
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.



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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

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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

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2 Advisory Board, and we're excited and
3 delighted to start rolling into this next
4 two-year term.

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

21 It's important to note that whatever
22 this Board builds in this upcoming term will
23 be on top of the foundation that was created
24 by Marilyn Carlson Nelson a number years of
25 ago, Rossi Ralenkotter, who followed her, and



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2 then certainly Todd Davidson, who chaired our
3 last Travel and Tourism Advisory Board. They
4 all did such an outstanding job here in the
5 past, and it's great that we have Rossi and
6 Todd continuing to participate on this Board
7 and that we have Trudy Rautio as well
8 continuing Carlson's charge in this regard.
9 So we really appreciate their participation.

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

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

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

15
16 And so Kathleen is going to lead our
17 discussion on those priorities in a few
18 minutes; but I think the important point is
19 this: That much of what we're going to
20 focus on this term is the set of priorities
21 that were developed very late in the last
22 term.

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

1
2 you for your service and your contributions,
3 and I know there will be many here over this
4 next two years, and I really look forward to
5 working with all of you.

6 Kathleen, anything that you would
7 like to add?

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

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

24 CHAIRMAN GILLILAND: All right.
25 Excellent. I think what we'll do now, we

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2 have a few minutes, I thought we might just
3 run around the table and do some very brief
4 introductions, and then we'll get into the
5 substance of the agenda.

6 So, do you want to start?

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

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

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

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

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

22 MR. STROUD: Michael Stroud. I'm
23 the Acting Assistant Secretary for the
24 Private Sector Office over the Department of
25 Homeland Security.

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MR. BERG: David Berg, I'm General Counsel of Airlines for America.

MS. RUPERT: Sherry Rupert, AIANATA, 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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2 Hoessle, President and CEO of Alaska Wildland
3 Adventures.

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

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

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

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

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

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

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

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

25 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

1 much. Before we move onto -- and I pass
2 the baton to Ken, I did want to express
3 appreciation to Holly Agra for the cruise
4 that she hosted last night. For those of
5 you that haven't experienced it and heard
6 about all the architecture and history of
7 Chicago from the water, hearing it from the
8 water and on that cruise ship is fantastic.
9 So I invite you to do it if you haven't
10 done it before. And we really do appreciate
11 that, Holly.

12
13 MS. AGRA: Thank you. Thank you
14 for coming.

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

17 MS. ANDOLINO: Right here.

18 CHAIRMAN GILLILAND: Oh, there she
19 is. We really appreciate as well all the
20 great food that you've provided and also the
21 tour that we'll be able to go on here a
22 little bit later this afternoon and meet and
23 greet and just all the great things you've
24 been doing for us. So we really appreciate
25 it. Okay.

1
2 With that, I'll pass it over to Ken.
3 Take it away.

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

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

24 But, again, thank you in advance for
25 your service. This group has made an

1
2 extraordinary difference. We are at this
3 extraordinary moment -- and I just met with
4 my global team in travel and tourism.
5 Record year last year, over \$180 billion in
6 exports which was up 9 percent. Record
7 number of arrivals. And it is wonderful to
8 be in a let's-build-on-success conversation,
9 right. Let's build on success. The work
10 that we've been doing, that you've been doing
11 has added value, and I think it's a great
12 opportunity for this next term.

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

21 I, and then state your name, do
22 solemnly swear that I will support, protect,
23 and defend the Constitution of the United
24 States against all enemies, foreign and
25 domestic, that I will bear true faith and

1
2 allegiance to the same, that I take this
3 obligation freely, without reservation or
4 purpose of evasion, that I will well and
5 faithfully discharge the duties of the office
6 on which I am about to enter, so help me
7 God. Great. Welcome. (Applause.)

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

10 They're due to come on in a minute.

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

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

24 So Chicago has done a phenomenal job
25 in being a host city for IPW this year. So

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2 a huge appreciation both to you as travel
3 and to the City of Chicago.

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

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

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

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

5 SECRETARY JOHNSON: Good morning.
6 This is Jeh Johnson.

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

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

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

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

21 MR. HYATT: Secretary Pritzker?

22 SECRETARY PRITZKER: Yes. Hello.

23 MR. HYATT: Hi. This is Ken. We
24 are -- Secretary Johnson is on the phone,
25 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



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2 commitment to personally oversee progress on
3 several key travel and tourism initiatives.

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

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

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

23 As Penny mentioned, we had a good
24 meeting a couple weeks ago at the Department
25 of Commerce to explore how we could bolster



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2 travel and tourism while maintaining national
3 security, border security. I believe that
4 these goals can be and should be
5 complementary of each other.

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

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

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

1
2 Principle Number-3, the public
3 deserves good service from its government.
4 Competent, efficient, and responsive service
5 must be a priority in all programs that
6 involve direct interaction with the public.
7 Good government service eases burdens on
8 people and businesses, enhances the value
9 provided to our nation, and promotes trust in
10 government. And I know the Secretary of
11 Commerce and I are on the same page
12 regarding these three principles, and I hope
13 everyone on this Board considers the
14 Department of Homeland Security to be a
15 partner in our efforts to strengthen travel
16 and tourism.

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

24 I was just in Washington State two
25 days ago where I inspected, reviewed the

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2 recovery relief efforts of the mud slide out
3 there that I'm sure everyone has heard about,
4 and what was truly remarkable was how the
5 community there had come together to help
6 their neighbors. Some of the first
7 responders on the scene were people from the
8 private sector who were concerned about their
9 neighbors and who had been literally working
10 night and day for the last two weeks on that
11 effort. It really is remarkable to see how
12 private citizens, private sector contribute in
13 such an important ways. And as I said out
14 there at a press conference, the mud slide
15 was a huge tragedy, but the response to it
16 was a terrific American story.

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

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

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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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2 Tourism Summit that was convened a couple
3 weeks ago, the representatives of your
4 department were not only what I would call
5 on message in terms of the value they have
6 for the private sector, but they were able
7 to basically cite what I would call chapter
8 and verse that they understood from, for
9 example, a CPB standpoint, if they were able
10 to garner greater efficiency in passage or
11 processing that they would actually be able
12 to create an opportunity for an additional
13 flight to come into, for example, Chicago
14 O'Hare Airport which would result in \$250
15 million additional to the economy.

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

23 SECRETARY JOHNSON: Thank you very
24 much for that comment.

25 SECRETARY PRITZKER: Thank you. We



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2 appreciate it very much. Are there any
3 other questions for the Secretary before he
4 departs?

5 CHAIRMAN GILLILAND: Secretary Johnson
6 -- oh, Rosie.

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

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

19 And so that's a true victory for all
20 of us when we can put our best face forward,
21 show how the United States, Chicago is an
22 inviting place to come, do business, and to
23 have leisure activities and that we are
24 supportive and interested in travel and
25 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

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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.

1
2 However, we still have some questions
3 in some of these areas, and I thought if it
4 made sense, I would go through the questions.
5 Jenna, would you like to discuss one by each
6 or would you prefer I went through the list
7 first?

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

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

18 Let me start with first the goal of
19 enhancing the visa issuance process. We will
20 continue to work with the State Department on
21 areas where your input continues to be
22 needed, but we are open to hearing from you
23 specifics of the areas that you think we
24 should make sure that we're focused on in
25 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

1 we have a target of hitting 1 percent of
2 travelers, but the way we're going about it,
3 we are not anywhere near hitting the target.
4 And so we would love your thoughts as to how
5 we might do that better.
6

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

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

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

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

23 I'm particularly interested in this
24 because I think that if we have an effective
25 branding, my impression is the private sector

1 would then help us market these programs.
2 Also, this could allow us to process more
3 lawful travelers at the border freeing up law
4 enforcement to focus on likely risks.
5

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

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

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

25 And if not you, who else should we

1
2 be targeting?

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

8 CHAIRMAN GILLILAND: That's right.
9 This is Sam Gilliland. Good morning,
10 Secretary Pritzker. We would love to comment
11 I think at least for a few minutes on some
12 of these questions that you've raised, and so
13 we'll open it up to the group here. We can
14 really cover these in any order that you
15 would like.

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

22 It seems to me that there's an
23 opportunity here that may go, and I think
24 you actually were getting to this, Secretary
25 Pritzker, that goes beyond even a Loaned

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1
2 Executive Program. I don't think that we've
3 really taken advantage of the opportunity in
4 this public/private partnership to work
5 closely with you as you think about
6 recruiting people into positions of government
7 and, specifically, those that are touching
8 the travel industry. And we have -- you
9 know, we have a lot of people in this room
10 that are very experienced at things like line
11 management as an example or know people that
12 are very experienced at things like line
13 management.

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

24 I think there's an opportunity here
25 where we can work closely with you on this



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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



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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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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

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1
2 what you were trying to say if I understand
3 your statement.

4 VICE CHAIR MATTHEWS: Exactly.

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

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

24 MR. HYATT: Yeah, everything from
25 the refusal rate into a whole set of

1 additional security procedures.

2 SECRETARY PRITZKER: Exactly.

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

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

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

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

23 VICE CHAIR MATTHEWS: Right. Thank
24 you so much.
25

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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

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

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

19 CHAIRMAN GILLILAND: Great. Other
20 comments?

21 Holly, did you have a comment?

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

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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



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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.

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

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?

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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



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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

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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



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1 progress that we've been making over the last
2 number of years and certainly the last couple
3 of years.

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

8 MR. STROUD: Can everybody hear me?

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

17 But briefly I just wanted to echo
18 what we call S1 or Secretary's comments,
19 Secretary Johnson's comments, that we look
20 forward to working with you, the private
21 sector. We're going to -- we think between
22 the two organizations, between the two
23 departments, there's a real nexus and real
24 energy to move forward on travel and tourism
25

1
2 on some, I will use the term, possibly very
3 attainable goals that should be able -- that
4 we could achieve in the near term.

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

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

23 We will also be looking at how we
24 can effectively maybe redesign our space,
25 meaning the department, the federal space

MEETING

1
2 that the department is responsible for, how
3 we can make those spaces work more
4 efficiently, and we look forward to working
5 with all of the private sector partners
6 because, obviously, we don't own or control
7 those spaces and you guys do. So we'll
8 happy to be working with you on that.

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

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

20 MR. STROUD: Our airport system is
21 not Singapore. It's not Hong Kong. It's
22 Brussels where there's one central airport,
23 you know, or even Sweden, for that matter,
24 where some of the airports are unmanned in
25 the more rural areas.

1
2 So our airports are all different.
3 And all their ownership structures and
4 management structures are different. So we
5 will have to work hand in hand with the
6 private sector, and we look forward to doing
7 that.

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

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

24 Next thing, I want to talk about
25 visa waiver just sort of briefly. Visa

1
2 waiver, to make sure everyone understands, is
3 a comprehensive security program and travel
4 facilitation program as well as it's an entry
5 program that is controlled primarily with
6 State, DHS, and some others across the
7 federal space. So a visa waiver agreement
8 can take a long time to come together, just
9 to put that out there.

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

1 expanded.

2
3 That's not something the department
4 is considering at the moment, but just I'm
5 throwing that out there as an idea.

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

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

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1
2 to target the travelers we don't know much
3 about.

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

24 Next and lastly, I wanted to talk
25 about pre-clearance. I think pre-clearance

1
2 is a tricky issue for the different aspects
3 of the travel and tourism industry. The
4 Secretary has been very vocal about the fact
5 that pre-clearance and expanding the borders
6 is a security-based program that also has
7 with it the commerce and commercial aspect of
8 it and that it will help facilitate greater
9 legitimate trade and travel. And if there
10 are people that should not be here, it's
11 best to catch those people over there.

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

22 And I know that Holly raised the
23 issue with Canada and pre-clearance and
24 Toronto and Vancouver, I believe, and those
25 are definitely interesting facets that have

1
2 contributed greatly to the economy to our
3 traveling public.

4 Pre-clearance is something that we
5 will look at. And also, the other thing
6 with pre-clearance is all these are -- so
7 far, the models are paid for in the sense
8 that the foreign host government pays about
9 85 percent of the cost for those Customs and
10 Border Protection officers to be located in
11 that country. So it's not as if U.S.
12 taxpayers are necessarily taking their tax
13 money and sending it someplace else. And
14 the other thing, obviously, is they are
15 clearing people coming into the United
16 States, not into other countries.

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

MEETING

1
2 CHAIRMAN GILLILAND: Questions for
3 Michael?

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

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

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

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

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

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

23 MR. STROUD: There is no official
24 list or anything like that. I was just
25 mentioning the fact that when you look at

MEETING

1
2 visa waiver, in order to obtain visa waiver,
3 it has a high security -- from DHS's
4 perspective, it has a high security standard
5 that has to be met because we are
6 essentially saying you no longer need a visa
7 to come into the country.

8 MR. FERGUSON: Right.

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

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

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

21 MR. LYNCH: I was just wondering if
22 you could elaborate a little bit more on --
23 you brought up the point of working with our
24 peers in Chile, the kinds of things that
25 would be useful for us to find out.

MEETING

1 We do a lot of work with Chile. I
2 was there in November and had staff there in
3 January. What would be useful to you?

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

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

22 I'm just merely suggesting that the
23 private sector has a much quicker, faster
24 pulse and feel on information and the dollars
25

MEETING

1
2 than necessarily the agencies do because ours
3 will be a little bit more cumulative and
4 aggregated.

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

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

14 Can you sort of elaborate on that?

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

23 We all understand that the more we
24 get enrolled in there, those are people that
25 are trusted in advance and they can reduce

1 the pressure on the lines and move quickly.

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

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

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

17 I think you probably could, right?

18 MR. ZUK: Absolutely.

19 MR. STROUD: But the answer to your
20 question, though, is also the Global Entry
21 enrollment is also I suppose a little bit --
22 it's more security-based on its enrollment,
23 and so it tends to be an issue with the
24 host countries.
25

MEETING

1
2 MR. ZUK: We have here, for example,
3 the U.K. and Germany which are the foundation
4 of our international travel essentially if
5 you look at them over years. That would be
6 an easy place to start to get more people in
7 I would think.

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

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

17 How do we make certain this happens?

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

23 CHAIRMAN GILLILAND: Michael, thank
24 you so much for your comments. We're going
25 to need to move on. I know we still have

MEETING

1
2 it seems like pent up demand for questions
3 for Michael, but we need to move on.

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

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

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

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

21 --

22 MR. RALENKOTTER: Can't hear.

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

25 MR. RAMOTOWSKI: So once again, just

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

8 We're not going to rest on our
9 laurels. We've invested over \$100 million in
10 the Global Visa Network. The veteran members
11 here know that three new consulates are under
12 development, two in Brazil and one in China,
13 to help meet and satisfy the growth and
14 demand. We continue to press for other
15 policy changes that would be helpful to us
16 and acknowledge the support of our colleagues
17 in Commerce and Secretary Pritzker, in
18 particular, to get longer validity visas in
19 China.
20

21 Some of you might not know, under
22 the current regulations, we're only able to
23 issue a visa valid for one year in China as
24 compared to ten years in Brazil, India, and
25 Mexico. So, clearly, being able to move to

1
2 a longer validity visa there would free up
3 extra resources to cope with additional
4 demand.

5 Let me say also that the metrics
6 look good with respect to demand. So far in
7 fiscal year 2014, which began October 1,
8 2013, up till now, global visa demand is up
9 by 10 percent; in Brazil, by 17 percent; in
10 China, by 27 percent. That's the leader.
11 In Mexico, it's down slightly by about 3
12 percent. And in India, it's up by almost 18
13 percent. So we're still seeing some strong
14 growth, particularly in the four largest of
15 consulate operations that we have.

16 There's been some talk as well about
17 the Visa Waiver Program, and the Department
18 of State is committed to that. The
19 Administration endorsed language in the
20 Comprehensive Immigration Reform Bill that
21 would raise the refusal rates requirement to
22 10 percent. Were that to enter into law,
23 that would open the door for more countries
24 to join the Visa Waiver Program.

25 I should add, Elliot, in response to

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1
2 your question, too, you know, with respect to
3 visa waiver members, it does take two to
4 tango. And it's important that the other
5 country also have the strong desire to meet
6 the legislative requirements of membership in
7 the program.

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

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

23 MR. RAMOTOWSKI: The program -- the
24 Secretary of Homeland Security is the
25 government official that makes the final

MEETING

1
2 decision on admitting a country to the Visa
3 Waiver Program. The Secretary of State
4 nominates the country for consideration.

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

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

24 That's the way the Chilean case
25 proceeded. Each one is different because

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1 some countries are very committed and, let's
2 say, they do their homework diligently.
3 Others, not so much. The visa refusal rate
4 requirement is often the most difficult
5 hurdle to get across because the host
6 country, the foreign country can't influence
7 that. It's the aggregate of hundreds or
8 thousands of individual decisions made by
9 consulate officers over time whether a
10 particular visa applicant is qualified or
11 not.
12

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

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

25 VICE CHAIR MATTHEWS: So this is why

1
2 a principle around security and trade being
3 mutually reinforcing is significant because it
4 is sort of saying this is a balance, you
5 know, that the government has to look at.

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

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

17 CHAIRMAN GILLILAND: Olga?

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

24 MR. RAMOTOWSKI: There's only one
25 other country that's in that position at the

1
2 moment which is Poland, but for them, the
3 visa refusal rate is still an insurmountable
4 barrier.

5 MS. RAMUDO: What is the status of
6 Brazil?

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

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

23 But as I said, that's again an area
24 where the private sector can, through your
25 own contacts, help provide some coverage for

MEETING

1
2 politicians in other countries to make some
3 difficult decisions.

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

8 MR. RAMOTOWSKI: Just by coincidence.

9 MR. HAGEN: Just by coincidence.
10 But if someone --

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

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

15 3 o'clock in front of the hall.

16 MR. HAGEN: Fine.

17 CHAIRMAN GILLILAND: Todd, did you
18 have a comment?

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

23 The visa processing fee is fairly
24 universal, is it not, in terms of what's
25 charged around the world in each country?

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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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1
2 could be anywhere from 320 to \$640 for a
3 one-year visa, and the question there being
4 for a destination like Oregon that depends
5 more on repeat visitation to the United
6 States than first-time visitors to the United
7 States, it becomes an impediment for repeat
8 visitation to the United States as to whether
9 or not they want to go through that process
10 again.

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

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

23 MR. RAMOTOWSKI: No, absolutely.
24 You're quite right. Having to pay that fee
25 every year is a detriment to repeat travel.

1
2 And that's one of the reasons we would like
3 to see increased validity.

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

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

23 MR. DAVIDSON: Thanks, Ed.

24 CHAIRMAN GILLILAND: Okay. Thanks,
25 Ed. I'm sorry to cut this short. I know

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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?

MEETING

1
2 You might come up here so the folks
3 on the phone can hear you better.

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

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

20 So IPW. Here we are. Chicago is
21 doing an awesome job. Amazing job. I think
22 I've heard more people attending this show
23 saying this is the first time they've been
24 to Chicago than I've heard people say that
25 about other cities. And, wow, will that

MEETING

1
2 make a huge impact. What might normally
3 being a 10 percent up tick to a destination
4 to Chicago is likely to experience even more
5 than that. So that's really good.

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

18 Some enhancements to our booth you'll
19 be happy to hear about. Federal row which
20 has been in many locations other than near
21 us in the past and other than prominent in
22 the past has actually been incorporated into
23 our pavilion and even with some of the
24 carpet and the booth build-out. So it
25 literally looks like it's part of our booth.

1
2 And so that's great for them. It's
3 great for us because when you look at this
4 public/private partnership and what we're
5 trying to do together to not only market but
6 facilitate and all the great agencies that
7 are involved in the national travel and
8 tourism strategy now have a great presence
9 and a great position to be able to have --
10 to tell the story.

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

20 So we have a huge, huge footprint on
21 the floor, and it's been great. If you
22 haven't been by the pavilion, I invite you
23 to come by. It's not hard to find. We
24 have a massive screen right over the top of
25 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

1 not going to be able even to explain that to
2 you. I don't have enough time. But they
3 do a great job in predicting what visitation
4 should be and have done it in compelling
5 ways over the last couple of years. And in
6 that macro economic model, it takes into
7 consideration as much that is possible to
8 take into consideration which is changing
9 economics, changing investments by brands and
10 destinations, increases in all sorts of
11 in-country market dynamics, and it's been a
12 very predictive tool, successfully predictive
13 tool.
14

15 They looked at 2013 on what it
16 should have been, the visitation should have
17 been, and then what it actually was. And
18 we're able to determine that the only thing
19 that was significantly different other than
20 things they can consider in their macro
21 economic model was our engagement, not Brand
22 USA, but our representing the buyers and
23 suppliers who market with us and the federal
24 partners who are our partners and our
25 footprint around the world now where we're

1
2 telling the story and inviting people to
3 discover this land like never before.

4 And that incremental impact which is
5 often what we're asked about was 1.1 million
6 incremental visitors, \$3.4 billion in direct
7 spend, \$7.4 billion when you look at direct,
8 indirect, and induced, and it accounted for
9 53,000 jobs. And as significant, it
10 generated nearly a billion dollars in sales
11 tax collection at the federal, state, and
12 local levels. And we would like to say
13 that's with zero taxpayer dollar investment
14 because we literally -- this model is funded
15 by visitors paying to grow the visitor
16 industry.

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

23 The theme for what we've been
24 bringing to this show has been Partners,
25 Programs and Progress. And on the Partner

MEETING

1 side, it's the buyers and the suppliers, and
2 not only the buyers, but the media in market
3 that help us tell our story and then, in
4 this case, our federal partners.

5
6 On the Program side, I think last
7 year in our cooperative marketing platforms
8 and programs, we brought about 20 platforms
9 to the show which was opportunities for the
10 industry on both sides of the equation to
11 engage with us in marketing the country
12 around the world. This year, we're bringing
13 100 platforms and over 200 opportunities for
14 people to engage with us.

15 And then it's Progress. Our
16 footprint around the world is -- now our
17 brand campaign is deployed in ten markets
18 that represent 75 percent of the inbound
19 visitation to the country. Our trade
20 outreach where we actually have in-country
21 representation representing us helping us
22 navigate the culture and the mediums is now
23 in 20 markets. Our most recent announcement
24 was representation in Canada, and now we're
25 in a total of 16 markets with in-country



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1
2 representation. And then our activity covers
3 about 30 markets. So everything we do
4 around the world covers 30 markets, and
5 that's over 90 percent of the inbound
6 visitation. So we're very excited about that
7 progress.

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

20 We're working with the U.S. embassies
21 in increasing ways and the ambassadors. You
22 look at the resources that the federal
23 government has in place through the
24 embassies, through the ambassadors, through
25 commercial service, certainly the markets that

1 we're in, it enhances what we're doing, but
2 we're never going to have as many boots on
3 the ground and as many resources in market
4 that the federal government has.

