a lot of
opportunities to continue that work so that
our public lands are ready to receive all
the visitors coming.

MR. RUNYAN: I'm a little curious.
In my mind, the expansion of web-based
platforms over the last decade or two even
has been a tremendous advantage to historic
and cultural facilities as well as activities
and the ability to market and to reach much
broader audiences than was practical before.
And those entities, the businesses and
private organization -- and public
organizations are making use of that at a
very rapid base.
Is there a question there for our
committee that has to do with the web
platforms themselves?
Is there any -- I see those
businesses making good use of the capability
that is available to them. I don't know
that that's a problem. It looks good to me.
Is there something having to do with the web
platforms that this committee might look at
that would facilitate that process more?
VICE CHAIR MATTHEWS: In many ways
what we're almost seeing grow here is a
destination experience committee. So, ultimately, you get people through the choke points of visas, entry, airports, and then what is the unique offering of America and how is it presented in a global context in a more effective way.

So it really is kind of focusing on what the customer -- what will their unique experience in America be that will enable America to be the number one destination in the world. So I think there are a lot of elements that we're getting in there.

I think we have to close the discussion. Maybe one more.

MS. RAMUDO: Just really quick. I could not agree more with this cultural heritage committee. And to be able to showcase the diversity of our country I think will definitely bring more interest to our visitors.

When you take -- and this is just an example -- the Hispanic market, 42 percent of general population will be growing from 2010 to 2050. Hispanics will grow 167 percent. So it's something that we need to showcase and get out there as part of our country and what it's all about.

Vice Chair Matthews: Right. Great. I think we'll probably address some of this, but we've gotten really good feedback from all of you on this structure, and we will be essentially taking this into consideration on the formulation of the subcommittees. Around those subcommittees has to be real definition once they are formed to be able to address the key critical questions in a way that we can actually have deliverables in the period of our term.

And also what's critical is for you to indicate to us -- I think some folks have already come up to me and Sam and Jenna, but we really invite you after this discussion, where are your passion points and expertise as to the committees you would like to serve on. And so we would like you to share that with all of us. Thank you.

Chairman Gilliland: And then I would just add a couple of other next steps. And we covered these yesterday during the orientation, but a few of you weren't able to join that.

So we're going to try to get these subcommittees formed by the end of April. We will encourage the subcommittees to hold their first teleconference meetings in May. And then prior to the next meeting, which is currently scheduled for July 29th, I don't think we have a venue yet, right, but prior to the next meeting, we would like each subcommittee to have developed a work plan, a timeline for the issues they plan to undertake during the term and certainly objectives, getting down to very specific objectives that they want to accomplish.

And let's see. I think that about covers it in terms of next steps. Is there anything else, Jenna?

Mr. Hagen: Can I add one thing? The only thing -- the only other thing I wanted to add is that now that you are formed again, I would expect that we will have some specific short-term questions on which we need help.

So as the committee structure starts and all these beautiful work plans are built, there will be some other questions that we will sort of reach out and then come back out which have some shorter time turnaround.

Chairman Gilliland: Sure. Sure. We'll be happy to do that as well.

Mr. Runyan: Just a brief recommendation. I find great value in the sort of data that I think your department put together. These briefing sheets that really lays out important information. And I think if that could be included in the meetings to the extent as the committees come forward that they have material that they're beginning to develop but it be embodied in some kind of summary, it just really facilitates the process.

Chairman Gilliland: It's a great point. I think the other thing that we talked about is putting together a Dashboard that we can make available in advance of the
meeting or at the beginning of each meeting which would allow us to convey a lot more information in a fairly succinct way around accomplishments, as an example, that are coming in from the ex-officio members and others.

So we're going to work on a Dashboard as well. That's one of the other deliverables that we have to do work on, and that's clearly supportive of that.

Okay. We have a couple of more things to cover on the agenda before we close out. I guess, first of all, we would like to welcome Don Welsh, who is the CEO of Choose Chicago. I think there are a lot of people that are going to choose Chicago after having been here this week. So welcome.

MR. WELSH: Thank you and good morning. First of all, congratulations on your -- can everyone hear me okay? Congratulations on your appointments, both some of you who have been on the past and in the future. I can't tell you the importance of what you are doing on behalf of not only Chicago but our country in general. So thank you for your commitment.

On behalf of Commissioner Andolino and Holly Agra, who are Chicagoans, Barney runs a major global company, but we'll count him as a Chicagoan as well with Orbitz, I just want to thank you. This has been an incredible couple days for our city. I speak on behalf of Mayor Emanuel that the focus on tourism has never been greater in our city. It's never been greater on the international side.

When the mayor came in office a few years ago, he set some fairly lofty goals for us, 50 million visitors between now and 2020. And then we had two other subgoals. One was a subgoal of 2.3 million convention room nights for this small little facility of 2.6 million square feet. Then the other one was really to move us from our tenth position in the international markets to a higher number. And we've put a lot of resources against that.