5
6 So what we're looking for is ways
7 for us to leverage that on behalf of what
8 we're doing and extend our resources and our
9 reach beyond what we can do, and that's been
10 great.

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

25 We announced yesterday at our lunch

1 and at our press conference that in
2 conjunction with the Park Service, we're
3 producing an IMAX film which is going to
4 help celebrate the 100th anniversary of the
5 Park Service and use that as a platform to
6 tell a compelling story about them
7 representing what makes the United States the
8 United States in the ways that they -- they
9 have been doing that in a long time, for a
10 very, very long time. It's not going to be
11 a documentary on the state parks. It's
12 going to be a story -- compelling story
13 telling through that platform and then
14 helping celebrate what those assets and those
15 resources mean to this great country.

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

24 So that's probably a dime tour that
25 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

1
2 else.

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

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

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

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

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

14 CHAIRMAN GILLILAND: Questions for
15 Chris?

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

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

25 So we will go back to our ex-officio

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1 remarks, and we'll get to Kris Urs, who is
2 the Deputy Assistant Secretary for
3 Transportation, Bureau of Economic and
4 Business Affairs, the Department of State.
5 And Kris, actually, if you don't mind, I
6 think it would be helpful if you came up and
7 if you could speak into this speaker phone,
8 that would be great.

9
10 MR. URS: Sure. Thanks. Good
11 morning to everyone and congratulations again
12 on your selection or re-selection to be on
13 the TTAB.

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

22 And you did hear from Ed Ramotowski
23 who's our Deputy Secretary for Visas, and
24 that's very clearly one of the main things
25 that we do over at Department of State that

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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, renown 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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1
2 Now that's just one example. There
3 are lots of examples where on our public
4 diplomacy side we're highlighting the United
5 States as a potential destination, and we do
6 look to work with you and with -- and with
7 Brand USA as we work to do that.

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

19 And so the State Department is the
20 lead agency in that effort, but we work very
21 closely with the Department of Transportation
22 and with the Department of Commerce who
23 participate on our negotiating committees.
24 We also have on our negotiating teams
25 representatives from the stakeholders. So,

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1
2 for example, the airports and airlines and a
3 wide variety of others who participate.

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

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

19 So when Vice President Biden went
20 down to Mexico City to attend the high level
21 economic dialogue in September of last year,
22 he and -- actually Secretary Pritzker was
23 there as well and U.S. TR Froman and a
24 variety of other individuals were there,
25 Cabinet rank officials were there, they all

1
2 agreed that getting a more liberal aviation
3 agreement with Mexico would be a priority
4 going forward. So we actually are looking
5 at negotiations some time this spring at a
6 more liberal aviation agreement with the
7 Mexicans to try to do that.

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

17 And then finally, just one other
18 thing I wanted to mention, Secretary Clinton,
19 former Secretary Clinton, when she was
20 Secretary, put an emphasis on economics over
21 the Department of State that, as a long-time
22 economic officer myself, I greatly appreciate
23 and I don't think we've seen before at the
24 Department of State. She called it Economic
25 Statecraft, and she focused on, you know, the

1
2 need for the State Department to utilize its
3 diplomatic presence overseas to promote
4 exports; and, of course, travel and tourism
5 is the largest service export that exists.

6 So Secretary Kerry has followed
7 exactly in that line. He's put it a little
8 differently. He said, Economic policy is
9 foreign policy and foreign policy is economic
10 policy. And he's calling this emphasis the
11 Prosperity Agenda. That's sort of the
12 language that he's using. But in any event,
13 one of the things that we're doing to try to
14 increase the engagement between our diplomatic
15 presence overseas and the business community
16 is -- are a set of phone calls or
17 teleconferences called direct line phone
18 calls. And these are arrangements where the
19 ambassador will sit down and we'll do a
20 briefing for a set of businesses about
21 business opportunities in the country where
22 the ambassador is stationed. And sometimes
23 it will be more general and broad. We did
24 one in Libya, for example, some years ago,
25 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

1 foundation of ICAO for international travel.

2 We're hosting routes here in
3 September as well where we're bringing
4 airlines as well as airports from around the
5 world to kind of get to know each other and
6 look at opportunities for more business and
7 commerce.
8

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

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

23 MR. URS: Absolutely. We would be
24 definitely interested in doing that. I think
25 one of the things that you may notice is

1 when you look at the statistics of -- when
2 you look at the spend, when you look at the
3 value to the U.S. economy of travel and
4 tourism, we're all aware of, you know, the
5 shopper who drops \$300 in whatever store it
6 is; but what we're perhaps less aware of is
7 that the passenger revenue, the passenger
8 ticket revenue on the airlines also counts as
9 spend. And so a lot of those passengers
10 come to the United States on U.S. airlines
11 and, in fact, the majority of them come on
12 U.S. airlines, and so there's a real benefit
13 there for the U.S. economy as well.

14
15 CHAIRMAN GILLILAND: One more
16 question?

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

25 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

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

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

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

17 CHAIRMAN GILLILAND: Questions for
18 John?

19 MR. BLAIR: Thank you very much.

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

24 MS. BALGOBIN: Good morning,
25

1 everyone. On behalf of Secretary Foxx and
2 Assistant Secretary Susan Kurland with the
3 Department of Transportation, I would like to
4 first congratulate and extend a warm welcome
5 to our newly appointed Board members.
6

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

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

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

1 travel.

2
3 We look forward to continuing to
4 partner with you, to help meet the
5 transportation demands that will grow over
6 the next few years as a direct result of the
7 extensive work that we are doing here at the
8 TTAB. Thank you.

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

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

17 And, in fact, as we get to the
18 priority section of the discussion which is
19 -- which Kathleen will lead us in here,
20 certainly one of the things that we've done
21 is thought through and identified as we think
22 about how we set up our subcommittees, how
23 the subcommittees are going to rely upon and
24 engage with their ex-officio members. So we
25 really look forward to that engagement as we

1 jump into the priorities. So I'll turn it
2 over to you, Kathleen. Oh, I'm sorry.

3 MR. GALLAGHER: Just a question. So
4 I'm Mike Gallagher from CityPASS and
5 listening to all the federal employees and
6 stuff in here, so this is a question I think
7 for Homeland Security. Brand USA's official
8 web site is discoveramerica.com. Obviously,
9 that is an important web site for them.
10 Everybody is represented there, all the
11 states. All the information you need if
12 you're thinking about coming to the United
13 States you couldn't get if you could go to
14 discoveramerica.com.
15

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

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

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1
2 So there will no longer be a physical
3 manifestation of that. But for the time
4 being --

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

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

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

19 MR. STROUD: If I could address
20 that. I was just told by one of my
21 colleagues that when a foreign traveler files
22 for their ESTA which is their -- you know,
23 they file their ESTA paperwork, actually on
24 the receipt, right, it actually has that web
25 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,

1 collect, and publish data about international
2 visitation to the United States.

3
4 We've also heard from you some more
5 general conversation around infrastructure
6 beyond just the entry process, ports of entry
7 and airport specifically. We've heard about
8 work force development, an interesting kind
9 of response from Secretary Pritzker that
10 ultimately most work force development happens
11 on the local level. So I think we need to
12 discuss whether that would be a federal
13 priority that we would want to tee up with
14 some discussion.

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

21 And then, ultimately, our cultural
22 heritage which was an area where we again
23 have very strong representation on the TTAB
24 as well as lots of opportunity when you
25 think about the Native American reservations,

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

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

23 So we want to open this to your
24 discussion to see if this feels like it's
25 gelling into place for all of you as the

1 priority areas, if there's something that
2 we're missing at this point. And, again,
3 all of this for those of you that are
4 rejoining us as members of the TTAB for a
5 second or third or fourth term, whether this
6 builds sufficiently on the work that's been
7 done thus far. So we want to open that to
8 discussion.
9

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

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

20 Todd?

21 MR. DAVIDSON: I would just echo
22 what you and Sam proposed yesterday, the idea
23 of what has traditionally been viewed as
24 travel facilitation. Your suggestion that we
25 divide that between looking at the experience

1 at the ports of entry and then the visa
2 process. I believe there's enough there that
3 justifies having two separate subcommittees
4 addressing some opportunities in both places.
5

6 VICE CHAIR MATTHEWS: Other
7 discussion on that?

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

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

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

24 Less than single digits, that's
25 processing in an hour. I guess that's out.

1
2 VICE CHAIR MATTHEWS: Maybe Ed could
3 answer that and also Michael. I mean, what
4 is it that you see this group could
5 contribute or is your progress locked into
6 place?

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

18 And with respect to your point, now
19 we're moving into the realm of legislative
20 change, and that's very difficult for the
21 executive to lobby. We can't do that sort
22 of thing. Obviously the private sector can.
23 And I think you're going to be confronted
24 more and more by that sort of situation
25 because, ultimately, the growth in China will

1
2 outpace our current business model. And so
3 there will need to be some legislative
4 changes or there's going to be the return of
5 long wait times.

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

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

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

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

1 million.

2
3 But that's really not the issue
4 because most of those -- a majority of the
5 hundred million are people coming under the
6 Visa Waiver Program or from countries like
7 Canada that don't require a visa or they're
8 repeat travelers who have a long validity
9 visa. So it's not quite a direct
10 correlation.

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

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

25 VICE CHAIR MATTHEWS: Let me sort of

1 build on that. So if we were to look at
2 the entry process, is the entry process
3 strategically aligned with looking at the
4 airport infrastructure and capacity?
5

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

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

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

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

1 public/private partnership discussion
2
3 potentially when you think of the members of
4 this committee. David, did you have a point
5 on that?

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

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

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

25 MS. ANDOLINO: I would concur,

1 Kathleen, because in addition to that, the
2 whole infrastructure component starts with
3 actually getting the planes out of the skies
4 and onto the ground. And the delay factors.
5 Many of our airlines are still very
6 congested. Our skies are very congested.

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

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

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

23 I think that sounds like a logical
24 grouping.
25

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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

1 going to tackle that. But this would take a
2 very targeted approach towards marrying it
3 with Secretary Pritzker's priority about
4 improving that arrival process.
5

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

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

22 I would like to hear some discussion
23 about sort of what you think this group can
24 do to empower the future growth in our
25 marketing of the assets of America for

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1 international visitation. And also internal
2 domestic visitation. Yes?

3
4 MS. AGRA: My comment is perhaps the
5 area of re-branding the Trusted Traveler
6 Program. If Brand USA is, in fact, the
7 marketer for the United States, maybe that's
8 the place that should be looking at working
9 together with Brand USA to re-brand the
10 Trusted Traveler Program, and then we can
11 reassess where we want to go with the
12 marketing of the Trusted Traveler plans.

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

20 Any other discussion around that?

21 MR. GALLAGHER: Also, on Brand USA,
22 we're now renewing the bill. So there's two
23 questions. One is -- and I think this
24 committee is working on it or will work on
25 this. One is the bill itself in terms of

1 what needs to be rewritten, if anything.

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

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

18 VICE CHAIR MATTHEWS: Right.

19 MR. HAGEN: I agree.

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

23 MS. HILL: Yes, that would be very
24 helpful.
25

1
2 MR. ZUK: I think also we should
3 combine that a little bit with the data.
4 There's -- I just made a quick list off the
5 top of my head. Discoveramerica.com,
6 recreation.gov, ESTA, National Parks, OTTI,
7 Global Entry. There's a ton of information
8 everywhere, and each one has their own web
9 site that they're touting come to our web
10 site, get the information, come here, get
11 this information.

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

18 I don't know, each State Department
19 -- each department probably has their own web
20 site. The information is broken down and is
21 distributed between through all of them. If
22 we can through maybe the Tourism Policy
23 Council and Brand USA or Department of
24 Commerce do some sort of combination where
25 everything will be in the same place and we

1
2 all say the same message to everybody, from
3 the embassies to all the other departments,
4 this is where you go to find information and
5 not everyone is pushing their own web site.

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

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

15 More discussion on that?

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

24 I had a more general question,
25 because data is a priority, but what really

1
2 are the shortcomings that we are facing now
3 with the data that we have?

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

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

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

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

25 With respect to the data, there are

1 two things. One is the collection of data
2 and how are we looking at international
3 visitors. But there's also the question
4 about how do we unleash data so that while
5 we can say you can go to all these web
6 sites and find it, more importantly, I think
7 what we're interested in is finding out how
8 can we have data that doesn't necessarily
9 always come through our platforMS. How can
10 we unleash the data, for example, around the
11 public lands?
12

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

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

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

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

24 MR. DECHTER: Can I add one thing?

25 The problem that Jonathan described

1 is well understood. It's generic to
2 government. We are a publisher of
3 information on multiple platforms that don't
4 speak to one another. There are data-sharing
5 problems because of legal restrictions between
6 agencies, because different standards are
7 used, different definitions are used. And
8 it's one of these huge problems that the
9 Administration has been grappling with for
10 years now.

12 I think you have an opportunity here
13 to narrow down and say, we are the private
14 sector. Forget you as a publisher. Think
15 of us as a releaser of information. What
16 information do we need and in what format?

17 Must it be standardized so that it
18 can be shared?

19 And on how do we tap into sort of
20 the potential of the private sector to know
21 how to best capture using them. There are
22 people here who have visitors and rely on
23 government data and other data and are much
24 better at it than we are in terms of
25 releasing.

1
2 So I think this is a huge
3 opportunity. The Secretary of Commerce, it's
4 one of her priorities for her whole term.
5 You could provide us with a test case or a
6 pilot for something that would really be the
7 focus for something that we would really
8 appreciate the challenge and the specificity
9 of information. We need these 20 pieces of
10 data. We need them all to be able to talk
11 to each other and we need them released in
12 this format by this date and then let's see
13 if we can accomplish that.

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

21 We now face, again, a problem of how
22 do we expand the sample size. And I think
23 there is clever thinking in this room around,
24 again with the airlines, with the airports,
25 how do we think about gathering the data for

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1 the survey of international travelers which,
2 again, would be much more of a very micro
3 question that a group like this I think
4 could add value to it.

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

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

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

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

20 MR. LYNCH: So predictively I think
21 that that's a big line -- but what I want
22 to say about it is that I think it's a
23 great line to pursue for several reasons.
24 The Advocacy Committee last year and other
25 committees explored the broad sense of

1 cultural heritage as an important content
2 area that the whole committee looks at so
3 that we're talking about not just how we get
4 to places and why -- but why people would
5 want to come to places.
6

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

18 And cultural heritage is much
19 broader. Cultural, as you mentioned,
20 Kathleen, it's our native cultures, that
21 aspect of it. It's our geographic cultures.
22 It is our diverse population cultures. And
23 that content and that size is I think a
24 treasure waiting to attract more people for
25 more visa waivers and for more of everything

1
2 else. The only other thing -- and food is
3 part of that as well.

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

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

23 And, finally, I'll just say, visitor
24 experience, destination visitor experience is
25 very much, with different entry points all

1 across the country, more and more involving
2 culture as an aspect of differentiating those
3 different parts of entries and making the
4 experience better.
5

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

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

18 Brian, I don't know if you're still
19 there, if you wanted to comment on that and
20 whether there is kind of a marriage of what
21 you talked about, Bob, being experienced in a
22 sustainable way for the visitor and also --
23 and how that -- you know, the parks, all the
24 options that you have to visit in America
25 are presented sustainable, operated sustainable

1
2 as being something that we would want to
3 embed in the language if not robust
4 discussion and committee work. Brian, are
5 you still there?

6 MR. MULLIS: I am still here.
7 Thank you for raising that, that really
8 important point. I think the easy answer is
9 yes, that truly they go hand in hand
10 regarding the visitor experience. More
11 specifically, I think increasingly travelers,
12 what we see based on all the research, no
13 matter what the source, want to immerse
14 themselves in the destinations that they
15 visit and learn more about those
16 destinations.

17 So the extent to which those
18 destinations are good about appealing to the
19 intellectual sense of travelers in terms of
20 sharing information about their culture, their
21 heritage, their unique ecosystems and
22 biodiversity, the more depth of experience is
23 provided to the traveler and the more
24 rewarding experience they have as a result
25 leading to the likelihood that they'll be

1
2 telling all their friends and family members
3 about the great experience they had when they
4 visited the United States.

5 VICE CHAIR MATTHEWS: Sherry?

6 Thank you, Brian.

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

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

19 So I'm really excited about that. I
20 think we, as the TTAB, can support work
21 that's already being done at the Interior.
22 I also think that there's room for additional
23 statistics on the tribal lands, you know,
24 who's traveling. We know from Commerce that
25 we have some of those statistics, but I know

1
2 that the tribal governments don't -- aren't
3 keeping many of those statistics. So how do
4 we work with them on that?

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

7 VICE CHAIR MATTHEWS: Great.
8 Maryann?

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

20 And then relative to cultural
21 heritage and just the whole notion of the
22 culture of America, it may be a place where
23 small business can play as well because so
24 many of -- whether they're arts organizations
25 or the many different types of culture

1 organizations, you mentioned food as well,
2 Bob, as being a part of our culture, there's
3 a place there as well perhaps for a small
4 business voice to really be heard.
5

6 VICE CHAIR MATTHEWS: Great. Yes.

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

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

1 the visitors coming.

2
3 MR. RUNYAN: I'm a little curious.
4 In my mind, the expansion of web-based
5 platforms over the last decade or two even
6 has been a tremendous advantage to historic
7 and cultural facilities as well as activities
8 and the ability to market and to reach much
9 broader audiences than was practical before.
10 And those entities, the businesses and
11 private organization -- and public
12 organizations are making use of that at a
13 very rapid base.

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

17 Is there any -- I see those
18 businesses making good use of the capability
19 that is available to them. I don't know
20 that that's a problem. It looks good to me.
21 Is there something having to do with the web
22 platforms that this committee might look at
23 that would facilitate that process more?

24 VICE CHAIR MATTHEWS: In many ways
25 what we're almost seeing grow here is a

1 destination experience committee. So,
2 ultimately, you get people through the choke
3 points of visas, entry, airports, and then
4 what is the unique offering of America and
5 how is it presented in a global context in a
6 more effective way.
7

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

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

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

23 When you take -- and this is just
24 an example -- the Hispanic market, 42 percent
25 of general population will be growing from

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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



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1 would just add a couple of other next steps.
2
3 And we covered these yesterday during the
4 orientation, but a few of you weren't able
5 to join that.

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

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

22 MR. HAGEN: Can I add one thing?

23 The only thing -- the only other
24 thing I wanted to add is that now that you
25 are formed again, I would expect that we

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1
2 will have some specific short-term questions
3 on which we need help.

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

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

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

22 CHAIRMAN GILLILAND: It's a great
23 point. I think the other thing that we
24 talked about is putting together a Dashboard
25 that we can make available in advance of the

1 meeting or at the beginning of each meeting
2 which would allow us to convey a lot more
3 information in a fairly succinct way around
4 accomplishments, as an example, that are
5 coming in from the ex-officio members and
6 others.
7

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

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

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

22 Congratulations on your --

23 CHAIRMAN GILLILAND: There's folks on
24 the phone.

25 MR. WELSH: Congratulations on your

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1
2 appointments, both some of you who have been
3 on the past and in the future. I can't
4 tell you the importance of what you are
5 doing on behalf of not only Chicago but our
6 country in general. So thank you for your
7 commitment.

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

18 When the mayor came in office a few
19 years ago, he set some fairly lofty goals
20 for us, 50 million visitors between now and
21 2020. And then we had two other subgoals.
22 One was a subgoal of 2.3 million convention
23 room nights for this small little facility of
24 2.6 million square feet. Then the other one
25 was really to move us from our tenth

1 position in the international markets to a
2 higher number. And we've put a lot of
3 resources against that.
4

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

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

25 But I guess your reward for good



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1 work is more good work down the road. I
2 just want to thank you. Hopefully, you're
3 going to have a chance to enjoy our city a
4 little bit. I know some of you who have
5 flown in will fly out. The restaurant scene
6 is second to none in our city. Hope you
7 had a chance to enjoy that.
8

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

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

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

25 We decided to add a piece, though.

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1
2 As I think all of you are aware, this is a
3 public meeting, and so we decided to add a
4 portion to the agenda which would allow any
5 guests who might have a comment that they
6 would like to make that's relevant to the
7 Board and its mission. So I just wanted to
8 very quickly call for any guests that might
9 want to make a comment?

10 Okay.

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

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

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

23 Lunch, there are reserved tables for
24 the TTAB in the Green Section 193, 200, and
25 201. Those are the table numbers. They're

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.

VICE CHAIR MATTHEWS: Also, Julie mentioned that coming up April 24th through 25th at the U.S. Department of Commerce is

1 what they call the CHT Exchange, CHT Exchange
2 which is on culture, heritage, and tourism.
3 If that is something that people are
4 interested in, it seems germane to some of
5 the work we're looking at, you can register
6 now. That is www.cht -- culture, heritage,
7 tourism -- exchange.com. Chtexchange.com.
8 Thank you, Julie.

9
10 MR. COTTLE: Bob is a speaker.

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

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

17 MS. PILAT: November 18th.

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

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

24 MR. ZUK: Jenna, did you verify that
25 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.)

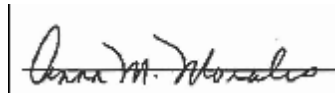
CERTIFICATE

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

A		
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3	3
4 THE TRAVEL AND TOURISM ADVISORY	4 MR. DAVID BERG, Airlines for America
5 BOARD MEETING	5
6	6 MR. JOHN BLAIR, Director, Intergovernmental
7	7 and External Affairs, Department of the
8	8 Interior
9	9 MR. DARRELL BRYAN, Victoria Clipper
10 Meeting, held on Tuesday, April 8, 2014, at the	10 MR. CURT COTTLE, Department of Commerce
11 McCormick Place, 2301 South Lake Shore Drive, Room S404A,	11 MR. HENRY CRUZ, The CrossBrook Organization
12 Chicago, Illinois, 60616, commencing at 9:00 a.m.,	12 MR. TODD DAVIDSON, Travel Oregon
13 before Anna M. Morales, a Certified Shorthand Reporter	13
14 and Notary Public in and for the State of Illinois.	14 MR. BRAD DEAN, Myrtle Beach Area Conventions
15	15 and Visitors Bureau/Chamber of Commerce
16	16 MR. GADI DECHTER, Department of Commerce
17	17 MS. ELIZABETH EMANUEL, Department of Commerce
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2 APPEARANCES:	2 APPEARANCES: (CONT'D.)
3	3
4 SECRETARY JEH JOHNSON, Secretary of Homeland	4 MS. MARYANN FERENC, Mise en Place Hospitality
5 Security (Via Conference Call)	5 Company
6 SECRETARY PENNY PRITZKER, Secretary of	6 MR. ELLIOTT FERGUSON, Destination DC
7 Commerce (Via Conference Call)	7
8 MR. SAM GILLILAND, Sabre, Chairman	8 MR. MIKE GALLAGHER, CityPASS
9 MS. KATHLEEN MATTHEWS, Marriott International,	9 MR. JAMES HAGEN, South Dakota Department of
10 Vice Chair	10 Tourism
11 MS. HOLLY AGRA, First Lady Cruises	11 MR. BARNEY HARFORD, Orbitz Worldwide
12	12 MS. JULIE HEIZER, Department of Commerce
13 MS. ROSEMARIE ANDOLINO, Chicago Department of	13
14 Aviation	14 MS. ISABEL HILL, Department of Commerce
15 MS. VANESSA BALGOBIN, Senior Transportation	15
16 Analyst, Office of Aviation Analysis,	16 MR. KIRK HOESSLE, Alaska Wildland Adventures
17 Department of Transportation	17
18 MS. MAUREEN BAUSCH, Mall of America	18 MR. KEN HYATT, Acting Under Secretary,
19	19 Department of Commerce, International Trade
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<p style="text-align: center;">Page 5</p> <p>1 2 APPEARANCES: (CONT'D.) 3 4 MR. JEREMY JACOBS, JR., Delaware North 5 Companies 6 MR. STEVE JOHNSON, (Via Conference Call) 7 San Diego Convention Center Corporation 8 MR. ROBERT LYNCH, Americans for the Arts 9 MS. MARGARET McKEOUGH, Metropolitan Washington 10 Airports Authority 11 MR. BRIAN MULLIS, (Via Conference Call) 12 Sustainable Travel International 13 MS. JENNIFER PILAT, Department of Commerce 14 MR. ROSSI RALENKOTTER, (Via Conference Call) 15 MS. OLGA RAMUDO, Express Travel of Miami 16 MR. ED RAMOTOWSKI, Deputy Assistant Secretary 17 for Visa Services, Department of State 18 19 20 21 22 23 24 25</p>	<p style="text-align: center;">Page 7</p> <p>1 2 APPEARANCES: (CONT'D.) 3 4 MR. DON WELSH, Choose Chicago 5 MR. JONATHAN ZUK, Amadeo Travel Solutions 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25</p>
<p style="text-align: center;">Page 6</p> <p>1 2 APPEARANCES: (CONT'D.) 3 4 MS. TRUDY RAUTIO, Carlson 5 MR. DEAN RUNYAN, Dean Runyan Associates 6 7 MS. SHERRY RUPERT, American Indian Alaska 8 Native Tourism Association 9 MR. JOHN SPROULS, (Via Conference Call) 10 Universal Parks 11 MR. MICHAEL STROUD, Acting Assistant Secretary 12 for the Private Sector, Department of 13 Homeland Security 14 MR. CHRIS THOMPSON, Brand USA 15 MR. KRIS URS, Assistant Secretary of 16 Transportation, Bureau of Economic and 17 Business Affairs, Department of State 18 MS. CAROL WALLACE, San Diego Convention 19 Center Corporation 20 21 22 23 24 25</p>	<p style="text-align: center;">Page 8</p> <p>1 2 MEETING 3 APRIL 8, 2014 4 CHAIRMAN GILLILAND: Well, I think 5 we have most everybody. So I'm going to 6 gavel this meeting to order. I don't have a 7 gavel, but then I realized that Todd -- Todd 8 brings that gavel to every meeting he goes 9 to. It's his gavel. 10 MR. DAVIDSON: It's a baseball bat. 11 CHAIRMAN GILLILAND: I'm pleased to 12 call this meeting to order. We are on a 13 bit of a tight schedule here because we do 14 have Secretary Pritzker and Secretary Johnson 15 joining us here in just a few minutes. So 16 we're going to stick pretty close to our 17 schedule here over the next couple of 18 minutes. 19 I wanted to just start by extending 20 a very warm welcome to everybody that's here 21 today, the new members of the Travel and 22 Tourism Advisory Board, to all of our 23 ex-officio members. It's my pleasure and I 24 know Kathleen's pleasure to be leading this 25 two-year term of the Travel and Tourism</p>



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<p style="text-align: center;">Page 9</p> <p>1 2 Advisory Board, and we're excited and 3 delighted to start rolling into this next 4 two-year term. 5 As everybody in this room knows, 6 travel and tourism is one of the brightest 7 spots in the U.S. economy today. We are the 8 number one services export industry, and 9 we're making huge and continuing contributions 10 to jobs and to exports and to the overall 11 GDP. Ken Hyatt, who's the Under Secretary 12 of Commerce for International Trade, will be 13 sharing some of the statistics here in just 14 a few minutes. So I won't get into any of 15 those, but I do think it's safe to say that 16 travel and tourism is posting incredibly 17 impressive numbers that I think have seized 18 the Administration's attention and, indeed, 19 our industry has become a national priority. 20 So that's great news. 21 It's important to note that whatever 22 this Board builds in this upcoming term will 23 be on top of the foundation that was created 24 by Marilyn Carlson Nelson a number years of 25 ago, Rossi Ralenkotter, who followed her, and</p>	<p style="text-align: center;">Page 11</p> <p>1 2 arrived last year, she challenged us to come 3 up with a set of top priorities for the 4 travel and tourism industry, priorities that 5 she could embrace and asked her colleagues to 6 embrace in the Administration and in 7 Congress, and that's what led to this 8 priorities letter that many of you have seen. 9 And certainly while there's room to put some 10 new items on the agenda and perhaps even 11 reintroduce some old ones, the Secretary has 12 unambiguously told us that she wants us to 13 go deep on these priorities. She wants our 14 advice on how the public and private sectors 15 can work together to get these things done. 16 And so Kathleen is going to lead our 17 discussion on those priorities in a few 18 minutes; but I think the important point is 19 this: That much of what we're going to 20 focus on this term is the set of priorities 21 that were developed very late in the last 22 term. 23 So with that, I will conclude my 24 opening remarks with where I started which is 25 to, again, express my appreciation to all of</p>
<p style="text-align: center;">Page 10</p> <p>1 2 then certainly Todd Davidson, who chaired our 3 last Travel and Tourism Advisory Board. They 4 all did such an outstanding job here in the 5 past, and it's great that we have Rossi and 6 Todd continuing to participate on this Board 7 and that we have Trudy Rautio as well 8 continuing Carlson's charge in this regard. 9 So we really appreciate their participation. 10 So it's really on the shoulders of 11 our former leaders and with the active 12 engagement of our government sponsors and 13 partners that we've created a public/private 14 partnership that I think really has become 15 the gold standard. The TTAB has a 16 collaborative spirit in which the public 17 sector is looking to the private sector for 18 best practices, and the private sector is 19 obviously respectful of the public sector's 20 political and fiscal realities as we work 21 through their priorities and try to press 22 forward together on the industry's priorities. 23 So as many of you know who 24 participated in the last Travel and Tourism 25 Advisory Board, when Secretary Pritzker</p>	<p style="text-align: center;">Page 12</p> <p>1 2 you for your service and your contributions, 3 and I know there will be many here over this 4 next two years, and I really look forward to 5 working with all of you. 6 Kathleen, anything that you would 7 like to add? 8 VICE CHAIR MATTHEWS: I just want to 9 welcome everybody and say that I'm really 10 thrilled to be supporting the TTAB and Sam 11 in the role of Vice Chair. I think it's 12 really exciting that we have in our 32 13 members really a pretty even mix of people 14 who are veterans who have come back for 15 another term, 19 of you who have been 16 reappointed, and 13 newly appointed members. 17 And I think we are a very diverse group. 18 We represent every sector and vertical in the 19 tourism industry, and I think that we're 20 going to have really robust discussions as we 21 move this agenda forward on the priorities. 22 So I look forward to supporting all 23 of you in that venture. 24 CHAIRMAN GILLILAND: All right. 25 Excellent. I think what we'll do now, we</p>

<p style="text-align: center;">Page 13</p> <p>1 2 have a few minutes, I thought we might just 3 run around the table and do some very brief 4 introductions, and then we'll get into the 5 substance of the agenda. 6 So, do you want to start? 7 MR. HYATT: Ken Hyatt, the Acting 8 Under Secretary for International Trade. 9 MS. PILAT: I'm Jenna Pilat, the 10 Director for Advisory Committee, Outreach 11 Office of the Department of Commerce. 12 MS. HILL: Isabel Hill, I'm the 13 Director of the National Travel and Tourism 14 Office. 15 MS. EMANUEL: Liz Emanuel, Deputy 16 Director for the Office of Advisory Committee 17 and Industry Outreach in the Department of 18 Commerce. 19 MR. COTTLE: Curt Cottle, Policy and 20 Planning with the National Travel and Tourism 21 Office. 22 MR. STROUD: Michael Stroud. I'm 23 the Acting Assistant Secretary for the 24 Private Sector Office over the Department of 25 Homeland Security.</p>	<p style="text-align: center;">Page 15</p> <p>1 2 Hoessle, President and CEO of Alaska Wildland 3 Adventures. 4 MS. AGRA: Holly Agra, welcome from 5 Chicago's First Lady Cruises. 6 MR. DAVIDSON: Good morning, 7 everyone. Todd Davidson with Travel Oregon. 8 MR. HARFORD: Barney Harford, CEO of 9 Orbitz Worldwide. 10 MR. JACOBS: Jerry Jacobs, principal 11 of Delaware North Companies. 12 MR. FERGUSON: Elliott Ferguson with 13 Destination DC. Good morning. 14 MR. HAGEN: Jim Hagen, South Dakota 15 Department of Tourism. 16 MR. ZUK: Good morning. Jonathan 17 Zuk, President of Amadeo Travel Solutions. 18 We are a tour operator, receptive tour 19 operator. I also represent RSAA which is 20 the Association of the Receptive Tour 21 Operators in the U.S. 22 MS. WALLACE: Good morning. Carol 23 Wallace, President and CEO, San Diego 24 Convention Center Corporation. 25 MS. RAMUDO: Olga Ramudo, Express</p>
<p style="text-align: center;">Page 14</p> <p>1 2 MR. BERG: David Berg, I'm General 3 Counsel of Airlines for America. 4 MS. RUPERT: Sherry Rupert, Aianta, 5 the American Indian Alaska Native Tourism 6 Association. 7 MR. DECHTER: Good morning. Gadi 8 Dechter, Deputy Director, Office of Policy 9 and Strategic Planning in the Office of the 10 Secretary of the Commerce Department. 11 MS. RAUTIO: Good morning. Trudy 12 Rautio, the CEO of Carlson. 13 MR. RAMOTOWSKI: Good morning. Ed 14 Ramotowski, Deputy Assistant Secretary of 15 State for Visa Services at the State 16 Department. 17 MR. RUNYAN: Dean Runyan, Dean 18 Runyan Associates. We do economic and market 19 research. 20 MS. BALGOBIN: Vanessa Balgobin, U.S. 21 Department of Transportation, Office of the 22 Secretary, Aviation and International Affairs. 23 MR. CRUZ: Henry Cruz, the 24 CrossBrook Organization, economic research. 25 MR. HOESSLE: Good morning. Kirk</p>	<p style="text-align: center;">Page 16</p> <p>1 2 Travel, Miami, Florida. 3 MR. BRYAN: Darrell Bryan, Victoria 4 Clipper, although this shows Clipper 5 Navigation out of Seattle. 6 MS. BAUSCH: Maureen Bausch, Mall of 7 America. 8 MS. ANDOLINO: Good morning. 9 Welcome to Chicago. I am Rosemarie Andolino. 10 I'm the Commissioner of the Chicago 11 Department of Aviation responsible for O'Hare 12 and Midway Airports. 13 MR. LYNCH: Hi. I'm Bob Lynch, CEO 14 of Americans for the Arts. 15 MS. McKEOUGH: Good morning. I'm 16 Margaret McKeough with the Washington Airports 17 Authority overseeing Reagan National and 18 Dulles International. 19 MR. BLAIR: Good morning. I'm John 20 Blair. I'm the Director of Intergovernmental 21 and External Affairs, the Department of the 22 Interior. 23 MS. FERENC: Good morning. Maryann 24 Ferenc, CEO of Mise en Place Hospitality 25 Company based in Tampa, Florida.</p>

<p>Page 17</p> <p>1</p> <p>2 MR. GALLAGHER: Good morning. I'm</p> <p>3 Mike Gallagher, co-founder and co-owner of</p> <p>4 CityPASS.</p> <p>5 MS. HEIZER: Good morning, everyone.</p> <p>6 Julie Heizer, Department of Commerce.</p> <p>7 VICE CHAIR MATTHEWS: And Kathleen</p> <p>8 Matthews representing the hotel sector from</p> <p>9 Marriott International.</p> <p>10 CHAIRMAN GILLILAND: And Sam</p> <p>11 Gilliland representing Sabre. All right.</p> <p>12 Well, I think we have a few people</p> <p>13 on the phones as well. So maybe you can</p> <p>14 announce yourselves.</p> <p>15 MR. SPROULS: John Sprouls, Executive</p> <p>16 Vice President, Universal Parks, and CEO of</p> <p>17 Universal Orlando Resort.</p> <p>18 MR. MULLIS: Brian Mullis, President</p> <p>19 and CEO and founder of Sustainable Travel</p> <p>20 International.</p> <p>21 CHAIRMAN GILLILAND: Anybody else on</p> <p>22 the phone?</p> <p>23 MR. JOHNSON: Steve Johnson, San</p> <p>24 Diego Convention Center Corporation.</p> <p>25 CHAIRMAN GILLILAND: Thanks very</p>	<p>Page 19</p> <p>1</p> <p>2 With that, I'll pass it over to Ken.</p> <p>3 Take it away.</p> <p>4 MR. HYATT: Thank you, Sam. Thank</p> <p>5 you all for your service, those of you who</p> <p>6 have been with us for a while. A number of</p> <p>7 us were around this table in Orlando two</p> <p>8 years ago, just about over two years ago,</p> <p>9 two and a quarter years, and I was</p> <p>10 reflecting on the progress that we've made</p> <p>11 since January of 2012 which really has been</p> <p>12 extraordinary as we sat as a group talking</p> <p>13 about what the strategy would look like, what</p> <p>14 should be in it. So welcome back.</p> <p>15 To those of you who are new, I do</p> <p>16 think this is a model advisory board. The</p> <p>17 action orientation, the relationship. I also</p> <p>18 noted that I think for the first time the</p> <p>19 private and the public sector are</p> <p>20 interspersed which I think it's interesting.</p> <p>21 I sort of like that. Looking at Trudy, in</p> <p>22 particular, there's all these government folks</p> <p>23 around her.</p> <p>24 But, again, thank you in advance for</p> <p>25 your service. This group has made an</p>
<p>Page 18</p> <p>1</p> <p>2 much. Before we move onto -- and I pass</p> <p>3 the baton to Ken, I did want to express</p> <p>4 appreciation to Holly Agra for the cruise</p> <p>5 that she hosted last night. For those of</p> <p>6 you that haven't experienced it and heard</p> <p>7 about all the architecture and history of</p> <p>8 Chicago from the water, hearing it from the</p> <p>9 water and on that cruise ship is fantastic.</p> <p>10 So I invite you to do it if you haven't</p> <p>11 done it before. And we really do appreciate</p> <p>12 that, Holly.</p> <p>13 MS. AGRA: Thank you. Thank you</p> <p>14 for coming.</p> <p>15 CHAIRMAN GILLILAND: Also to Rosie</p> <p>16 Andolino -- did we lose --</p> <p>17 MS. ANDOLINO: Right here.</p> <p>18 CHAIRMAN GILLILAND: Oh, there she</p> <p>19 is. We really appreciate as well all the</p> <p>20 great food that you've provided and also the</p> <p>21 tour that we'll be able to go on here a</p> <p>22 little bit later this afternoon and meet and</p> <p>23 greet and just all the great things you've</p> <p>24 been doing for us. So we really appreciate</p> <p>25 it. Okay.</p>	<p>Page 20</p> <p>1</p> <p>2 extraordinary difference. We are at this</p> <p>3 extraordinary moment -- and I just met with</p> <p>4 my global team in travel and tourism.</p> <p>5 Record year last year, over \$180 billion in</p> <p>6 exports which was up 9 percent. Record</p> <p>7 number of arrivals. And it is wonderful to</p> <p>8 be in a let's-build-on-success conversation,</p> <p>9 right. Let's build on success. The work</p> <p>10 that we've been doing, that you've been doing</p> <p>11 has added value, and I think it's a great</p> <p>12 opportunity for this next term.</p> <p>13 Before the Secretaries come on, I</p> <p>14 want to swear you in. And for those of you</p> <p>15 who are new, I still remember this a couple</p> <p>16 years ago when I joined government, sort of</p> <p>17 a nice moment where we swear. So if I</p> <p>18 might ask everyone to stand up, and all the</p> <p>19 TTAB members, please. The rest of you don't</p> <p>20 have to be sworn in at this moment.</p> <p>21 I, and then state your name, do</p> <p>22 solemnly swear that I will support, protect,</p> <p>23 and defend the Constitution of the United</p> <p>24 States against all enemies, foreign and</p> <p>25 domestic, that I will bear true faith and</p>

<p style="text-align: center;">Page 21</p> <p>1 2 allegiance to the same, that I take this 3 obligation freely, without reservation or 4 purpose of evasion, that I will well and 5 faithfully discharge the duties of the office 6 on which I am about to enter, so help me 7 God. Great. Welcome. (Applause.) 8 Do we have another moment or two 9 before the Secretaries come on? 10 They're due to come on in a minute. 11 CHAIRMAN GILLILAND: So Secretary 12 Pritzker and Secretary Johnson will join us 13 here in just a couple of minutes, I think. 14 And I suppose in that few minutes, we might 15 offer up several other notes of appreciation. 16 First of all, I would say U.S. 17 Travel has been fantastic. I know all of 18 you have been participating in a number of 19 the events that are surrounding this meeting 20 with IPW, and they have -- I was talking to 21 Roger this morning. I said, you guys really 22 put on quite a show. He was also again 23 expressing his appreciation to Chicago. 24 So Chicago has done a phenomenal job 25 in being a host city for IPW this year. So</p>	<p style="text-align: center;">Page 23</p> <p>1 2 And then why don't we just take a 3 quick look at the agenda here. Or maybe 4 not. Good morning. 5 SECRETARY JOHNSON: Good morning. 6 This is Jeh Johnson. 7 CHAIRMAN GILLILAND: Secretary 8 Johnson, good morning. And do we have 9 Secretary Pritzker on as well? 10 Not quite yet. We're just getting 11 started, Secretary Johnson, and we will be 12 getting to both you and Secretary Pritzker 13 here in just a moment. I think as soon as 14 she joins, we'll get started. 15 MR. HYATT: We'll reach out at that 16 very instant. Great. 17 CHAIRMAN GILLILAND: Why don't we 18 take a look at the agenda. So as you see 19 on the agenda that's in front of you, 20 hopefully everyone has one, here at 9:15 -- 21 MR. HYATT: Secretary Pritzker? 22 SECRETARY PRITZKER: Yes. Hello. 23 MR. HYATT: Hi. This is Ken. We 24 are -- Secretary Johnson is on the phone, 25 and we are looking forward to hearing your</p>
<p style="text-align: center;">Page 22</p> <p>1 2 a huge appreciation both to you as travel 3 and to the City of Chicago. 4 And any other -- are there any other 5 specific notes, Jenna, that we need to make 6 before we get on with them? 7 MS. PILAT: If you're planning on 8 going on the tour at O'Hare and you haven't 9 given me your birth date, please do so. If 10 you are leaving immediately following that 11 tour, please give me your flight information. 12 We'll meet down at the taxi line before you 13 take off. And you can bring your luggage 14 with you. 15 CHAIRMAN GILLILAND: And then what 16 we can do is just spend a little bit of 17 time on the agenda. What I would encourage 18 you to do though as you're -- and I guess I 19 should do it myself -- as you're speaking, 20 if you would try to find a microphone that 21 you can speak into. We do have Anna helping 22 here with taking the minutes of our meeting, 23 and it would be helpful to her if you would 24 announce your name and speak into the 25 microphone.</p>	<p style="text-align: center;">Page 24</p> <p>1 2 remarks. 3 SECRETARY PRITZKER: Terrific. Thank 4 you very much. First of all, I wanted to 5 just say I wish that I could be there in 6 person. I have my congressional budget 7 hearings this week and support of our new 8 budget which is aimed, in part, in ensuring 9 that we have the resources to support growth 10 in the travel and tourism industry. So, 11 unfortunately, I could not make the trip to 12 Chicago. 13 But congratulations to all of you on 14 your appointments, and I'm really grateful 15 for your commitment to serve with us, those 16 of you who are sticking with this and those 17 of you who are new. Welcome back to those 18 who have been on the TTAB and welcome to 19 those of you who are new. 20 I want to make very clear that the 21 Commerce Department and the Administration 22 place a very high value on input from this 23 Board as we continue to implement the 24 national travel and tourism strategy. And I 25 think that Todd and others can underscore</p>

<p style="text-align: center;">Page 25</p> <p>1 2 that fact. 3 The work of your Board is essential 4 to ensuring the continued growth and progress 5 on key issues that impact American businesses 6 in the travel and tourism industry. Your 7 growth, you know, the travel and tourism 8 industry's growth is outpacing the overall 9 economic recovery, and the Administration is 10 focused on accelerating and maximizing that 11 advantage. 12 So with all of that in mind, I am 13 really thrilled that Secretary Johnson is on 14 this call. His leadership team and the 15 240,000 employees at the Department of 16 Homeland Security work every day to keep our 17 borders secure and our country safe; and that 18 is an enormous responsibility for which we 19 are very grateful. 20 At the same time, the Secretary is 21 keenly aware of the essential role his 22 department plays to support the movement of 23 people and trade of goods and services. 24 And so a few weeks ago, the two of us met 25 with our team, and we made a joint</p>	<p style="text-align: center;">Page 27</p> <p>1 2 travel and tourism while maintaining national 3 security, border security. I believe that 4 these goals can be and should be 5 complementary of each other. 6 And so with that in mind, we've 7 developed three principles which I would like 8 to go through with you. 9 Principle Number-1, security and trade 10 are mutually reinforcing. Commerce and 11 public safety are mutually reinforcing when 12 we promote the secure and legitimate flow of 13 goods and people and focus our resources on 14 preventing the illegal movement of people and 15 goods that pose a potential threat to our 16 citizens, businesses, and our way of life. 17 Principle Number-2, the private sector 18 is a crucial partner in our shared goals of 19 security and economic competitiveness. By 20 that, we mean government programs and 21 policies that affect the private sector are 22 more effective when designed in collaboration 23 with affected stakeholders and better executed 24 when they appropriately tap market forces to 25 encourage private investment and public goods.</p>
<p style="text-align: center;">Page 26</p> <p>1 2 commitment to personally oversee progress on 3 several key travel and tourism initiatives. 4 As a foundation for our work 5 together, Secretary Johnson, I would ask if 6 you would share the declaration of our joint 7 principles. I just want to add that both of 8 us are sharing these principles with our 9 respective organizations today. So this is a 10 very important event for us. 11 Secretary Johnson, I'll now turn it 12 over to you. 13 SECRETARY JOHNSON: Thank you, 14 Secretary Pritzker. It's a pleasure to be 15 on the phone with this distinguished group of 16 industry leaders and the Secretary of 17 Commerce. Let me also congratulate new and 18 reappointed members to the Board. And I 19 know we, in the department -- and I think 20 Michael Stroud of DHS is there with you -- 21 look forward to hearing your insights, 22 advice, and recommendations. 23 As Penny mentioned, we had a good 24 meeting a couple weeks ago at the Department 25 of Commerce to explore how we could bolster</p>	<p style="text-align: center;">Page 28</p> <p>1 2 Principle Number-3, the public 3 deserves good service from its government. 4 Competent, efficient, and responsive service 5 must be a priority in all programs that 6 involve direct interaction with the public. 7 Good government service eases burdens on 8 people and businesses, enhances the value 9 provided to our nation, and promotes trust in 10 government. And I know the Secretary of 11 Commerce and I are on the same page 12 regarding these three principles, and I hope 13 everyone on this Board considers the 14 Department of Homeland Security to be a 15 partner in our efforts to strengthen travel 16 and tourism. 17 If I could just step back for a 18 moment. It really is true that insofar as 19 the work of DHS is concerned, we do depend 20 heavily on our partnerships with the private 21 sector, and we value what those in the 22 private sector bring to Homeland Security 23 efforts. 24 I was just in Washington State two 25 days ago where I inspected, reviewed the</p>