I just want to take this opportunity. I was back in Washington a couple weeks ago with Fred and Ernie from LA, and we had a chance when Ken was having his subcommittee update. I want to thank those who are in the federal branch of what you've done to address our issues, whether it was the issue we had with the visa wait time in China. You addressed that. Whether it was additional countries coming in to the China waiver program, you are addressing that. Whether it's the issues at the airport, you are addressing those in terms of whether it's TSA or Customs.

So you are eliminating critical roadblocks that I think legitimately impacted our ability to bring business to our country. And I know I speak on behalf of all of us at the state and the city level for your commitment to that.

But I guess your reward for good work is more good work down the road. I just want to thank you. Hopefully, you're going to have a chance to enjoy our city a little bit. I know some of you who have flown in will fly out. The restaurant scene is second to none in our city. Hope you had a chance to enjoy that.

And then tomorrow night, for those of you still here, we have a special guest who has agreed to entertain, and that's going to be Jennifer Hudson tomorrow night, and that's going to be at the Museum of Science and Industry. Hopefully, you will be able to make it.

In the meantime, have a great time. Thank you for this opportunity to welcome all of you; and, again, thank you for your great work and your continued great work. So thank you.

CHAIRMAN GILLILAND: All right. Well, thanks, Don. That really concludes the formal business, the official business of this Board meeting.

We decided to add a piece, though.
As I think all of you are aware, this is a public meeting, and so we decided to add a portion to the agenda which would allow any guests who might have a comment that they would like to make that's relevant to the Board and its mission. So I just wanted to very quickly call for any guests that might want to make a comment?

Okay.

And seeing none, we will adjourn the meeting. Thank you, everybody.

MS. PILAT: I have a couple of comments to make. We will send out all the materials that you have, the summary, the transcript, contact information for all the members following the meeting. So you will get some follow-up from me.

I'm going to ask you for some follow-up. I need some information from you, contact information, head shot, bio, that kind of thing. So look for that.

Lunch, there are reserved tables for the TTAB in the Green Section 193, 200, and 201. Those are the table numbers. They're towards the front, towards the stage. Lunch is at 12:30.

For the tour, the bus will depart at 2 for O'Hare from the taxi stand downstairs. And then right after this meeting, we're going to have an opportunity to talk to two of our commercial service officers that are here from China. Informal conversation, just able to engage them with any questions or topics that you have. So we'll stay here and do that. It's not part of the official meeting, just an opportunity to engage with them.

MR. HAGEN: And the plan we had to meet the Brazilian minister doesn't work because everyone will be at the airport at 3 o'clock. What I was going to say is maybe at 1:50, and maybe we'll try to meet around the Brand USA booth. I think we're going to meet with Roger. So maybe at the front of the hall at 1:50, 5-0.

VICE CHAIR MATTHEWS: Also, Julie mentioned that coming up April 24th through 25th at the U.S. Department of Commerce is what they call the CHT Exchange, CHT Exchange which is on culture, heritage, and tourism. If that is something that people are interested in, it seems germane to some of the work we're looking at, you can register now. That is www.cht -- culture, heritage, tourism -- exchange.com. Chtexchange.com.

Thank you, Julie.

MR. COTTLE: Bob is a speaker.

MR. GALLAGHER: July 29th is the next meeting. Are there dates that are scheduled out in the future for these meetings?

CHAIRMAN GILLILAND: There is one more in November scheduled. What's the date?

MS. PILAT: November 18th.

MR. GALLAGHER: And they're always in D.C.?

MS. PILAT: No. So July will likely be outside of D.C. We'll confirm that in the next week or two, and then November 18th.

MR. ZUK: Jenna, did you verify that it doesn't clash with the Board of U.S. Travel because that's July 25 I think it is.

MS. PILAT: We selected these dates contacting lots of stakeholders including U.S. Travel.

MR. HAGEN: It doesn't. It's the next week.

VICE CHAIR MATTHEWS: And usually it's good to plan to come in the night before because generally we do a social or great event, you know, for the destination that is really nice to be able to attend and then usually the meeting the next day.

CHAIRMAN GILLILAND: The subcommittee is typically the prior afternoon or evening, and then the meeting is in the morning typically. Okay.

Thanks, everybody.

(Whereupon, the Board Meeting of The Travel and Tourism Advisory Board adjourned at 11:28 a.m.)
CERTIFICATE

STATE OF ILLINOIS
COUNTY OF WILL

ANNA M. MORALES, as an Officer of the Court, says that she is a shorthand reporter doing business in the State of Illinois; that she reported in shorthand the proceedings of said meeting, and that the foregoing is a true and correct transcript of her shorthand notes so taken as aforesaid, and contains the proceedings given at said meeting.

IN TESTIMONY WHEREOF: I have hereunto set my verified digital signature this 11th day of April, 2014.

Anna M. Morales
Illinois Certified Shorthand Reporter