<p style="text-align: center;">Page 29</p> <p>1 2 recovery relief efforts of the mud slide out 3 there that I'm sure everyone has heard about, 4 and what was truly remarkable was how the 5 community there had come together to help 6 their neighbors. Some of the first 7 responders on the scene were people from the 8 private sector who were concerned about their 9 neighbors and who had been literally working 10 night and day for the last two weeks on that 11 effort. It really is remarkable to see how 12 private citizens, private sector contribute in 13 such an important ways. And as I said out 14 there at a press conference, the mud slide 15 was a huge tragedy, but the response to it 16 was a terrific American story. 17 And so with that, I would like to 18 turn the meeting back over to the Chair. 19 Thank you. 20 SECRETARY PRITZKER: Thank you, 21 Secretary Johnson. I know your time is 22 limited, but if you have a few minutes, if 23 there are any questions particularly for the 24 Secretary before proceeding with the other 25 parts of our --</p>	<p style="text-align: center;">Page 31</p> <p>1 2 Tourism Summit that was convened a couple 3 weeks ago, the representatives of your 4 department were not only what I would call 5 on message in terms of the value they have 6 for the private sector, but they were able 7 to basically cite what I would call chapter 8 and verse that they understood from, for 9 example, a CPB standpoint, if they were able 10 to garner greater efficiency in passage or 11 processing that they would actually be able 12 to create an opportunity for an additional 13 flight to come into, for example, Chicago 14 O'Hare Airport which would result in \$250 15 million additional to the economy. 16 So to understand the economic impact 17 of their actions was truly very welcoming 18 and certainly expresses the value that you 19 both play. So I just want to publicly 20 thank you both for not only your expressions 21 of support but for the actions that you've 22 taken. 23 SECRETARY JOHNSON: Thank you very 24 much for that comment. 25 SECRETARY PRITZKER: Thank you. We</p>
<p style="text-align: center;">Page 30</p> <p>1 2 SECRETARY JOHNSON: Sure. I have a 3 couple minutes, Penny. 4 CHAIRMAN GILLILAND: Does anybody -- 5 SECRETARY PRITZKER: Sam or Gadi, 6 are there any particular questions for the 7 Secretary? 8 MR. DAVIDSON: Secretary Pritzker, 9 Secretary Johnson, this is Todd Davidson with 10 Travel Oregon. Really more of a comment 11 than a question, but I just want to thank 12 you both not only for your expressed support 13 and value of private sector input and the 14 role of the travel and tourism industry, but 15 specifically for the actions that you're 16 taking as a result of that expressed support. 17 Secretary Pritzker, it's well-known 18 how you have approached the Tourism Policy 19 Council with the priorities of the previous 20 TTAB saying this needs to become the action 21 plan for the Tourism Policy Council and, 22 subsequently, also took it to a Cabinet 23 meeting and said very much the same thing. 24 And Secretary Johnson, I just want 25 you to know that at a White House Travel and</p>	<p style="text-align: center;">Page 32</p> <p>1 2 appreciate it very much. Are there any 3 other questions for the Secretary before he 4 departs? 5 CHAIRMAN GILLILAND: Secretary Johnson 6 -- oh, Rosie. 7 MS. ANDOLINO: Hi. This is Rosie 8 Andolino from the Chicago Department of 9 Aviation. I just want to kind of comment 10 further on Todd's statement. 11 I think this week was a great 12 example of partnership with this event 13 hosting IPW here in Chicago. Mayor Emanuel 14 actually commented yesterday on how efficient 15 the processing was for all of our 16 international guests. People went through 17 our international processing in 20 minutes or 18 less. 19 And so that's a true victory for all 20 of us when we can put our best face forward, 21 show how the United States, Chicago is an 22 inviting place to come, do business, and to 23 have leisure activities and that we are 24 supportive and interested in travel and 25 people coming to our cities and receiving</p>

<p style="text-align: center;">Page 33</p> <p>1 2 warm welcomes. 3 Again, the CBP officers from our 4 Port Director, Matt Davies, Kevin McAleenan 5 as well as Bill Ferrara and all of your team 6 members have worked collaboratively with us 7 on this effort as well as putting new 8 technology in place like APC which we 9 installed last year and, again, has aided us 10 in our efforts to basically bring more of a 11 business acronym to the processing of our 12 passengers. 13 So I want to thank you for your 14 leadership because both of you have set the 15 tone, and I look forward to the continued 16 partnership that we can play in continuing 17 those efforts. So thank you both very, very 18 much. 19 SECRETARY JOHNSON: Thank you very 20 much for that comment. 21 SECRETARY PRITZKER: Jeh, thank you 22 for taking the time to join us, and we 23 really -- you know, partnership between our 24 two organizations is something that we really 25 value, and I really appreciate all your hard</p>	<p style="text-align: center;">Page 35</p> <p>1 2 However, we still have some questions 3 in some of these areas, and I thought if it 4 made sense, I would go through the questions. 5 Jenna, would you like to discuss one by each 6 or would you prefer I went through the list 7 first? 8 MS. PILAT: Why don't you go through 9 them and then folks can comment afterwards 10 and ask questions. 11 SECRETARY PRITZKER: Terrific. I'm 12 going to go through about five or six 13 different questions and issues that I want to 14 make sure, even if I am not on the phone, 15 that you cover with the team, the Commerce 16 team that is there. So bear with me for a 17 few minutes, if you will. 18 Let me start with first the goal of 19 enhancing the visa issuance process. We will 20 continue to work with the State Department on 21 areas where your input continues to be 22 needed, but we are open to hearing from you 23 specifics of the areas that you think we 24 should make sure that we're focused on in 25 the visa-issuing process. So that's one.</p>
<p style="text-align: center;">Page 34</p> <p>1 2 work to make that happen. 3 SECRETARY JOHNSON: Well, anything I 4 can do to help. And for those in the room, 5 you have the virtue of a Secretary of DHS 6 and a Secretary of Commerce who actually know 7 each other for a number of years now and 8 have worked together in many other contexts. 9 So thanks, everybody. 10 SECRETARY PRITZKER: Thank you. 11 CHAIRMAN GILLILAND: Thank you. 12 SECRETARY PRITZKER: Gadi, Jenna, and 13 Ken, and team are the Commerce team there. 14 I thought I would continue if you all don't 15 mind with a few other things that I wanted 16 to make sure we covered. 17 CHAIRMAN GILLILAND: Great. 18 SECRETARY PRITZKER: That makes 19 sense? 20 Terrific. The federal leaders and 21 the Tourism Policy Council have been hard at 22 work in incorporating the priorities of the 23 TTAB into our second term agenda including 24 recommendations from those of you who served 25 on the previous term.</p>	<p style="text-align: center;">Page 36</p> <p>1 2 Second, in regards to supporting 3 Brand USA, we need your ideas for how 4 Commerce can most effectively collaborate with 5 Brand USA to promote tourism. Obviously, we 6 have an oversight role there as well, but 7 what can we be doing to better collaborate 8 with Brand USA from a Commerce standpoint. 9 Now that's the second. 10 Third is in regards to freeing up 11 federal tourism data from places such as 12 national parks and other places, what data 13 does the private sector most want and need 14 in regards to federally-managed assets? 15 And how can that data be best used 16 and disseminated? 17 So we need some particular feedback 18 on that. 19 In regards to how we collect and 20 publish the data on international travelers 21 to the United States, how can the federal 22 government work with the airlines and airport 23 authorities to make it easier to improve the 24 data collection? 25 And one of the challenges we have is</p>

<p style="text-align: center;">Page 37</p> <p>1</p> <p>2 we have a target of hitting 1 percent of</p> <p>3 travelers, but the way we're going about it,</p> <p>4 we are not anywhere near hitting the target.</p> <p>5 And so we would love your thoughts as to how</p> <p>6 we might do that better.</p> <p>7 And, finally, with the new</p> <p>8 Commerce/DHS partnership, I'm particularly</p> <p>9 interested in how we improve the visitor</p> <p>10 experience at ports of entry. So I really</p> <p>11 have three questions there that are of</p> <p>12 importance to both Secretary Johnson and me</p> <p>13 and our team.</p> <p>14 So one is how do we develop a</p> <p>15 comprehensive set of metrics geared towards</p> <p>16 improving the experience of travelers as they</p> <p>17 come into the United States?</p> <p>18 And can we do this in a way that is</p> <p>19 sensitive to security priorities?</p> <p>20 Second is how should the government</p> <p>21 more effectively branch out and integrate the</p> <p>22 various Trusted Traveler Programs?</p> <p>23 I'm particularly interested in this</p> <p>24 because I think that if we have an effective</p> <p>25 branding, my impression is the private sector</p>	<p style="text-align: center;">Page 39</p> <p>1</p> <p>2 be targeting?</p> <p>3 So let's take a few minutes to hear</p> <p>4 any comments on this, but I assume, Jenna</p> <p>5 and Gadi and Ken, that you all will have a</p> <p>6 further discussion on these issues beyond the</p> <p>7 time that I can stay on the phone.</p> <p>8 CHAIRMAN GILLILAND: That's right.</p> <p>9 This is Sam Gilliland. Good morning,</p> <p>10 Secretary Pritzker. We would love to comment</p> <p>11 I think at least for a few minutes on some</p> <p>12 of these questions that you've raised, and so</p> <p>13 we'll open it up to the group here. We can</p> <p>14 really cover these in any order that you</p> <p>15 would like.</p> <p>16 But maybe I can start off with maybe</p> <p>17 a little bit of perspective on your last</p> <p>18 comment, the one around the Loaned Executive</p> <p>19 Program, and then we can open it up for</p> <p>20 comments on any of the other questions that</p> <p>21 you posed.</p> <p>22 It seems to me that there's an</p> <p>23 opportunity here that may go, and I think</p> <p>24 you actually were getting to this, Secretary</p> <p>25 Pritzker, that goes beyond even a Loaned</p>
<p style="text-align: center;">Page 38</p> <p>1</p> <p>2 would then help us market these programs.</p> <p>3 Also, this could allow us to process more</p> <p>4 lawful travelers at the border freeing up law</p> <p>5 enforcement to focus on likely risks.</p> <p>6 So there's a benefit to growing the</p> <p>7 program if it's well-branded and well-marketed</p> <p>8 and we partner in the marketing of that, but</p> <p>9 also we'll have the benefit to our security</p> <p>10 by allowing our border security peers to</p> <p>11 focus on the risks, greater risk side of the</p> <p>12 challenge.</p> <p>13 The third thing regarding our work</p> <p>14 with DHS is Customs and Border Protection is</p> <p>15 exploring reviving the Loaned Executive</p> <p>16 Program. And Secretary Johnson is very --</p> <p>17 asked us at Commerce explicitly to help him</p> <p>18 identify private sector challenge and insights</p> <p>19 that could improve operations and customer</p> <p>20 service.</p> <p>21 And I would ask those of you in the</p> <p>22 room what could you do, your organizations do</p> <p>23 to help us satisfy the demands of DHS and</p> <p>24 need for loaned executives?</p> <p>25 And if not you, who else should we</p>	<p style="text-align: center;">Page 40</p> <p>1</p> <p>2 Executive Program. I don't think that we've</p> <p>3 really taken advantage of the opportunity in</p> <p>4 this public/private partnership to work</p> <p>5 closely with you as you think about</p> <p>6 recruiting people into positions of government</p> <p>7 and, specifically, those that are touching</p> <p>8 the travel industry. And we have -- you</p> <p>9 know, we have a lot of people in this room</p> <p>10 that are very experienced at things like line</p> <p>11 management as an example or know people that</p> <p>12 are very experienced at things like line</p> <p>13 management.</p> <p>14 I'm wondering if there's an</p> <p>15 opportunity here to maybe even expand this</p> <p>16 idea of a loaned executive to one where</p> <p>17 we're partnering with you more on the</p> <p>18 recruiting process of getting, you know, the</p> <p>19 very best and brightest from industry</p> <p>20 recruited into those roles as opposed to what</p> <p>21 I would maybe perceive as being, you know --</p> <p>22 or what we would call kind of a job posting</p> <p>23 process and hoping for the best.</p> <p>24 I think there's an opportunity here</p> <p>25 where we can work closely with you on this</p>

<p style="text-align: center;">Page 41</p> <p>1 2 broader recruiting question and make some 3 good progress there. 4 SECRETARY PRITZKER: Terrific. I 5 think that if you could explore the details 6 with our teams and the DHS team that's there 7 while you're all in your meeting, that would 8 be really helpful. It is -- I think the 9 fact that DHS is not just interested but is 10 demanding this, we should take advantage of 11 it. 12 VICE CHAIR MATTHEWS: Secretary 13 Pritzker, this is Kathleen Matthews, and it's 14 really a pleasure to serve on another term 15 of the TTAB. I look forward to working with 16 you. 17 With this new enhanced partnership 18 with Commerce and DHS, in addition to some 19 of the areas that you've outlined here, I 20 also think there's an opportunity to have 21 perhaps even more aggressive pursuit of visa 22 waiver which is very much a shared 23 partnership between DHS and Commerce. As we 24 look at the top ten markets for international 25 visitation, you see countries like Brazil</p>	<p style="text-align: center;">Page 43</p> <p>1 2 Is it just proximity? 3 Is it air lift? 4 What are the factors, for example, 5 that perhaps would be increasing travel from 6 Germany, say, to the United Arab Emirates at 7 a higher and faster pace than the U.S.? 8 And then what do we need to do 9 across all of these fronts to be able to 10 compete and actually win that race? 11 SECRETARY PRITZKER: Well, it strikes 12 me -- go ahead. 13 VICE CHAIR MATTHEWS: Go ahead. I'm 14 interested in hearing what you think. 15 SECRETARY PRITZKER: Well, I think 16 that, first of all, on the Visa Waiver 17 Program, my first reaction is we have to 18 recognize this falls into State. The State 19 Department is involved in determining -- it's 20 not just the DHS. We have to engage with 21 the State Department on the Visa Waiver 22 Program. 23 I like the idea of making sure that 24 we're targeting countries where the demand is 25 highest, right, and that's really I think</p>
<p style="text-align: center;">Page 42</p> <p>1 2 that keep climbing up that list. 3 And I know that we're -- the 4 government is working on this, but it seems 5 to me that sort of navigating some of that 6 process which really calls into play this new 7 balanced scorecard you have between the 8 pursuit of commerce and the pursuit of 9 security, finding the right approach on visa 10 waiver is one opportunity. 11 The other, in looking at the top ten 12 markets for international visitation is, you 13 know, it's great to see countries like China 14 with 20 percent plus growth in international 15 visitation. I think it also, on the metrics 16 front, would be interesting to look at those 17 countries, those top ten, and see if the 18 U.S. is, in fact, the number one destination 19 of visitors from those countries. 20 We know the volume of visitors is 21 growing to the U.S., but in many cases, they 22 may prefer to go some other place than the 23 U.S. And if so, why? 24 Is it because of the visa process 25 being easier?</p>	<p style="text-align: center;">Page 44</p> <p>1 2 what you were trying to say if I understand 3 your statement. 4 VICE CHAIR MATTHEWS: Exactly. 5 SECRETARY PRITZKER: Let's go after 6 it. And so I think making sure that we 7 have the data and then having our interagency 8 process focus on that. 9 But I think we also have to 10 appreciate that there is -- there are other 11 parts of the government that we have to make 12 sure are satisfied that in doing a Visa 13 Waiver Program it works. And I believe that 14 there are metrics on the Visa Waiver Program 15 in terms of the percentage of -- and I'm 16 sure there's someone in the room who has 17 more detail on this than I do who could talk 18 about the criteria for being eligible for the 19 Visa Waiver Program in terms of the kind of 20 quality of work that goes on in countries on 21 the visa. So someone could talk about -- I 22 think there are metrics in terms of either 23 -- Ken, help me out here. 24 MR. HYATT: Yeah, everything from 25 the refusal rate into a whole set of</p>

<p style="text-align: center;">Page 45</p> <p>1 2 additional security procedures. 3 SECRETARY PRITZKER: Exactly. 4 There's a whole set of security procedures 5 that have to be taken into account. 6 So I think what's useful for TTAB to 7 do in this is to, you know, what countries 8 are you targeting and why. And then let us 9 run up the flag pole what are the obstacles 10 or not. 11 VICE CHAIR MATTHEWS: Right. That 12 sounds terrific. And I was not minimizing 13 the role of State in that, but I just think 14 it seems like you have an enhanced kind of 15 agreement with Homeland Security now with 16 Commerce in this sort of joint agreement, and 17 Homeland Security has a big part of that 18 visa waiver. 19 SECRETARY PRITZKER: Yeah, but the 20 visa program runs through the State. 21 Legally, those authorities sit as State. So 22 you can't just -- we have to be mindful of 23 that. 24 VICE CHAIR MATTHEWS: Right. Thank 25 you so much.</p>	<p style="text-align: center;">Page 47</p> <p>1 2 purpose for Homeland Security in terms of, in 3 essence, moving the border out, if you will, 4 and having the issues that are handled 5 actually in country, in our country being 6 more concentrated because those who go 7 through pre-clearance in some other venue 8 before they actually take off, you can deal 9 with the issues there as opposed to having 10 to deal with them, if you will, when someone 11 has already landed in the United States. 12 So I think there's enormous support 13 for that. I think the question would be, 14 what markets make the most amount of sense, 15 and that would be something that I would 16 hope that you all would discuss as well as 17 with the Homeland Security representatives 18 there. 19 CHAIRMAN GILLILAND: Great. Other 20 comments? 21 Holly, did you have a comment? 22 MS. AGRA: Yes. Secretary Pritzker, 23 this is Holly Agra with Chicago's First Lady. 24 Thank you so much for your thoughts and 25 ideas.</p>
<p style="text-align: center;">Page 46</p> <p>1 2 CHAIRMAN GILLILAND: Rosie. 3 MS. ANDOLINO: Madam Secretary, when 4 I look at the information here about visitors 5 to the United States and I see the leading 6 country is Canada with 23.4 million people, I 7 have to wonder, is it just proximity to the 8 U.S.? 9 Or one of the things that Canada 10 does have is pre-clearance facilities as well 11 in Canada. 12 Having that ease of entry in Canada 13 into the U.S., is that what is helping also 14 bring more visitors to our country? 15 And if that's the case, perhaps we 16 should look at that as well as an 17 opportunity. I know there's been some 18 expansion with Customs and Border Protection 19 in pre-clearance, but perhaps we need to look 20 at some key countries to continue to expand 21 that tool, that opportunity as well. 22 SECRETARY PRITZKER: So the Secretary 23 of Homeland Security in our meeting talked 24 about wanting to expand pre-clearance 25 significantly. It serves a very practical</p>	<p style="text-align: center;">Page 48</p> <p>1 2 I'm wondering in regard to the \$37 3 million in spending coming from Canada and 4 Mexico, if you had any thoughts about us 5 exploring the customer service at the 6 vehicular or land border crossings? 7 SECRETARY PRITZKER: Okay. It's 8 very hard to hear. You said something about 9 Mexico, but I'm not sure I understood the 10 question. 11 MS. AGRA: Mexico and Canada are 12 number one and number four coming into the 13 U.S., and I wonder if you have any thoughts 14 about us exploring the customer service at 15 the land or vehicular crossings into our 16 country. 17 SECRETARY PRITZKER: Yes. So we've 18 made in our conversations with the Mexican 19 government travel and tourism, in fact, I 20 think it's a high priority, how do we expand 21 travel and tourism between the countries. In 22 terms of our border experience for both 23 travel and trade, we're very focused on 24 improving that infrastructure. 25 I'm not sure if I've answered the</p>

<p style="text-align: center;">Page 49</p> <p>1 2 question because it was a little hard to 3 hear. I could probably take one or two more 4 minutes, but I have another -- something I 5 need to go to in just a second. 6 CHAIRMAN GILLILAND: One more 7 question then. 8 MS. WALLACE: Thank you. Carol 9 Wallace, San Diego Convention Center 10 Corporation. 11 SECRETARY PRITZKER: I can't hear 12 you at all. 13 MS. WALLACE: Carol Wallace, San 14 Diego Convention Center Corporation. 15 CHAIRMAN GILLILAND: Carol, you might 16 come over here. Unfortunately, the speakers 17 don't project well into the speaker phone. 18 SECRETARY PRITZKER: Sorry. 19 MS. WALLACE: My topic is work force 20 development. It is wonderful to see the 21 growth of visitors to the United States, and 22 we need to have a qualified work force. And 23 I know it's one of the priorities of this 24 Board, and I wonder what can we do to 25 support you in that effort?</p>	<p style="text-align: center;">Page 51</p> <p>1 2 specifically what is it that you need. What 3 are the tools that you want someone that 4 you're going to hire to have? 5 And so the second thing that we're 6 very focused on is making sure there are 7 nationally recognized stackable credentials. 8 And so what does that mean? 9 That means that someone can come in 10 and get a certificate that is well-recognized 11 but also that is one that is -- means that 12 the training that they're getting is meeting 13 the needs of the business community, in this 14 instance, obviously, the travel and tourism 15 industry. So those are a few things that 16 you can do. 17 With that, unfortunately, I have to 18 exit this call. But I would say thank you 19 all very much for your work. I'm sorry, 20 again, I couldn't be there. I hope you're 21 as excited as I am by the work that's going 22 on not just at the TPC and particularly with 23 the Department of Homeland Security. I think 24 this will bear a lot of fruit as we proceed, 25 and I look forward to hearing from the</p>
<p style="text-align: center;">Page 50</p> <p>1 2 SECRETARY PRITZKER: Well, first of 3 all, as you know, work force development is 4 something that's a high priority for us at 5 the Department of Commerce and I personally 6 have a great passion for it. 7 Work force development solutions 8 ultimately are local. And so the most 9 valuable thing that you can do as a business 10 leader is to be working with your local 11 universities, community colleges, and your 12 local government, whether that's the state or 13 the city or the county depending upon where 14 the appropriate leadership is to identify 15 travel and tourism as a key initiative for 16 that region for the area, and to really work 17 with the community colleges and perhaps the 18 universities as well to say what is -- how 19 are we going to -- because most of the 20 community colleges have enormous student 21 bodies who are looking to find career paths 22 and to really work through those ecosystems. 23 We found that to be the most 24 effective, that training needs to be local. 25 And it needs to start with businesses saying</p>	<p style="text-align: center;">Page 52</p> <p>1 2 Commerce team when you return as to the 3 specific next steps. 4 CHAIRMAN GILLILAND: All right. 5 Thank you, Secretary Pritzker. We really 6 appreciate you joining us if only via phone, 7 and we also really appreciate your engaging 8 with Secretary Johnson and DHS, and we look 9 forward to seeing you at the next meeting. 10 And we're hopeful. We will look forward as 11 well hopefully to your introducing us to 12 others of your colleagues from State and the 13 Interior. I think it's great to increase 14 that level of engagement. We really 15 appreciate your carrying the torch on behalf 16 of the travel and tourism industry. 17 SECRETARY PRITZKER: My pleasure. 18 Thanks very much and have a good meeting. 19 CHAIRMAN GILLILAND: Okay. I think 20 you all heard what we've been hearing -- for 21 a number of us that are returning Board 22 Members, what we've been hearing for, I guess 23 now, she's been Secretary for almost a year, 24 right? 25 MS. PILAT: Yes.</p>

<p style="text-align: center;">Page 53</p> <p>1</p> <p>2 CHAIRMAN GILLILAND: She really has</p> <p>3 a can-do attitude and she -- and I think</p> <p>4 we've all come to know she's very demanding</p> <p>5 and she's going to look for results on the</p> <p>6 priorities that we've set forth and look for</p> <p>7 our help but also look for us to really push</p> <p>8 things forward. So she's going to be</p> <p>9 fantastic to work with.</p> <p>10 And I think this engagement that</p> <p>11 she's driving with other heads of agencies is</p> <p>12 going to be really helpful to us. So that's</p> <p>13 great.</p> <p>14 Okay. So the next item on the</p> <p>15 agenda is to hear from our ex-officio</p> <p>16 representatives on the Travel and Tourism</p> <p>17 Advisory Board. I should say before they</p> <p>18 get started that it really has been a great</p> <p>19 engagement over the years with the group of</p> <p>20 ex-officio members, their willingness to spend</p> <p>21 time with us, to listen to us, to engage on</p> <p>22 the issues, to go back and try and sort</p> <p>23 through what they can do to help us all</p> <p>24 jointly accomplish the goals. So we really</p> <p>25 do appreciate your contributions to the</p>	<p style="text-align: center;">Page 55</p> <p>1</p> <p>2 on some, I will use the term, possibly very</p> <p>3 attainable goals that should be able -- that</p> <p>4 we could achieve in the near term.</p> <p>5 I just want to run through a few</p> <p>6 things that you heard and also kind of</p> <p>7 expand a little and try to address some of</p> <p>8 the questions that people had.</p> <p>9 The first on our Loaned Executive</p> <p>10 Program. We have already put out and are in</p> <p>11 the midst of a first ever for our</p> <p>12 department. It's actually a Loaned Executive</p> <p>13 Program where the private sector is paying</p> <p>14 for someone to provide their services to the</p> <p>15 department for free in the areas of --</p> <p>16 particularly, in two agencies. It will be</p> <p>17 with Customs and Border Protection and TSA.</p> <p>18 And what we are forming here is essentially</p> <p>19 a set of in-house consultants that will work</p> <p>20 with us on a lot of the back-office</p> <p>21 functions, what we call back-office functions.</p> <p>22 These are line queues, personnel management.</p> <p>23 We will also be looking at how we</p> <p>24 can effectively maybe redesign our space,</p> <p>25 meaning the department, the federal space</p>
<p style="text-align: center;">Page 54</p> <p>1</p> <p>2 progress that we've been making over the last</p> <p>3 number of years and certainly the last couple</p> <p>4 of years.</p> <p>5 So with that, I would like to turn</p> <p>6 it over to Michael Stroud, Assistant</p> <p>7 Secretary of the Private Sector Department of</p> <p>8 Homeland Security. So, Michael.</p> <p>9 MR. STROUD: Can everybody hear me?</p> <p>10 Good morning. Thank you for having</p> <p>11 us here and thank you for providing the new</p> <p>12 membership. Congratulations. Look forward</p> <p>13 to working with all of you both across the</p> <p>14 federal space and across private sector.</p> <p>15 Some of you, I know; some of you I don't</p> <p>16 know. I look forward to meeting you</p> <p>17 throughout the day here.</p> <p>18 But briefly I just wanted to echo</p> <p>19 what we call S1 or Secretary's comments,</p> <p>20 Secretary Johnson's comments, that we look</p> <p>21 forward to working with you, the private</p> <p>22 sector. We're going to -- we think between</p> <p>23 the two organizations, between the two</p> <p>24 departments, there's a real nexus and real</p> <p>25 energy to move forward on travel and tourism</p>	<p style="text-align: center;">Page 56</p> <p>1</p> <p>2 that the department is responsible for, how</p> <p>3 we can make those spaces work more</p> <p>4 efficiently, and we look forward to working</p> <p>5 with all of the private sector partners</p> <p>6 because, obviously, we don't own or control</p> <p>7 those spaces and you guys do. So we'll</p> <p>8 happy to be working with you on that.</p> <p>9 But this I think would be a great,</p> <p>10 unique opportunity. And even though these</p> <p>11 four to six people I believe will be based</p> <p>12 in headquarters, they will be spending a</p> <p>13 majority of their time out in the field</p> <p>14 because the saying at TSA and other places,</p> <p>15 if you've seen one airport, you've seen one</p> <p>16 airport because every airport in the United</p> <p>17 States unlike --</p> <p>18 MR. HYATT: The airport people are</p> <p>19 nodding their heads.</p> <p>20 MR. STROUD: Our airport system is</p> <p>21 not Singapore. It's not Hong Kong. It's</p> <p>22 Brussels where there's one central airport,</p> <p>23 you know, or even Sweden, for that matter,</p> <p>24 where some of the airports are unmanned in</p> <p>25 the more rural areas.</p>

<p style="text-align: center;">Page 57</p> <p>1</p> <p>2 So our airports are all different.</p> <p>3 And all their ownership structures and</p> <p>4 management structures are different. So we</p> <p>5 will have to work hand in hand with the</p> <p>6 private sector, and we look forward to doing</p> <p>7 that.</p> <p>8 So we're going to look to expand</p> <p>9 this Loaned Executive Program. We want to</p> <p>10 make sure we get this first launch off the</p> <p>11 ground here, so to speak, and we think it</p> <p>12 will have some success. We also want -- the</p> <p>13 two Secretaries, having been in that meeting</p> <p>14 with Ken and a few others, they were very</p> <p>15 interested in how to leverage each other's --</p> <p>16 old term here -- but Rolodex to make sure</p> <p>17 they can get the right people in the right</p> <p>18 spots to help both agencies.</p> <p>19 But, primarily, the Loaned Executive</p> <p>20 Program -- let me clarify that, primarily at</p> <p>21 DHS. Loaned Executive Program is a DHS</p> <p>22 program, per se. I don't want to -- it's</p> <p>23 up to each agency if they want to do that.</p> <p>24 Next thing, I want to talk about</p> <p>25 visa waiver just sort of briefly. Visa</p>	<p style="text-align: center;">Page 59</p> <p>1</p> <p>2 expanded.</p> <p>3 That's not something the department</p> <p>4 is considering at the moment, but just I'm</p> <p>5 throwing that out there as an idea.</p> <p>6 The other one that makes some sense,</p> <p>7 I was looking at your chart here. Asia.</p> <p>8 You have a lot -- besides China, you have on</p> <p>9 number two on international visitors spending</p> <p>10 is Japan, and number -- on the international</p> <p>11 visitations, number four is Japan and number</p> <p>12 nine is South Korea. And so already we have</p> <p>13 -- South Korea is in the Global Entry</p> <p>14 Program, and the question is whether or not</p> <p>15 the Global Entry Program can be expanded to</p> <p>16 include maybe some other visa waiver eligible</p> <p>17 type countries. The reason being there is</p> <p>18 because the Visa Waiver Program agreement is</p> <p>19 in place, the security apparatus is there.</p> <p>20 We're comfortable enough with those folks</p> <p>21 that they don't need a visa to come here</p> <p>22 first.</p> <p>23 So the question then is maybe how</p> <p>24 can we draw those more frequent visitors out</p> <p>25 of those lines and best use CBP's resources</p>
<p style="text-align: center;">Page 58</p> <p>1</p> <p>2 waiver, to make sure everyone understands, is</p> <p>3 a comprehensive security program and travel</p> <p>4 facilitation program as well as it's an entry</p> <p>5 program that is controlled primarily with</p> <p>6 State, DHS, and some others across the</p> <p>7 federal space. So a visa waiver agreement</p> <p>8 can take a long time to come together, just</p> <p>9 to put that out there.</p> <p>10 However, we've seen some visa waiver</p> <p>11 countries that I think really have some</p> <p>12 opportunity. We've recently seen the</p> <p>13 announcement that Chile has entered the Visa</p> <p>14 Waiver Program. That was a long push, a</p> <p>15 long slough, but we got over the finish line</p> <p>16 there, and now Chile is in. And so one of</p> <p>17 the things that we can ask you as members of</p> <p>18 the private sector and the travel and tourism</p> <p>19 industry is to work with your peers in Chile</p> <p>20 and to see if there is an appetite and</p> <p>21 desire to bring more Chileans here and</p> <p>22 possibly put them into the global entry type</p> <p>23 of network or system since they have the VWP</p> <p>24 in place -- VWP, the Visa Waiver Process.</p> <p>25 Now that's in place, maybe that can be</p>	<p style="text-align: center;">Page 60</p> <p>1</p> <p>2 to target the travelers we don't know much</p> <p>3 about.</p> <p>4 Next area is Trusted Traveler</p> <p>5 Programs. That's nothing new. Your group</p> <p>6 has discussed that at length, and that's</p> <p>7 something I think makes sense. And when we</p> <p>8 say trusted traveler, the President has</p> <p>9 already announced the North American Trusted</p> <p>10 Traveler Program. He would like that up and</p> <p>11 running. Both departments are already</p> <p>12 working on that, and that's something that</p> <p>13 would be very helpful to all of you and to</p> <p>14 our greater American economy based on, again,</p> <p>15 this chart again. That covers international</p> <p>16 visitor spending. That's number one and</p> <p>17 number four for Canada and Mexico,</p> <p>18 respectively. And then it's number two on</p> <p>19 visitations, number one and number two,</p> <p>20 Canada and Mexico, respectively, on</p> <p>21 visitation. So, again, that's something that</p> <p>22 will definitely help I think both our economy</p> <p>23 and the travel and tourism industry.</p> <p>24 Next and lastly, I wanted to talk</p> <p>25 about pre-clearance. I think pre-clearance</p>

<p style="text-align: center;">Page 61</p> <p>1 2 is a tricky issue for the different aspects 3 of the travel and tourism industry. The 4 Secretary has been very vocal about the fact 5 that pre-clearance and expanding the borders 6 is a security-based program that also has 7 with it the commerce and commercial aspect of 8 it and that it will help facilitate greater 9 legitimate trade and travel. And if there 10 are people that should not be here, it's 11 best to catch those people over there. 12 So that's one of the theories behind 13 that. I know that there are inevitably 14 going to be disagreements on where 15 pre-clearance facilities should be located. 16 We've already seen that happen with Abu 17 Dhabi, but I don't believe that the Secretary 18 is going to stop at just Abu Dhabi. I 19 think, to the extent we can, we want to work 20 with the industry to explore this topic even 21 further. 22 And I know that Holly raised the 23 issue with Canada and pre-clearance and 24 Toronto and Vancouver, I believe, and those 25 are definitely interesting facets that have</p>	<p style="text-align: center;">Page 63</p> <p>1 2 CHAIRMAN GILLILAND: Questions for 3 Michael? 4 MR. FERGUSON: Good morning, Michael. 5 Elliott Ferguson with Destination DC. 6 In regards to the visa waiver 7 countries that are in the queue, can you 8 give us an update as to those that are 9 currently being considered? 10 And also, when you say a long period 11 of time, what's the average amount of time 12 that it takes for a country to actually 13 become a visa waiver country? 14 MR. STROUD: So let me address the 15 first part. I am not announcing any visa 16 waiver queue, waiting list or anything. I 17 think my friends at the State Department here 18 would know that better than I would. 19 MR. RAMOTOWSKI: I'm not announcing 20 any either. 21 MR. FERGUSON: He would have if he 22 hadn't said that first. 23 MR. STROUD: There is no official 24 list or anything like that. I was just 25 mentioning the fact that when you look at</p>
<p style="text-align: center;">Page 62</p> <p>1 2 contributed greatly to the economy to our 3 traveling public. 4 Pre-clearance is something that we 5 will look at. And also, the other thing 6 with pre-clearance is all these are -- so 7 far, the models are paid for in the sense 8 that the foreign host government pays about 9 85 percent of the cost for those Customs and 10 Border Protection officers to be located in 11 that country. So it's not as if U.S. 12 taxpayers are necessarily taking their tax 13 money and sending it someplace else. And 14 the other thing, obviously, is they are 15 clearing people coming into the United 16 States, not into other countries. 17 And I think that was pretty much it 18 other than I just wanted to say using the 19 pre-clearance concept, it also really aligns 20 well with TSA and CBP's alignment of 21 risk-based security, you know, looking at 22 targeting those who present the greatest 23 amount of risk and provide the greatest 24 savings or the greatest efficiency with the 25 amount of resources that we have available.</p>	<p style="text-align: center;">Page 64</p> <p>1 2 visa waiver, in order to obtain visa waiver, 3 it has a high security -- from DHS's 4 perspective, it has a high security standard 5 that has to be met because we are 6 essentially saying you no longer need a visa 7 to come into the country. 8 MR. FERGUSON: Right. 9 MR. STROUD: I'm then saying if you 10 take a Trusted Traveler Program, like Global 11 Entry, it's possible to lay that on top of a 12 visa waiver population as we've done already 13 in South Korea. 14 So it's possible to maybe look at 15 that list of countries and say, okay, where 16 can we expand maybe one of those types of 17 programs. 18 CHAIRMAN GILLILAND: One more 19 question as it relates -- oh, did we have -- 20 go ahead, Bob. 21 MR. LYNCH: I was just wondering if 22 you could elaborate a little bit more on -- 23 you brought up the point of working with our 24 peers in Chile, the kinds of things that 25 would be useful for us to find out.</p>

<p style="text-align: center;">Page 65</p> <p>1</p> <p>2 We do a lot of work with Chile. I</p> <p>3 was there in November and had staff there in</p> <p>4 January. What would be useful to you?</p> <p>5 MR. STROUD: Sure. I think that --</p> <p>6 I want to make sure I answer Elliott's</p> <p>7 question fully at least to the extent I can.</p> <p>8 Visa waiver agreements can take years is my</p> <p>9 understanding.</p> <p>10 But to your question about Chile, I</p> <p>11 think what would be most useful is to be</p> <p>12 able to start -- I mean, obviously, Commerce</p> <p>13 and DHS will record people that come across</p> <p>14 the border and how much money that is</p> <p>15 roughly spent. But you, as the private</p> <p>16 sector, have a much better idea of when you</p> <p>17 -- if you see a spike in bookings, people</p> <p>18 that are coming, repeats, anything, that</p> <p>19 really begins to present the business case</p> <p>20 for why we should maybe expend resources</p> <p>21 towards that endeavor or something of that</p> <p>22 sort.</p> <p>23 I'm just merely suggesting that the</p> <p>24 private sector has a much quicker, faster</p> <p>25 pulse and feel on information and the dollars</p>	<p style="text-align: center;">Page 67</p> <p>1</p> <p>2 the pressure on the lines and move quickly.</p> <p>3 So do you have any plans for that</p> <p>4 over the next couple of years?</p> <p>5 MR. STROUD: I think that the real</p> <p>6 issue there is the fact that, you know, if</p> <p>7 we're able to do a pre-clearance type of</p> <p>8 situation in a different location overseas,</p> <p>9 that may eliminate the need to necessarily do</p> <p>10 a Global Entry type of program.</p> <p>11 But I could also see a situation</p> <p>12 where you do a pre-clearance facility, and</p> <p>13 there's also a Global Entry enrollment,</p> <p>14 maybe, you know, for example, if we were</p> <p>15 looking at -- I'm just taking an example</p> <p>16 here -- Korea. Could you do that with</p> <p>17 Korea?</p> <p>18 I think you probably could, right?</p> <p>19 MR. ZUK: Absolutely.</p> <p>20 MR. STROUD: But the answer to your</p> <p>21 question, though, is also the Global Entry</p> <p>22 enrollment is also I suppose a little bit --</p> <p>23 it's more security-based on its enrollment,</p> <p>24 and so it tends to be an issue with the</p> <p>25 host countries.</p>
<p style="text-align: center;">Page 66</p> <p>1</p> <p>2 than necessarily the agencies do because ours</p> <p>3 will be a little bit more cumulative and</p> <p>4 aggregated.</p> <p>5 CHAIRMAN GILLILAND: Jonathan, one</p> <p>6 more quick question and then we'll --</p> <p>7 MR. ZUK: Just very quickly. We've</p> <p>8 discussed repeatedly over the last few years</p> <p>9 the issue of the Global Entry and expanding</p> <p>10 it beyond the borders. We've also discussed</p> <p>11 how to get people enrolled in other countries</p> <p>12 which we seem to always run up against the</p> <p>13 same roadblock with that.</p> <p>14 Can you sort of elaborate on that?</p> <p>15 We've offered in the past the option</p> <p>16 of -- for example, the organization that I</p> <p>17 represent has clients in basically every</p> <p>18 country that has the Global Entry Reciprocal</p> <p>19 Agreement, and we can get the word out there</p> <p>20 for you, but somehow we seem to be always</p> <p>21 stuck on that. And there's not that much</p> <p>22 enrollment on there.</p> <p>23 We all understand that the more we</p> <p>24 get enrolled in there, those are people that</p> <p>25 are trusted in advance and they can reduce</p>	<p style="text-align: center;">Page 68</p> <p>1</p> <p>2 MR. ZUK: We have here, for example,</p> <p>3 the U.K. and Germany which are the foundation</p> <p>4 of our international travel essentially if</p> <p>5 you look at them over years. That would be</p> <p>6 an easy place to start to get more people in</p> <p>7 I would think.</p> <p>8 MR. STROUD: Yes, I would agree with</p> <p>9 you there. I mean, that's a logical place</p> <p>10 to start looking.</p> <p>11 MR. HYATT: That's part of what's</p> <p>12 behind the Secretary's question about the</p> <p>13 trusted traveler is to say let's now really</p> <p>14 drive this. Let's really make certain that</p> <p>15 -- and let's use the U.K. as an example --</p> <p>16 how do we execute?</p> <p>17 How do we make certain this happens?</p> <p>18 And that's part of what was behind</p> <p>19 her question. So I do think it's something</p> <p>20 that we can help on. We've been literally</p> <p>21 just talking about it as we are sitting up</p> <p>22 here.</p> <p>23 CHAIRMAN GILLILAND: Michael, thank</p> <p>24 you so much for your comments. We're going</p> <p>25 to need to move on. I know we still have</p>

<p style="text-align: center;">Page 69</p> <p>1 2 it seems like pent up demand for questions 3 for Michael, but we need to move on. 4 We'll move to Ed Ramotowski, who is 5 Deputy Assistant Secretary of Visa Services 6 at the Department of State, and he's become 7 a bit of a celebrity to this group over the 8 years. So, Ed, take it away. 9 MR. RAMOTOWSKI: Even without 10 announcing visa waiver. Thanks, Sam. 11 First of all, on behalf of Secretary 12 Kerry and all of us at the Department of 13 State, I would like to congratulate you on 14 your appointment or reappointment to the 15 Travel and Tourism Advisory Board. 16 The State Department and Secretary 17 Kerry, and before him, Secretary Clinton, 18 were heavily committed to supporting the 19 travel and tourism industry and understand 20 full well how important it is for the U.S. 21 -- 22 MR. RALENKOTTER: Can't hear. 23 MR. HYATT: Ed, come and sit here. 24 Just hold on one second. 25 MR. RAMOTOWSKI: So once again, just</p>	<p style="text-align: center;">Page 71</p> <p>1 2 Board and of the private sector has been 3 critical to us as well. It's meant a lot 4 to the consulate officers overseas that are 5 working, in some cases, extra shifts and 6 special hours to make sure that we provide 7 the best possible service that we can. So, 8 again, thanks for your support. 9 We're not going to rest on our 10 laurels. We've invested over \$100 million in 11 the Global Visa Network. The veteran members 12 here know that three new consulates are under 13 development, two in Brazil and one in China, 14 to help meet and satisfy the growth and 15 demand. We continue to press for other 16 policy changes that would be helpful to us 17 and acknowledge the support of our colleagues 18 in Commerce and Secretary Pritzker, in 19 particular, to get longer validity visas in 20 China. 21 Some of you might not know, under 22 the current regulations, we're only able to 23 issue a visa valid for one year in China as 24 compared to ten years in Brazil, India, and 25 Mexico. So, clearly, being able to move to</p>
<p style="text-align: center;">Page 70</p> <p>1 2 on behalf of Secretary Kerry and all of us 3 in the State Department, congratulations on 4 your appointment or reappointment to the 5 Travel and Tourism Advisory Board. 6 The Department of State fully 7 understands the value of travel and tourism 8 to America, and we're committed to working 9 with you and with our federal partners to 10 meet the President's goal of 100 million 11 arrivals by 2021 or even sooner than that if 12 you follow Roger Dow's forecast. 13 It's been a very productive 14 partnership with the TTAB, and I thank the 15 veteran members for their support over the 16 years. I think the results speak for 17 themselves. 18 Three years ago, there were visa 19 wait times of 120 days in Brazil. Now in 20 all of the top target markets, the four 21 countries that are listed here that require 22 visas, which are Mexico, Brazil, China, and 23 India, the wait times are all single digits, 24 just two to five days. (Applause.) 25 I should add that the support of the</p>	<p style="text-align: center;">Page 72</p> <p>1 2 a longer validity visa there would free up 3 extra resources to cope with additional 4 demand. 5 Let me say also that the metrics 6 look good with respect to demand. So far in 7 fiscal year 2014, which began October 1, 8 2013, up till now, global visa demand is up 9 by 10 percent; in Brazil, by 17 percent; in 10 China, by 27 percent. That's the leader. 11 In Mexico, it's down slightly by about 3 12 percent. And in India, it's up by almost 18 13 percent. So we're still seeing some strong 14 growth, particularly in the four largest of 15 consulate operations that we have. 16 There's been some talk as well about 17 the Visa Waiver Program, and the Department 18 of State is committed to that. The 19 Administration endorsed language in the 20 Comprehensive Immigration Reform Bill that 21 would raise the refusal rates requirement to 22 10 percent. Were that to enter into law, 23 that would open the door for more countries 24 to join the Visa Waiver Program. 25 I should add, Elliot, in response to</p>

<p style="text-align: center;">Page 73</p> <p>1 2 your question, too, you know, with respect to 3 visa waiver members, it does take two to 4 tango. And it's important that the other 5 country also have the strong desire to meet 6 the legislative requirements of membership in 7 the program. 8 Again, I think that's an area where 9 the Travel and Tourism Board can be helpful. 10 Through your own private sector contacts and 11 countries such as Brazil, you can provide 12 additional encouragement for the foreign 13 government to take the steps necessary to 14 help meet the requirements to join the 15 program. So that's something to think about 16 as you proceed on your Board membership. 17 VICE CHAIR MATTHEWS: If I could 18 jump in here, would you also explain sort of 19 the rule that DHS has in that visa waiver 20 review because that's why I raised it because 21 there's a lot of sort of, well, they got to 22 do this and they got to do that. 23 MR. RAMOTOWSKI: The program -- the 24 Secretary of Homeland Security is the 25 government official that makes the final</p>	<p style="text-align: center;">Page 75</p> <p>1 2 some countries are very committed and, let's 3 say, they do their homework diligently. 4 Others, not so much. The visa refusal rate 5 requirement is often the most difficult 6 hurdle to get across because the host 7 country, the foreign country can't influence 8 that. It's the aggregate of hundreds or 9 thousands of individual decisions made by 10 consulate officers over time whether a 11 particular visa applicant is qualified or 12 not. 13 And then, of course, DHS also looks 14 at the overstay rate in the United States. 15 And, again, that's the aggregate of decisions 16 made by hundreds or thousands of people about 17 whether to comply with the U.S. immigration 18 law or not. 19 But for the parts of visa waiver 20 that a foreign country can influence such as 21 issuing electronically enabled passports, 22 signing data sharing agreements with the 23 United States, you know, some countries are 24 more willing to do that than others. 25 VICE CHAIR MATTHEWS: So this is why</p>
<p style="text-align: center;">Page 74</p> <p>1 2 decision on admitting a country to the Visa 3 Waiver Program. The Secretary of State 4 nominates the country for consideration. 5 So it really is a partnership 6 between our two agencies and also other 7 national security agencies who have to review 8 whether the membership of any country, as 9 Michael Stroud said, would have a negative 10 impact on U.S. national security. Because if 11 you remove the visa requirement, that 12 traveler is going to show up at the U.S. 13 port of entry without having any interaction 14 with the U.S. government official. 15 Visa waiver requires several 16 international data share agreements to be 17 signed by the other country, not just signed, 18 but actually implemented; and for some 19 countries, that's illegal or a political 20 challenge. So we work very closely with DHS 21 and other agencies to encourage countries to 22 meet the requirements as they are to proceed 23 from there. 24 That's the way the Chilean case 25 proceeded. Each one is different because</p>	<p style="text-align: center;">Page 76</p> <p>1 2 a principle around security and trade being 3 mutually reinforcing is significant because it 4 is sort of saying this is a balance, you 5 know, that the government has to look at. 6 I think a big step forward because I 7 think we looked at an environment, say, five, 8 you know, ten years ago where the security 9 -- there was not that sense of the trade 10 benefit being something that you put into 11 this equation. 12 MR. RAMOTOWSKI: Right. I think 13 that's a very important change over time; 14 and, again, the Board has been instrumental 15 in bringing that about. So thank you. I'll 16 yield the rest of -- 17 CHAIRMAN GILLILAND: Olga? 18 MS. RAMUDO: Ed, question. Is there 19 a list of countries that have been nominated 20 by the Secretary for visa waiver that are 21 pending approval to know what business and 22 what countries we need to sort of push or 23 help? 24 MR. RAMOTOWSKI: There's only one 25 other country that's in that position at the</p>

<p style="text-align: center;">Page 77</p> <p>1 2 moment which is Poland, but for them, the 3 visa refusal rate is still an insurmountable 4 barrier. 5 MS. RAMUDO: What is the status of 6 Brazil? 7 MR. RAMOTOWSKI: Well, Brazil is -- 8 you know, there were some preliminary talks 9 held actually more than a year ago now 10 hosted by Homeland Security and with the 11 State Department and some other agencies 12 present and with Brazilian officials. 13 Brazil, as you probably know, the 14 revelations by Mr. Snowden created some 15 turbulence in Brazil and caused what we hope 16 is a temporary setback in some of our 17 cooperation with the Brazilian government. 18 So the political environment for them right 19 now to share more data with the United 20 States is a little bit challenging. So 21 Brazil is not nominated and, at the moment, 22 things seem to be in a holding pattern. 23 But as I said, that's again an area 24 where the private sector can, through your 25 own contacts, help provide some coverage for</p>	<p style="text-align: center;">Page 79</p> <p>1 2 MR. RAMOTOWSKI: It's the same in 3 every country. It's set at our cost 4 recovery level, yeah. 5 MR. DAVIDSON: So the cost is the 6 same in China as it is in Brazil even though 7 the visa in China may be good for one year 8 and the visa in Brazil is good for ten? 9 MR. RAMOTOWSKI: That's correct. 10 The only exception to that is where a 11 foreign country might charge an additional 12 fee to Americans. This is called a 13 reciprocity fee, and we would charge that on 14 top of the regular application fee. But 15 there is no reciprocity in China. 16 MR. DAVIDSON: The point of my 17 question obviously is that the process, 18 although infinitely more efficient now in 19 China than it was when we first started 20 these conversations several years ago, it's 21 still a process and it's still good for one 22 year once you've gone through the process. 23 So a family of four might be looking 24 at somewhere depending on whether or not the 25 children are of an age where it's required</p>
<p style="text-align: center;">Page 78</p> <p>1 2 politicians in other countries to make some 3 difficult decisions. 4 MR. HAGEN: I was going to say, I'm 5 with my counterpart from Brazil today here at 6 IPW, and maybe I'll walk him by some of you 7 so you could have a chat. 8 MR. RAMOTOWSKI: Just by coincidence. 9 MR. HAGEN: Just by coincidence. 10 But if someone -- 11 MS. RAMUDO: We'll say hello to him. 12 VICE CHAIR MATTHEWS: Tell us where 13 you're going to be because this is precisely 14 a way how the TTAB can get involved. 15 3 o'clock in front of the hall. 16 MR. HAGEN: Fine. 17 CHAIRMAN GILLILAND: Todd, did you 18 have a comment? 19 MR. DAVIDSON: First of all, a quick 20 question and then kind of a follow-up, Ed. 21 And congratulations on your newfound celebrity 22 status with the TTAB. 23 The visa processing fee is fairly 24 universal, is it not, in terms of what's 25 charged around the world in each country?</p>	<p style="text-align: center;">Page 80</p> <p>1 2 could be anywhere from 320 to \$640 for a 3 one-year visa, and the question there being 4 for a destination like Oregon that depends 5 more on repeat visitation to the United 6 States than first-time visitors to the United 7 States, it becomes an impediment for repeat 8 visitation to the United States as to whether 9 or not they want to go through that process 10 again. 11 My question, I guess is, is this not 12 also though a case where it takes two to 13 tango? 14 There's reciprocity between the two 15 governments in terms of establishing length 16 of visa where we're sitting length based on 17 what our counterparts -- with the Chinese 18 government. I'm looking for an opportunity 19 for the private sector engagement with you 20 again. You mentioned visa waiver, but I 21 think there's an opportunity here around 22 length of visas. 23 MR. RAMOTOWSKI: No, absolutely. 24 You're quite right. Having to pay that fee 25 every year is a detriment to repeat travel.</p>

<p style="text-align: center;">Page 81</p> <p>1</p> <p>2 And that's one of the reasons we would like</p> <p>3 to see increased validity.</p> <p>4 For many years, the Chinese</p> <p>5 government was not interested in increasing</p> <p>6 the validity of visas, but indications are</p> <p>7 that they have reconsidered that position.</p> <p>8 As I have said before in other of our</p> <p>9 meetings, increasing the validity of the visa</p> <p>10 also has to be a whole of government</p> <p>11 decision which means other agencies not</p> <p>12 represented here have to also approve. And</p> <p>13 in this forum, I'm not able to go in to</p> <p>14 more detail than that; but it gets back to</p> <p>15 what Kathleen was saying that the security</p> <p>16 value of a strong economy of increased travel</p> <p>17 and, you know, more effective interchange</p> <p>18 between the two countries, that's an argument</p> <p>19 we need to make.</p> <p>20 Secretary Pritzker is helping us make</p> <p>21 it, and certainly we appreciate the support</p> <p>22 of the Board.</p> <p>23 MR. DAVIDSON: Thanks, Ed.</p> <p>24 CHAIRMAN GILLILAND: Okay. Thanks,</p> <p>25 Ed. I'm sorry to cut this short. I know</p>	<p style="text-align: center;">Page 83</p> <p>1</p> <p>2 You might come up here so the folks</p> <p>3 on the phone can hear you better.</p> <p>4 MR. THOMPSON: Good morning,</p> <p>5 everybody. Great to see familiar faces and</p> <p>6 people that have been reappointed and welcome</p> <p>7 to the new folks that are also familiar</p> <p>8 faces, great partners that we're involved</p> <p>9 with and everything that we're doing.</p> <p>10 I know you're trying to cram a</p> <p>11 normal meeting into a shorter period of time,</p> <p>12 so I'll keep this brief and keep it focused</p> <p>13 on a lot of what's going on at the moment.</p> <p>14 I'm honored to have the opportunity to share</p> <p>15 it with you because we consider you all very</p> <p>16 valuable partners as we're looking to market</p> <p>17 the country. A lot of the policies that the</p> <p>18 federal government has in place certainly</p> <p>19 affect that.</p> <p>20 So IPW. Here we are. Chicago is</p> <p>21 doing an awesome job. Amazing job. I think</p> <p>22 I've heard more people attending this show</p> <p>23 saying this is the first time they've been</p> <p>24 to Chicago than I've heard people say that</p> <p>25 about other cities. And, wow, will that</p>
<p style="text-align: center;">Page 82</p> <p>1</p> <p>2 there are others that have questions and</p> <p>3 comments. You have one more?</p> <p>4 MR. RAMOTOWSKI: I just want to</p> <p>5 invite all members of the Board, veterans and</p> <p>6 new members, if you are ever traveling abroad</p> <p>7 and you would like to see the business end</p> <p>8 of an embassy or consulate, please let us</p> <p>9 know.</p> <p>10 Todd came to see our operation in</p> <p>11 Brazil, and we would like to facilitate that</p> <p>12 for you at some point. Give us a little</p> <p>13 bit of advanced notice and we can make that</p> <p>14 happen. Thank you.</p> <p>15 CHAIRMAN GILLILAND: Thank you, Ed.</p> <p>16 Ed will be available for autographs a little</p> <p>17 later, too.</p> <p>18 We're a little behind schedule, and</p> <p>19 Chris Thompson is trying to remain on</p> <p>20 schedule. We're putting him a little behind</p> <p>21 schedule. We're going to go a little off</p> <p>22 agenda here and move to Chris Thompson.</p> <p>23 He's President and CEO of Brand USA. Chris,</p> <p>24 I appreciate you being here to provide an</p> <p>25 update. You know what?</p>	<p style="text-align: center;">Page 84</p> <p>1</p> <p>2 make a huge impact. What might normally</p> <p>3 being a 10 percent up tick to a destination</p> <p>4 to Chicago is likely to experience even more</p> <p>5 than that. So that's really good.</p> <p>6 I've been saying on a regular basis</p> <p>7 whether it's our press conference or any</p> <p>8 opportunity I have to speak to groups what a</p> <p>9 difference a year makes. I haven't been</p> <p>10 here quite a year and a half yet, but our</p> <p>11 organization demonstrated not the least by</p> <p>12 our presence on the floor here in the show</p> <p>13 is -- doesn't even look the same. So our</p> <p>14 booth is twice as big and literally still</p> <p>15 not enough room. We have over 400</p> <p>16 appointments over the three days and many</p> <p>17 walk-ups. It's very exciting.</p> <p>18 Some enhancements to our booth you'll</p> <p>19 be happy to hear about. Federal row which</p> <p>20 has been in many locations other than near</p> <p>21 us in the past and other than prominent in</p> <p>22 the past has actually been incorporated into</p> <p>23 our pavilion and even with some of the</p> <p>24 carpet and the booth build-out. So it</p> <p>25 literally looks like it's part of our booth.</p>

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2 And so that's great for them. It's
3 great for us because when you look at this
4 public/private partnership and what we're
5 trying to do together to not only market but
6 facilitate and all the great agencies that
7 are involved in the national travel and
8 tourism strategy now have a great presence
9 and a great position to be able to have --
10 to tell the story.

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

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

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1
2 things that we use to market.

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

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

18 Recently here, we released an ROI
19 study. It was really good timing right in
20 front of the Destination Capitol Hill that
21 U.S. Travel just hosted a couple weeks ago
22 -- I guess it's months ago now. It was
23 done in partnership with Oxford Economics
24 which obviously has great relevance in our
25 space, looking at macro economics that I'm

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2 not going to be able even to explain that to
3 you. I don't have enough time. But they
4 do a great job in predicting what visitation
5 should be and have done it in compelling
6 ways over the last couple of years. And in
7 that macro economic model, it takes into
8 consideration as much that is possible to
9 take into consideration which is changing
10 economics, changing investments by brands and
11 destinations, increases in all sorts of
12 in-country market dynamics, and it's been a
13 very predictive tool, successfully predictive
14 tool.

15 They looked at 2013 on what it
16 should have been, the visitation should have
17 been, and then what it actually was. And
18 we're able to determine that the only thing
19 that was significantly different other than
20 things they can consider in their macro
21 economic model was our engagement, not Brand
22 USA, but our representing the buyers and
23 suppliers who market with us and the federal
24 partners who are our partners and our
25 footprint around the world now where we're

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2 telling the story and inviting people to
3 discover this land like never before.

4 And that incremental impact which is
5 often what we're asked about was 1.1 million
6 incremental visitors, \$3.4 billion in direct
7 spend, \$7.4 billion when you look at direct,
8 indirect, and induced, and it accounted for
9 53,000 jobs. And as significant, it
10 generated nearly a billion dollars in sales
11 tax collection at the federal, state, and
12 local levels. And we would like to say
13 that's with zero taxpayer dollar investment
14 because we literally -- this model is funded
15 by visitors paying to grow the visitor
16 industry.

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

23 The theme for what we've been
24 bringing to this show has been Partners,
25 Programs and Progress. And on the Partner

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1 side, it's the buyers and the suppliers, and
2 not only the buyers, but the media in market
3 that help us tell our story and then, in
4 this case, our federal partners.

5 On the Program side, I think last
6 year in our cooperative marketing platforms
7 and programs, we brought about 20 platforms
8 to the show which was opportunities for the
9 industry on both sides of the equation to
10 engage with us in marketing the country
11 around the world. This year, we're bringing
12 100 platforms and over 200 opportunities for
13 people to engage with us.

14 And then it's Progress. Our
15 footprint around the world is -- now our
16 brand campaign is deployed in ten markets
17 that represent 75 percent of the inbound
18 visitation to the country. Our trade
19 outreach where we actually have in-country
20 representation representing us helping us
21 navigate the culture and the mediums is now
22 in 20 markets. Our most recent announcement
23 was representation in Canada, and now we're
24 in a total of 16 markets with in-country
25

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1 representation. And then our activity covers
2 about 30 markets. So everything we do
3 around the world covers 30 markets, and
4 that's over 90 percent of the inbound
5 visitation. So we're very excited about that
6 progress.

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

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

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

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

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

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

23 So that's probably a dime tour that
24 should have been a nickel tour. But I'm
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<p style="text-align: center;">Page 93</p> <p>1 2 happy to take any questions from anybody. 3 Again, I appreciate -- congrats to Sam and 4 Kathleen on the leadership and to the new 5 members. I, at one time, had an opportunity 6 to be on this until I stepped to this stage 7 and then had to give it up, but I cherish 8 the time I had on here. And we consider 9 you guys valuable, valuable partners and will 10 be a great assistance in our ability to do 11 what we do. 12 MS. RAMUDO: Chris, at a point we 13 were number-17 ranked for international 14 visitors. Where are we now? 15 Where do rank now? 16 Do we have the data? 17 MR. THOMPSON: I don't know the 18 answer to that question. I'll let you know. 19 MS. RAMUDO: Thank you. 20 MR. THOMPSON: It's higher than 17. 21 We're in the top 5. I don't know the exact 22 number. 23 MR. ZUK: For long haul or general? 24 Because long haul and short haul is 25 a totally different spend and everything</p>	<p style="text-align: center;">Page 95</p> <p>1 2 remarks, and we'll get to Kris Urs, who is 3 the Deputy Assistant Secretary for 4 Transportation, Bureau of Economic and 5 Business Affairs, the Department of State. 6 And Kris, actually, if you don't mind, I 7 think it would be helpful if you came up and 8 if you could speak into this speaker phone, 9 that would be great. 10 MR. URS: Sure. Thanks. Good 11 morning to everyone and congratulations again 12 on your selection or re-selection to be on 13 the TTAB. 14 I think you've heard already from a 15 number of U.S. government agencies and you'll 16 be hearing from some more, and I think you 17 clearly know that there's a whole of 18 government kind of approach to all of this 19 that obviously for facilitation of tourism, 20 we need to have many, many agencies involved 21 in many different points of the process. 22 And you did hear from Ed Ramotowski 23 who's our Deputy Secretary for Visas, and 24 that's very clearly one of the main things 25 that we do over at Department of State that</p>
<p style="text-align: center;">Page 94</p> <p>1 2 else. 3 MR. THOMPSON: I think that's for 4 long haul. I think that's for outside your 5 country into your country. 6 A VOICE: We're number one in 7 spending. We're number two in arrivals. 8 A VOICE: Yeah, we're number two in 9 arrivals. 10 MR. THOMPSON: I haven't thought 11 about that number lately. 12 MR. HAGEN: France is one in 13 arrivals. But number one is Spain. 14 CHAIRMAN GILLILAND: Questions for 15 Chris? 16 MR. THOMPSON: I look forward to 17 visiting with you individually as the show 18 progresses. Thanks for everything you're 19 doing. 20 CHAIRMAN GILLILAND: Thanks, again, 21 Chris. Your success drives us to have other 22 challenges that we solve in areas of visa 23 and entry and infrastructure. So keep 24 driving them our way. That's great. 25 So we will go back to our ex-officio</p>	<p style="text-align: center;">Page 96</p> <p>1 2 has an impact on tourism. 3 But I wanted to just emphasize some 4 of the other things that we do over at the 5 Department of State that have an impact on 6 tourism as well. So actually as it turns 7 out, Chris just mentioned one of the 8 programs, one of the efforts that we have 9 underway to try to be supportive and to 10 utilize our platform, our diplomatic platform 11 overseas to try to promote the United States 12 as a destination for travel. And that's 13 working through our Bureau of International 14 Programs in the Department of State. We're 15 working to popularize the United States as a 16 destination for tourism. And Chris just 17 mentioned the program that we have in 18 conjunction with the James Beard Foundation 19 where we'll be inviting five chefs, renown 20 chefs from the United States to travel to 21 five of our embassies in the Asian Pacific 22 region, and there they will be highlighting 23 regional cuisine in the United States as a 24 way to promote the United States as a 25 tourist destination.</p>

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2 Now that's just one example. There
3 are lots of examples where on our public
4 diplomacy side we're highlighting the United
5 States as a potential destination, and we do
6 look to work with you and with -- and with
7 Brand USA as we work to do that.

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

19 And so the State Department is the
20 lead agency in that effort, but we work very
21 closely with the Department of Transportation
22 and with the Department of Commerce who
23 participate on our negotiating committees.
24 We also have on our negotiating teams
25 representatives from the stakeholders. So,

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2 agreed that getting a more liberal aviation
3 agreement with Mexico would be a priority
4 going forward. So we actually are looking
5 at negotiations some time this spring at a
6 more liberal aviation agreement with the
7 Mexicans to try to do that.

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

17 And then finally, just one other
18 thing I wanted to mention, Secretary Clinton,
19 former Secretary Clinton, when she was
20 Secretary, put an emphasis on economics over
21 the Department of State that, as a long-time
22 economic officer myself, I greatly appreciate
23 and I don't think we've seen before at the
24 Department of State. She called it Economic
25 Statecraft, and she focused on, you know, the

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2 for example, the airports and airlines and a
3 wide variety of others who participate.

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

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

19 So when Vice President Biden went
20 down to Mexico City to attend the high level
21 economic dialogue in September of last year,
22 he and -- actually Secretary Pritzker was
23 there as well and U.S. TR Froman and a
24 variety of other individuals were there,
25 Cabinet rank officials were there, they all

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2 need for the State Department to utilize its
3 diplomatic presence overseas to promote
4 exports; and, of course, travel and tourism
5 is the largest service export that exists.

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

<p style="text-align: center;">Page 101</p> <p>1 2 interested in opportunities in Libya. 3 As time has gone by, our ambassadors 4 have focused more on specific opportunities 5 in specific countries. We did one in Korea 6 recently, and it focused on the travel and 7 tourism industry. 8 So we would be very interested in 9 working with TTAB to see where we can -- 10 what the best candidates would be for those 11 kinds of phone conversations. The ambassador 12 in country, he has direct experience of, you 13 know, what the situation is, what the 14 conditions are, and what people need in order 15 to travel, and what their concerns are about 16 traveling to the United States. And so I 17 think that kind of conversation might be very 18 useful. 19 CHAIRMAN GILLILAND: Okay. Questions 20 for Kris? 21 MS. ANDOLINO: Hi, Kris. You know, 22 you just mentioned the international flight 23 and the rules of liberalized flight. This 24 year is going to be the 70th anniversary of 25 the Chicago convention which established the</p>	<p style="text-align: center;">Page 103</p> <p>1 2 when you look at the statistics of -- when 3 you look at the spend, when you look at the 4 value to the U.S. economy of travel and 5 tourism, we're all aware of, you know, the 6 shopper who drops \$300 in whatever store it 7 is; but what we're perhaps less aware of is 8 that the passenger revenue, the passenger 9 ticket revenue on the airlines also counts as 10 spend. And so a lot of those passengers 11 come to the United States on U.S. airlines 12 and, in fact, the majority of them come on 13 U.S. airlines, and so there's a real benefit 14 there for the U.S. economy as well. 15 CHAIRMAN GILLILAND: One more 16 question? 17 MS. AGRA: Thank you. Several years 18 ago, just a couple years ago, Secretary 19 Clinton initiated a really innovative 20 Ambassador Corps Field Trip, and she invited 21 them all to begin in Chicago and they came 22 for I think a series of two days to really 23 explore our city. And I wondered if that 24 was still on the agenda for Secretary Kerry? 25 It really did promote the United</p>
<p style="text-align: center;">Page 102</p> <p>1 2 foundation of ICAO for international travel. 3 We're hosting routes here in 4 September as well where we're bringing 5 airlines as well as airports from around the 6 world to kind of get to know each other and 7 look at opportunities for more business and 8 commerce. 9 I would love to have the opportunity 10 to follow up with State and Commerce as well 11 to try to find a way that maybe we could 12 promote more, I guess, some of these areas 13 in which we would like to have greater 14 liberalization and try to help make that a 15 priority for all of us. 16 So maybe we could talk about how to 17 bring this together and maybe bring TTAB into 18 that -- have an opportunity to, again, 19 showcase that which is one of our, again, 20 the greatest exports that we have and a way 21 to showcase what's happening in that airport 22 -- airline airport environment. 23 MR. URS: Absolutely. We would be 24 definitely interested in doing that. I think 25 one of the things that you may notice is</p>	<p style="text-align: center;">Page 104</p> <p>1 2 States in a wonderful way. 3 MR. URS: That was foreign 4 ambassadors. That was ambassadors stationed 5 here in the United States traveling around 6 the United States to get to know the United 7 States. I haven't seen a repeat of that, 8 but we can certainly have a discussion about 9 that back at State Department and get back 10 to you. 11 CHAIRMAN GILLILAND: Okay. Well, 12 thank you, Kris. Really appreciate it. All 13 right. 14 And next up is John Blair, Director 15 of Intergovernmental and External Affairs for 16 the Department of the Interior. John is 17 coming up. Great. 18 MR. BLAIR: Good morning, everyone. 19 In the interest of time and holding your 20 attention, I will be brief this morning. 21 I, on behalf of Secretary Jewell, 22 congratulate you on being appointed or 23 reappointed to the Board. She is very 24 committed to working on tourism and 25 travel-related issues at the department and</p>

<p style="text-align: center;">Page 105</p> <p>1 2 continuing to do so. 3 In full candor, as some of you know 4 yesterday, I am two months new to the 5 Interior and brand-spanking new to TTAB, and 6 so I look forward to working with you over 7 this term and doing all I can to help make 8 sure that Secretary Jewell and our team are 9 engaged. 10 A few things that she has focused on 11 in our priorities for us, one being the My 12 America Virtual Visitor Services Platform 13 which is something that she is working on 14 through TPC trying to ensure that we have a 15 platform that has the most current relevant 16 information available both for other agencies 17 and departments and for the private sector 18 who can hopefully optimize a number of ways 19 to utilize this information for visitors 20 around the country to optimize their 21 experience both at our national parks and 22 public lands and if they're sitting at home 23 at their computer to figure out what they 24 want to do. 25 Beyond that, as Kris has just</p>	<p style="text-align: center;">Page 107</p> <p>1 2 everyone. On behalf of Secretary Foxx and 3 Assistant Secretary Susan Kurland with the 4 Department of Transportation, I would like to 5 first congratulate and extend a warm welcome 6 to our newly appointed Board members. 7 Safe and efficient transportation 8 systems are essential to travel and tourism. 9 Airplanes, buses, trains, automobiles, they 10 enable travelers to get to their vacation 11 destinations. That's why the work that we 12 are doing at the Department of Transportation 13 and here with the TTAB is so important. 14 The Department of Transportation has 15 been very active in promoting travel and 16 tourism. DOT has participated with the TTAB 17 since 2011, and it has been very helpful to 18 hear from the travel and tourism industry on 19 where we need to concentrate our resources. 20 In responding to the TTAB's past 21 recommendations, we have focused our efforts 22 on communicating with the general public on 23 how the next gen or which is the next 24 generation air transportation system will save 25 money and provide faster, more efficient air</p>
<p style="text-align: center;">Page 106</p> <p>1 2 mentioned and others have talked about, we 3 are getting ready for the centennial of the 4 National Park Service, starting probably with 5 activities in 2015 into 2016, but that will 6 be something that both people from National 7 Parks Service and beyond throughout the rest 8 of the Interior will be working on in the 9 coming year. So we'll make sure that you're 10 included and engaged on those activities 11 around the country as we move forward. 12 So with that, I look forward to 13 working with you. I'm happy to write down 14 any questions you have and get answers back 15 to you as soon as I can. But like I said, 16 we look forward to working with you in the 17 coming years. 18 CHAIRMAN GILLILAND: Questions for 19 John? 20 MR. BLAIR: Thank you very much. 21 CHAIRMAN GILLILAND: And then we'll 22 move on to Vanessa Balgobin, Senior 23 Transportation Analyst, Office of Aviation 24 Analysis, Department of Transportation. 25 MS. BALGOBIN: Good morning,</p>	<p style="text-align: center;">Page 108</p> <p>1 2 travel. 3 We look forward to continuing to 4 partner with you, to help meet the 5 transportation demands that will grow over 6 the next few years as a direct result of the 7 extensive work that we are doing here at the 8 TTAB. Thank you. 9 CHAIRMAN GILLILAND: All right. 10 Good. Thank you, Vanessa. Any questions 11 for Vanessa? 12 Thank you. Thank you, again, to all 13 the ex-officio members who have joined us 14 here today. We really appreciate your 15 comments. We very much look forward to 16 working with each and every one of you. 17 And, in fact, as we get to the 18 priority section of the discussion which is 19 -- which Kathleen will lead us in here, 20 certainly one of the things that we've done 21 is thought through and identified as we think 22 about how we set up our subcommittees, how 23 the subcommittees are going to rely upon and 24 engage with their ex-officio members. So we 25 really look forward to that engagement as we</p>

<p style="text-align: center;">Page 109</p> <p>1 2 jump into the priorities. So I'll turn it 3 over to you, Kathleen. Oh, I'm sorry. 4 MR. GALLAGHER: Just a question. So 5 I'm Mike Gallagher from CityPASS and 6 listening to all the federal employees and 7 stuff in here, so this is a question I think 8 for Homeland Security. Brand USA's official 9 web site is discoveramerica.com. Obviously, 10 that is an important web site for them. 11 Everybody is represented there, all the 12 states. All the information you need if 13 you're thinking about coming to the United 14 States you couldn't get if you could go to 15 discoveramerica.com. 16 So I never seen a visa or the stamp 17 you get if you're visiting the United States 18 in your passport, somebody coming here, but 19 could you add visit discoveramerica.com on 20 that stamp or on that visa? 21 MR. RAMOTOWSKI: Well, that's 22 something that we -- we would consider that. 23 We'll take that idea back and think about 24 it. Although I will say, down the road, 25 we're working towards an all electronic visa.</p>	<p style="text-align: center;">Page 111</p> <p>1 2 get it actually. 3 CHAIRMAN GILLILAND: Good. Thanks, 4 Mike. 5 VICE CHAIR MATTHEWS: So this is an 6 advisory group. So we want to hear your 7 advice and give you a chance to speak. So 8 even though we're kind of running late, we 9 want to preserve up to 30 minutes right now 10 for our discussion. 11 So we heard from two Cabinet 12 Secretaries this morning. You heard about 13 their priorities, but also their commitment 14 to collaboration; and then you heard from 15 their deputies more specific information. 16 So just in the summary, we've teed 17 about five priorities. First of all, 18 improving the visitor experience at our ports 19 of entry. Number two, enhancing the visa 20 process. Number three, supporting Brand USA 21 as well as other public private partnerships. 22 And then really two priorities around data 23 that Secretary Pritzker teed up, freeing up 24 federal tourism data from places like our 25 national parks and finding ways to improve,</p>
<p style="text-align: center;">Page 110</p> <p>1 2 So there will no longer be a physical 3 manifestation of that. But for the time 4 being -- 5 MR. GALLAGHER: I think the point is 6 that would help everybody if you could help 7 promote that web site. 8 MR. RAMOTOWSKI: Absolutely. And 9 all our embassies and consulates put out 10 information about visa services and links to 11 our federal partners and sites about 12 information. 13 CHAIRMAN GILLILAND: I think changing 14 out all the stamps would probably only cost 15 about a billion dollars. So I mean -- but 16 it would be worth it, I think. It would be 17 good marketing. I'm kidding. I'm totally 18 kidding, Mike. I think it's a great idea. 19 MR. STROUD: If I could address 20 that. I was just told by one of my 21 colleagues that when a foreign traveler files 22 for their ESTA which is their -- you know, 23 they file their ESTA paperwork, actually on 24 the receipt, right, it actually has that web 25 site on it and a link on it. So they do</p>	<p style="text-align: center;">Page 112</p> <p>1 2 collect, and publish data about international 3 visitation to the United States. 4 We've also heard from you some more 5 general conversation around infrastructure 6 beyond just the entry process, ports of entry 7 and airport specifically. We've heard about 8 work force development, an interesting kind 9 of response from Secretary Pritzker that 10 ultimately most work force development happens 11 on the local level. So I think we need to 12 discuss whether that would be a federal 13 priority that we would want to tee up with 14 some discussion. 15 Yesterday during our orientation, 16 there was a comment about small business and 17 the robust important role of small business 18 in the tourism sector, and we certainly have 19 representation from small business on this 20 TTAB here. 21 And then, ultimately, our cultural 22 heritage which was an area where we again 23 have very strong representation on the TTAB 24 as well as lots of opportunity when you 25 think about the Native American reservations,</p>

<p style="text-align: center;">Page 113</p> <p>1</p> <p>2 Alaskan arts, arts and culture as well as</p> <p>3 the diverse -- the opportunity for us to be</p> <p>4 a country that welcomes people to our diverse</p> <p>5 options and has -- and showcases our diverse</p> <p>6 population as hosts for the world.</p> <p>7 So what we would like to do is</p> <p>8 discuss sort of how these priorities might</p> <p>9 fit into a structure such as the</p> <p>10 subcommittees, for you to kind of help us</p> <p>11 pursue this work, thinking that we've been</p> <p>12 challenged with those subcommittees to have</p> <p>13 very specific goals. Maybe perhaps even more</p> <p>14 aggressive goals than the government</p> <p>15 participants have teed up as the industry,</p> <p>16 stretch goals, so to speak; and whether the</p> <p>17 committees that we discussed in an</p> <p>18 orientation that we had for the new TTAB</p> <p>19 yesterday around visa entry, Brand USA,</p> <p>20 metrics, cultural heritage, whether those --</p> <p>21 and infrastructure, whether those are the</p> <p>22 right vertical's for us to pursue our work.</p> <p>23 So we want to open this to your</p> <p>24 discussion to see if this feels like it's</p> <p>25 gelling into place for all of you as the</p>	<p style="text-align: center;">Page 115</p> <p>1</p> <p>2 at the ports of entry and then the visa</p> <p>3 process. I believe there's enough there that</p> <p>4 justifies having two separate subcommittees</p> <p>5 addressing some opportunities in both places.</p> <p>6 VICE CHAIR MATTHEWS: Other</p> <p>7 discussion on that?</p> <p>8 Essentially what you're doing is</p> <p>9 creating a second committee to be able to</p> <p>10 deal with that choke point when you look at</p> <p>11 numbers like 20 percent increase of</p> <p>12 visitation from China. Yes?</p> <p>13 MR. BERG: I was just going to say,</p> <p>14 I think focusing -- continuing to focus on</p> <p>15 the visa process is important. You've made</p> <p>16 great process. You drove a lot of progress,</p> <p>17 and I think we should not let the pressure</p> <p>18 off.</p> <p>19 MR. ZUK: I just want to understand</p> <p>20 the goal of continuing to work on the visas.</p> <p>21 We are already at single digits as Ed told</p> <p>22 us in all the choke points. So what more</p> <p>23 can we ask to get to?</p> <p>24 Less than single digits, that's</p> <p>25 processing in an hour. I guess that's out.</p>
<p style="text-align: center;">Page 114</p> <p>1</p> <p>2 priority areas, if there's something that</p> <p>3 we're missing at this point. And, again,</p> <p>4 all of this for those of you that are</p> <p>5 rejoining us as members of the TTAB for a</p> <p>6 second or third or fourth term, whether this</p> <p>7 builds sufficiently on the work that's been</p> <p>8 done thus far. So we want to open that to</p> <p>9 discussion.</p> <p>10 Let's start with visas. Do we feel</p> <p>11 that we've got enough work to build on the</p> <p>12 current work vis-a-vis visa?</p> <p>13 Visa waiver could be part of this</p> <p>14 discussion and whether we move to stretch</p> <p>15 goals around that or work around</p> <p>16 collaboration. We were told that engaging</p> <p>17 with other governments is a critical part of</p> <p>18 this. Visas. Is there a sense that that</p> <p>19 is a robust line of work for us to pursue?</p> <p>20 Todd?</p> <p>21 MR. DAVIDSON: I would just echo</p> <p>22 what you and Sam proposed yesterday, the idea</p> <p>23 of what has traditionally been viewed as</p> <p>24 travel facilitation. Your suggestion that we</p> <p>25 divide that between looking at the experience</p>	<p style="text-align: center;">Page 116</p> <p>1</p> <p>2 VICE CHAIR MATTHEWS: Maybe Ed could</p> <p>3 answer that and also Michael. I mean, what</p> <p>4 is it that you see this group could</p> <p>5 contribute or is your progress locked into</p> <p>6 place?</p> <p>7 MR. RAMOTOWSKI: You know, I</p> <p>8 appreciate, Todd, your comments about dividing</p> <p>9 it into two, but from our perspective, it</p> <p>10 really is a connected process. These</p> <p>11 applicants need to be cleared into the</p> <p>12 country, and visa waiver, as I explained and</p> <p>13 as Michael explained, really involves both</p> <p>14 country -- both departments. So Homeland</p> <p>15 Security and State. So my own view is that</p> <p>16 it might be more effective to keep it</p> <p>17 combined.</p> <p>18 And with respect to your point, now</p> <p>19 we're moving into the realm of legislative</p> <p>20 change, and that's very difficult for the</p> <p>21 executive to lobby. We can't do that sort</p> <p>22 of thing. Obviously the private sector can.</p> <p>23 And I think you're going to be confronted</p> <p>24 more and more by that sort of situation</p> <p>25 because, ultimately, the growth in China will</p>

<p style="text-align: center;">Page 117</p> <p>1 2 outpace our current business model. And so 3 there will need to be some legislative 4 changes or there's going to be the return of 5 long wait times. 6 MR. ZUK: How much time frame do 7 you think that would take to get there? 8 MR. RAMOTOWSKI: It all depends. If 9 we could get longer validity visas in China, 10 that would buy us more time, but I would say 11 toward the end of this decade, we -- 12 VICE CHAIR MATTHEWS: So, Ed, if 13 you're looking at a goal of 100 million 14 international visitors by 2021 as the 15 national tourism strategy gets into place, do 16 we have the capabilities to do 100 million 17 -- visas for a hundred million people or do 18 we need to look at that, reaching that goal? 19 MR. RAMOTOWSKI: It's not just a 20 question of a hundred million visas because 21 if that's the question, I can say we 22 certainly don't. It's about 13 million cases 23 a year that we process through our current 24 network. There's still some reserve 25 capacity, but no way could we do a hundred</p>	<p style="text-align: center;">Page 119</p> <p>1 2 build on that. So if we were to look at 3 the entry process, is the entry process 4 strategically aligned with looking at the 5 airport infrastructure and capacity? 6 Should we be looking at entry -- 7 should we be looking at entry as a companion 8 process to visas or should we be looking at 9 entry as a companion process to airline 10 capacity, open skies, processing sort of 11 people through airports? 12 Is that -- because that's a big 13 scope of work which you would want to -- 14 what is the best alignment of those airport 15 issues? 16 MS. McKEOUGH: Kathleen, I would 17 echo your comment. I actually think that 18 it's better aligned with the infrastructure 19 and the airports. It does add to it already 20 an aggressive agenda for infrastructure, but 21 I think there's more of a nexus there. 22 VICE CHAIR MATTHEWS: And good 23 partnerships. If you're thinking about the 24 subcommittees ultimately being maybe five or 25 six people, some good collaboration,</p>
<p style="text-align: center;">Page 118</p> <p>1 2 million. 3 But that's really not the issue 4 because most of those -- a majority of the 5 hundred million are people coming under the 6 Visa Waiver Program or from countries like 7 Canada that don't require a visa or they're 8 repeat travelers who have a long validity 9 visa. So it's not quite a direct 10 correlation. 11 VICE CHAIR MATTHEWS: Maybe we could 12 get some of the -- Elliott, did you have a 13 point? 14 MR. FERGUSON: Yeah. I'm saying to 15 the point that you're making, it would be 16 helpful if we could truly define what the 17 TTAB can contribute or influence because I 18 think it's important that we really focus on 19 this issue, but we don't need to have it at 20 a point where we think that we can influence 21 specific things that we really can't, and I 22 think that that's kind of an issue right now 23 that we really need to focus on in terms of 24 what we can do with the whole visa process. 25 VICE CHAIR MATTHEWS: Let me sort of</p>	<p style="text-align: center;">Page 120</p> <p>1 2 public/private partnership discussion 3 potentially when you think of the members of 4 this committee. David, did you have a point 5 on that? 6 MR. BERG: I was just going to say, 7 from the airline perspective, we would agree. 8 I think it's focused on the airport, focused 9 on getting people through the process. And 10 so I think it's aligned there. 11 MS. WALLACE: And also, one of the 12 items I heard mentioned was looking at how 13 we can expand the Trusted Traveler Program in 14 countries where you already have visa waivers 15 in place and looking at re-branding that 16 program so it is more marketable by the 17 private sector, and that could be something 18 under the visa committee. 19 VICE CHAIR MATTHEWS: So that would 20 sort of also make it a hybrid. So it would 21 be sort of visas, trusted travelers, and then 22 the other one would be Customs processing, 23 you know, sort of the choke points that we 24 would anticipate at airports. 25 MS. ANDOLINO: I would concur,</p>

<p style="text-align: center;">Page 121</p> <p>1 2 Kathleen, because in addition to that, the 3 whole infrastructure component starts with 4 actually getting the planes out of the skies 5 and onto the ground. And the delay factors. 6 Many of our airlines are still very 7 congested. Our skies are very congested. 8 So starting with the infrastructure 9 and the very efficient ability to, you know, 10 enhance travel, increase capacity from, again, 11 the plane landing onto the ground and then 12 the entire process of our customers coming 13 into our facilities. So I would concur. 14 VICE CHAIR MATTHEWS: From the 15 government standpoint, does this start to 16 make sense in terms of blending the work? 17 MR. STROUD: From a DHS perspective, 18 I think it makes some sense if you're -- if 19 I understand you correctly, you're dividing 20 it into two subcommittees that would look at 21 -- one would be infrastructure for arrivals, 22 and then the other one is pairing up Visa 23 Waiver and Trusted Traveler Programs? 24 I think that sounds like a logical 25 grouping.</p>	<p style="text-align: center;">Page 123</p> <p>1 2 going to tackle that. But this would take a 3 very targeted approach towards marrying it 4 with Secretary Pritzker's priority about 5 improving that arrival process. 6 MR. ZUK: If we build on the 7 infrastructure from the previous Board, which 8 is what the Secretary asked for us to do, we 9 started -- I was with Rosie as a part of 10 that subcommittee -- and we started with next 11 gen airports, getting the people from the sky 12 to the city where they're visiting, and the 13 airport is an integral process of that. We 14 cannot ignore it. So I don't think we can 15 separate it just from the next gen to going 16 through the airport to the transportation to 17 the city's rail and buses and so on. 18 VICE CHAIR MATTHEWS: So if we can 19 move on to another one of the priorities, 20 Brand USA. You also heard from Chris 21 Thompson of some of the progress. 22 I would like to hear some discussion 23 about sort of what you think this group can 24 do to empower the future growth in our 25 marketing of the assets of America for</p>
<p style="text-align: center;">Page 122</p> <p>1 2 CHAIRMAN GILLILAND: We will need to 3 make sure that if we structure it that way 4 that we keep those two subcommittees very 5 closely connected to Ed's point. So I think 6 that's going to be important. 7 I also would say that I think if 8 legislation is really our next choke point in 9 terms of progress that you can make, and 10 certainly I know you're making a lot of 11 progress even without it, but if legislation 12 is really the next big thing, we really do, 13 as a group, need to understand exactly what 14 needs to get accomplished, and we can work 15 from a private sector perspective to push 16 those through. Certainly not specifically as 17 a TTAB. We can't recommend that Commerce 18 help us push legislation through, but we can 19 work on that our own. I do think we really 20 do need to understand that and see how we 21 can be helpful to Ed with legislation. 22 VICE CHAIR MATTHEWS: I also think 23 it helps us kind of tackle this big, hairy 24 beast of infrastructure. When you hear it, 25 it just sounds like, you know, how are we</p>	<p style="text-align: center;">Page 124</p> <p>1 2 international visitation. And also internal 3 domestic visitation. Yes? 4 MS. AGRA: My comment is perhaps the 5 area of re-branding the Trusted Traveler 6 Program. If Brand USA is, in fact, the 7 marketeer for the United States, maybe that's 8 the place that should be looking at working 9 together with Brand USA to re-brand the 10 Trusted Traveler Program, and then we can 11 reassess where we want to go with the 12 marketing of the Trusted Traveler plans. 13 VICE CHAIR MATTHEWS: So one group 14 would look at the expansion of the Trusted 15 Traveler/Global Entry to the international 16 visitors. The other one would combine it -- 17 Brand USA to combine it into the marketing 18 aspect. So in some ways, it's Brand USA and 19 other marketing opportunities. 20 Any other discussion around that? 21 MR. GALLAGHER: Also, on Brand USA, 22 we're now renewing the bill. So there's two 23 questions. One is -- and I think this 24 committee is working on it or will work on 25 this. One is the bill itself in terms of</p>

<p style="text-align: center;">Page 125</p> <p>1 2 what needs to be rewritten, if anything. 3 Probably if we don't have to rewrite 4 anything, it's going to be easier. 5 The other is the policies and 6 procedures that Commerce and Brand USA have 7 and have worked through in the last -- and 8 it's a success story, but are there -- the 9 committee should look at them and figure out 10 ways to make them better, if possible, or 11 say, you know, it's that law of unintended 12 consequences when you do something. So these 13 procedures all happen and this is how the 14 money is raised and all the issues that go 15 into that. Some of those things are working 16 great. Some of them maybe are not. Some 17 could work better. That's an important part 18 of the committee it seems to me. 19 VICE CHAIR MATTHEWS: Right. 20 MR. HAGEN: I agree. 21 VICE CHAIR MATTHEWS: Ken and 22 Isabel, maybe help getting some definition 23 around some of the pinpoints. 24 MS. HILL: Yes, that would be very 25 helpful.</p>	<p style="text-align: center;">Page 127</p> <p>1 2 all say the same message to everybody, from 3 the embassies to all the other departments, 4 this is where you go to find information and 5 not everyone is pushing their own web site. 6 VICE CHAIR MATTHEWS: That's a 7 perfect segue, Secretary Pritzker actually had 8 two priority points around the data, and we 9 had thought that data might deserve its own 10 subcommittee focus. But is data something 11 that should be embedded in some of these 12 other areas? 13 And, if so, where would it best be 14 married? 15 More discussion on that? 16 MR. RUNYAN: Dean Runyan. I think 17 that's definitely the case. Throughout this 18 conversation, there's concerns about how well 19 things are, how successful they are, what the 20 shortcomings are. I think you answer that 21 in part with data. And I think there's a 22 lot of data out there. So really weaving it 23 through I think is important. 24 I had a more general question, 25 because data is a priority, but what really</p>
<p style="text-align: center;">Page 126</p> <p>1 2 MR. ZUK: I think also we should 3 combine that a little bit with the data. 4 There's -- I just made a quick list off the 5 top of my head. Discoveramerica.com, 6 recreation.gov, ESTA, National Parks, OTTI, 7 Global Entry. There's a ton of information 8 everywhere, and each one has their own web 9 site that they're touting come to our web 10 site, get the information, come here, get 11 this information. 12 If we can through maybe the Tourism 13 Policy Council combine, because at the end of 14 the day, Brand USA's work we need to measure 15 with data. We need to see what the ROI is. 16 We need to see where the growth is and so 17 on and so forth. 18 I don't know, each State Department 19 -- each department probably has their own web 20 site. The information is broken down and is 21 distributed between through all of them. If 22 we can through maybe the Tourism Policy 23 Council and Brand USA or Department of 24 Commerce do some sort of combination where 25 everything will be in the same place and we</p>	<p style="text-align: center;">Page 128</p> <p>1 2 are the shortcomings that we are facing now 3 with the data that we have? 4 Because there is quite a bit of data 5 that has to do with international and 6 domestic travel. What really are the 7 problems that this committee might address? 8 VICE CHAIR MATTHEWS: Ken and 9 Isabel, do you want to weigh in on that? 10 MS. HILL: I would say, number one, 11 with respect to the comment on data, I think 12 with Brand USA, it would be very -- sorry. 13 Now I feel like a celebrity. 14 With Brand USA, I think we are, 15 under the Travel Promotion Act, required to 16 look at the effectiveness of Brand USA in 17 meeting its objectives. And so I do think 18 it would be helpful in the Brand USA 19 committee to look at the multiple measures of 20 success so that we can weave together a 21 common story across many of the platforms 22 that you're talking about. So I do think it 23 would be important to integrate data into 24 that committee as well. 25 With respect to the data, there are</p>

<p style="text-align: center;">Page 129</p> <p>1 2 two things. One is the collection of data 3 and how are we looking at international 4 visitors. But there's also the question 5 about how do we unleash data so that while 6 we can say you can go to all these web 7 sites and find it, more importantly, I think 8 what we're interested in is finding out how 9 can we have data that doesn't necessarily 10 always come through our platforMS. How can 11 we unleash the data, for example, around the 12 public lands? 13 I think it's a very, very big, very 14 complicated area. 15 So my suggestion is that the group 16 look very, very closely and very specifically 17 at these questions rather than necessarily a 18 very broad data question. Does that answer 19 the question? 20 VICE CHAIR MATTHEWS: So you're sort 21 of arguing for it having its own focus. 22 MS. HILL: I do. Exactly. And 23 within that, a very specific focus. 24 MR. DECHTER: Can I add one thing? 25 The problem that Jonathan described</p>	<p style="text-align: center;">Page 131</p> <p>1 2 So I think this is a huge 3 opportunity. The Secretary of Commerce, it's 4 one of her priorities for her whole term. 5 You could provide us with a test case or a 6 pilot for something that would really be the 7 focus for something that we would really 8 appreciate the challenge and the specificity 9 of information. We need these 20 pieces of 10 data. We need them all to be able to talk 11 to each other and we need them released in 12 this format by this date and then let's see 13 if we can accomplish that. 14 MR. HAGEN: The only other thing 15 I'll add is there's also this concrete 16 question of the methodology to collect data 17 for the survey which is still sitting right 18 out in front of us. And we've talked about 19 this multiple times. There was -- the last 20 group made some recommendations. 21 We now face, again, a problem of how 22 do we expand the sample size. And I think 23 there is clever thinking in this room around, 24 again with the airlines, with the airports, 25 how do we think about gathering the data for</p>
<p style="text-align: center;">Page 130</p> <p>1 2 is well understood. It's generic to 3 government. We are a publisher of 4 information on multiple platforms that don't 5 speak to one another. There are data-sharing 6 problems because of legal restrictions between 7 agencies, because different standards are 8 used, different definitions are used. And 9 it's one of these huge problems that the 10 Administration has been grappling with for 11 years now. 12 I think you have an opportunity here 13 to narrow down and say, we are the private 14 sector. Forget you as a publisher. Think 15 of us as a releaser of information. What 16 information do we need and in what format? 17 Must it be standardized so that it 18 can be shared? 19 And on how do we tap into sort of 20 the potential of the private sector to know 21 how to best capture using them. There are 22 people here who have visitors and rely on 23 government data and other data and are much 24 better at it than we are in terms of 25 releasing.</p>	<p style="text-align: center;">Page 132</p> <p>1 2 the survey of international travelers which, 3 again, would be much more of a very micro 4 question that a group like this I think 5 could add value to it. 6 VICE CHAIR MATTHEWS: Is this sort 7 of whetting people's appetites as a line of 8 work? 9 Are you getting more concrete sense 10 of sort of what the need is here? 11 MR. RUNYAN: A lot of detailed 12 questions that you might get into because 13 there's so much data and so many 14 applications, but yes. 15 VICE CHAIR MATTHEWS: Right. Do we 16 want to move to cultural heritage and whether 17 from what you have heard today that remains 18 a line of work that you think will be 19 important to pursue? 20 MR. LYNCH: So predictively I think 21 that that's a big line -- but what I want 22 to say about it is that I think it's a 23 great line to pursue for several reasons. 24 The Advocacy Committee last year and other 25 committees explored the broad sense of</p>

<p style="text-align: center;">Page 133</p> <p>1 2 cultural heritage as an important content 3 area that the whole committee looks at so 4 that we're talking about not just how we get 5 to places and why -- but why people would 6 want to come to places. 7 And I think it's exciting because it 8 still remains in America an under explored 9 opportunity of destination content. It's an 10 under explored opportunity, even though it's 11 huge. As we heard at the last Board meeting 12 here, the gross domestic product of the 13 tourism industry is 2.8 percent. The gross 14 domestic product of the arts, just the arts 15 industry part of this from the Department of 16 Commerce information is 3.2 percent. So it's 17 a very, very, very big under explored area. 18 And cultural heritage is much 19 broader. Cultural, as you mentioned, 20 Kathleen, it's our native cultures, that 21 aspect of it. It's our geographic cultures. 22 It is our diverse population cultures. And 23 that content and that size is I think a 24 treasure waiting to attract more people for 25 more visa waivers and for more of everything</p>	<p style="text-align: center;">Page 135</p> <p>1 2 across the country, more and more involving 3 culture as an aspect of differentiating those 4 different parts of entries and making the 5 experience better. 6 So I think there's an awful lot to 7 look at and there's an awful lot of 8 opportunity there. 9 VICE CHAIR MATTHEWS: One of the 10 things that was brought up in our orientation 11 yesterday, and I don't know if Brian is 12 still on the line, but that was sort of the 13 integration of the visitor experience also 14 having a sustain ability element. We talked 15 about this not being maybe stand-alone work 16 but something that is embedded in a lot of 17 other work. 18 Brian, I don't know if you're still 19 there, if you wanted to comment on that and 20 whether there is kind of a marriage of what 21 you talked about, Bob, being experienced in a 22 sustainable way for the visitor and also -- 23 and how that -- you know, the parks, all the 24 options that you have to visit in America 25 are presented sustainable, operated sustainable</p>
<p style="text-align: center;">Page 134</p> <p>1 2 else. The only other thing -- and food is 3 part of that as well. 4 The only other thing I'll say is 5 that the one thing about this particular idea 6 is that it links to all the other committees 7 because it is about content. So just as an 8 example, in the communication, if you take a 9 look at Brand USA's PSAs, they are infused 10 with cultural heritage because there has to 11 be something there that attracts people and 12 that's what they chose. 13 And the same thing with data. You 14 know, the fact that the data that is being 15 collected again by the Bureau of Economic 16 Analysis was the featured aspect of our 17 national White House convening that we did 18 last month. Paul Kern came and talked about 19 the data that led to that 3.2 percent. So 20 that's cultural heritage data. That needs to 21 be explored across boundaries of the 22 committees. 23 And, finally, I'll just say, visitor 24 experience, destination visitor experience is 25 very much, with different entry points all</p>	<p style="text-align: center;">Page 136</p> <p>1 2 as being something that we would want to 3 embed in the language if not robust 4 discussion and committee work. Brian, are 5 you still there? 6 MR. MULLIS: I am still here. 7 Thank you for raising that, that really 8 important point. I think the easy answer is 9 yes, that truly they go hand in hand 10 regarding the visitor experience. More 11 specifically, I think increasingly travelers, 12 what we see based on all the research, no 13 matter what the source, want to immerse 14 themselves in the destinations that they 15 visit and learn more about those 16 destinations. 17 So the extent to which those 18 destinations are good about appealing to the 19 intellectual sense of travelers in terms of 20 sharing information about their culture, their 21 heritage, their unique ecosystems and 22 biodiversity, the more depth of experience is 23 provided to the traveler and the more 24 rewarding experience they have as a result 25 leading to the likelihood that they'll be</p>

<p style="text-align: center;">Page 137</p> <p>1 2 telling all their friends and family members 3 about the great experience they had when they 4 visited the United States. 5 VICE CHAIR MATTHEWS: Sherry? 6 Thank you, Brian. 7 MS. RUPERT: Yes, and I agree as 8 well we need this committee. I got really 9 excited when we were talking yesterday about 10 the approach you all are taking this term as 11 well as this new committee. And, you know, 12 what is more uniquely the United States than 13 America's first people? 14 And I think that visitation to our 15 tribal lands attractions and destinations is 16 largely untapped. I think there's so much 17 opportunity out there for our tribal lands to 18 be included in what is America. 19 So I'm really excited about that. I 20 think we, as the TTAB, can support work 21 that's already being done at the Interior. 22 I also think that there's room for additional 23 statistics on the tribal lands, you know, 24 who's traveling. We know from Commerce that 25 we have some of those statistics, but I know</p>	<p style="text-align: center;">Page 139</p> <p>1 2 organizations, you mentioned food as well, 3 Bob, as being a part of our culture, there's 4 a place there as well perhaps for a small 5 business voice to really be heard. 6 VICE CHAIR MATTHEWS: Great. Yes. 7 MR. HOESSE: Yesterday I think you 8 suggested a little bit to expand cultural 9 heritage to also include our national 10 heritage. I think that's an important 11 element. When you look at the Brand USA 12 messaging and imaging, especially as Chris 13 Thompson mentioned, the huge screen that they 14 have at the booth today is basically sharing 15 natural landscapes all across the country, 16 using the natural landscapes to attract 17 visitors. 18 We know from a lot of our work with 19 the previous subcommittee infrastructure, 20 there's a lot of challenges. If all these 21 people truly do come, we're not ready for 22 them from a quality standpoint, from a 23 facility standpoint. So there's a lot of 24 opportunities to continue that work so that 25 our public lands are ready to receive all</p>
<p style="text-align: center;">Page 138</p> <p>1 2 that the tribal governments don't -- aren't 3 keeping many of those statistics. So how do 4 we work with them on that? 5 So I think it's very important to 6 continue that work. 7 VICE CHAIR MATTHEWS: Great. 8 Maryann? 9 MS. FERENC: Two thoughts. One on 10 sustainability. Yesterday, we talked about 11 the public/private partnership that so much 12 work has been done on that and that it will 13 really be engaged in every committee. I 14 think sustainability might be another one of 15 those issues that is addressed in every 16 committee and might have more places where it 17 might show up in greater detail, but that it 18 might be something that we consider at every 19 level. 20 And then relative to cultural 21 heritage and just the whole notion of the 22 culture of America, it may be a place where 23 small business can play as well because so 24 many of -- whether they're arts organizations 25 or the many different types of culture</p>	<p style="text-align: center;">Page 140</p> <p>1 2 the visitors coming. 3 MR. RUNYAN: I'm a little curious. 4 In my mind, the expansion of web-based 5 platforms over the last decade or two even 6 has been a tremendous advantage to historic 7 and cultural facilities as well as activities 8 and the ability to market and to reach much 9 broader audiences than was practical before. 10 And those entities, the businesses and 11 private organization -- and public 12 organizations are making use of that at a 13 very rapid base. 14 Is there a question there for our 15 committee that has to do with the web 16 platforms themselves? 17 Is there any -- I see those 18 businesses making good use of the capability 19 that is available to them. I don't know 20 that that's a problem. It looks good to me. 21 Is there something having to do with the web 22 platforms that this committee might look at 23 that would facilitate that process more? 24 VICE CHAIR MATTHEWS: In many ways 25 what we're almost seeing grow here is a</p>

<p style="text-align: center;">Page 141</p> <p>1 destination experience committee. So, 2 ultimately, you get people through the choke 3 points of visas, entry, airports, and then 4 what is the unique offering of America and 5 how is it presented in a global context in a 6 more effective way. 7 8 So it really is kind of focusing on 9 what will the customer -- what will their 10 unique experience in America be that will 11 enable America to be the number one 12 destination in the world. So I think there 13 are a lot of elements that we're getting in 14 there. 15 I think we have to close the 16 discussion. Maybe one more. 17 MS. RAMUDO: Just really quick. I 18 could not agree more with this cultural 19 heritage committee. And to be able to 20 showcase the diversity of our country I think 21 will definitely bring more interest to our 22 visitors. 23 When you take -- and this is just 24 an example -- the Hispanic market, 42 percent 25 of general population will be growing from</p>	<p style="text-align: center;">Page 143</p> <p>1 2 would just add a couple of other next steps. 3 And we covered these yesterday during the 4 orientation, but a few of you weren't able 5 to join that. 6 So we're going to try to get these 7 subcommittees formed by the end of April. 8 We will encourage the subcommittees to hold 9 their first teleconference meetings in May. 10 And then prior to the next meeting, which is 11 currently scheduled for July 29th, I don't 12 think we have a venue yet, right, but prior 13 to the next meeting, we would like each 14 subcommittee to have developed a work plan, a 15 time line for the issues they plan to 16 undertake during the term and certainly 17 objectives, getting down to very specific 18 objectives that they want to accomplish. 19 And let's see. I think that about 20 covers it in terms of next steps. Is there 21 anything else, Jenna? 22 MR. HAGEN: Can I add one thing? 23 The only thing -- the only other 24 thing I wanted to add is that now that you 25 are formed again, I would expect that we</p>
<p style="text-align: center;">Page 142</p> <p>1 2 2010 to 2050. Hispanics will grow 167 3 percent. So it's something that we need to 4 showcase and get out there as part of our 5 country and what it's all about. 6 VICE CHAIR MATTHEWS: Right. Great. 7 I think we'll probably address some of this, 8 but we've gotten really good feedback from 9 all of you on this structure, and we will be 10 essentially taking this into consideration on 11 the formulation of the subcommittees. Around 12 those subcommittees has to be real definition 13 once they are formed to be able to address 14 the key critical questions in a way that we 15 can actually have deliverables in the period 16 of our term. 17 And also what's critical is for you 18 to indicate to us -- I think some folks have 19 already come up to me and Sam and Jenna, but 20 we really invite you after this discussion, 21 where are your passion points and expertise 22 as to the committees you would like to serve 23 on. And so we would like you to share that 24 with all of us. Thank you. 25 CHAIRMAN GILLILAND: And then I</p>	<p style="text-align: center;">Page 144</p> <p>1 2 will have some specific short-term questions 3 on which we need help. 4 So as the committee structure starts 5 and all these beautiful work plans are built, 6 there will be some other questions that we 7 will sort of reach out and then come back 8 out which have some shorter time turnaround. 9 CHAIRMAN GILLILAND: Sure. Sure. 10 We'll be happy to do that as well. 11 MR. RUNYAN: Just a brief 12 recommendation. I find great value in the 13 sort of data that I think your department 14 put together. These briefing sheets that 15 really lays out important information. And I 16 think if that could be included in the 17 meetings to the extent as the committees come 18 forward that they have material that they're 19 beginning to develop but it be embodied in 20 some kind of summary, it just really 21 facilitates the process. 22 CHAIRMAN GILLILAND: It's a great 23 point. I think the other thing that we 24 talked about is putting together a Dashboard 25 that we can make available in advance of the</p>

<p style="text-align: center;">Page 145</p> <p>1 2 meeting or at the beginning of each meeting 3 which would allow us to convey a lot more 4 information in a fairly succinct way around 5 accomplishments, as an example, that are 6 coming in from the ex-officio members and 7 others. 8 So we're going to work on a 9 Dashboard as well. That's one of the other 10 deliverables that we have to do work on, and 11 that's clearly supportive of that. 12 Okay. We have a couple of more 13 things to cover on the agenda before we 14 close out. I guess, first of all, we would 15 like to welcome Don Welsh, who is the CEO of 16 Choose Chicago. I think there are a lot of 17 people that are going to choose Chicago after 18 having been here this week. So welcome. 19 MR. WELSH: Thank you and good 20 morning. First of all, congratulations on 21 your -- can everyone hear me okay? 22 Congratulations on your -- 23 CHAIRMAN GILLILAND: There's folks on 24 the phone. 25 MR. WELSH: Congratulations on your</p>	<p style="text-align: center;">Page 147</p> <p>1 2 position in the international markets to a 3 higher number. And we've put a lot of 4 resources against that. 5 I just want to take this 6 opportunity. I was back in Washington a 7 couple weeks ago with Fred and Ernie from 8 LA, and we had a chance when Ken was having 9 his subcommittee update. I want to thank 10 those who are in the federal branch of what 11 you've done to address our issues, whether it 12 was the issue we had with the visa wait time 13 in China. You addressed that. Whether it 14 was additional countries coming in to the 15 China waiver program, you are addressing 16 that. Whether it's the issues at the 17 airport, you are addressing those in terms of 18 whether it's TSA or Customs. 19 So you are eliminating critical road 20 blocks that I think legitimately impacted our 21 ability to bring business to our country. 22 And I know I speak on behalf of all of us 23 at the state and the city level for your 24 commitment to that. 25 But I guess your reward for good</p>
<p style="text-align: center;">Page 146</p> <p>1 2 appointments, both some of you who have been 3 on the past and in the future. I can't 4 tell you the importance of what you are 5 doing on behalf of not only Chicago but our 6 country in general. So thank you for your 7 commitment. 8 On behalf of Commissioner Andolino 9 and Holly Agra, who are Chicagoans, Barney 10 runs a major global company, but we'll count 11 him as a Chicagoan as well with Orbitz, I 12 just want to thank you. This has been an 13 incredible couple days for our city. I 14 speak on behalf of Mayor Emanuel that the 15 focus on tourism has never been greater in 16 our city. It's never been greater on the 17 international side. 18 When the mayor came in office a few 19 years ago, he set some fairly lofty goals 20 for us, 50 million visitors between now and 21 2020. And then we had two other subgoals. 22 One was a subgoal of 2.3 million convention 23 room nights for this small little facility of 24 2.6 million square feet. Then the other one 25 was really to move us from our tenth</p>	<p style="text-align: center;">Page 148</p> <p>1 2 work is more good work down the road. I 3 just want to thank you. Hopefully, you're 4 going to have a chance to enjoy our city a 5 little bit. I know some of you who have 6 flown in will fly out. The restaurant scene 7 is second to none in our city. Hope you 8 had a chance to enjoy that. 9 And then tomorrow night, for those 10 of you still here, we have a special guest 11 who has agreed to entertain, and that's going 12 to be Jennifer Hudson tomorrow night, and 13 that's going to be at the Museum of Science 14 and Industry. Hopefully, you will be able 15 to make it. 16 In the meantime, have a great time. 17 Thank you for this opportunity to welcome all 18 of you; and, again, thank you for your great 19 work and your continued great work. So 20 thank you. 21 CHAIRMAN GILLILAND: All right. 22 Well, thanks, Don. That really concludes the 23 formal business, the official business of 24 this Board meeting. 25 We decided to add a piece, though.</p>

<p style="text-align: center;">Page 149</p> <p>1 2 As I think all of you are aware, this is a 3 public meeting, and so we decided to add a 4 portion to the agenda which would allow any 5 guests who might have a comment that they 6 would like to make that's relevant to the 7 Board and its mission. So I just wanted to 8 very quickly call for any guests that might 9 want to make a comment? 10 Okay. 11 And seeing none, we will adjourn the 12 meeting. Thank you, everybody. 13 MS. PILAT: I have a couple of 14 comments to make. We will send out all the 15 materials that you have, the summary, the 16 transcript, contact information for all the 17 members following the meeting. So you will 18 get some follow-up from me. 19 I'm going to ask you for some 20 follow-up. I need some information from you, 21 contact information, head shot, bio, that 22 kind of thing. So look for that. 23 Lunch, there are reserved tables for 24 the TTAB in the Green Section 193, 200, and 25 201. Those are the table numbers. They're</p>	<p style="text-align: center;">Page 151</p> <p>1 2 what they call the CHT Exchange, CHT Exchange 3 which is on culture, heritage, and tourism. 4 If that is something that people are 5 interested in, it seems germane to some of 6 the work we're looking at, you can register 7 now. That is www.cht -- culture, heritage, 8 tourism -- exchange.com. Chtexchange.com. 9 Thank you, Julie. 10 MR. COTTLE: Bob is a speaker. 11 MR. GALLAGHER: July 29th is the 12 next meeting. Are there dates that are 13 scheduled out in the future for these 14 meetings? 15 CHAIRMAN GILLILAND: There is one 16 more in November scheduled. What's the date? 17 MS. PILAT: November 18th. 18 MR. GALLAGHER: And they're always 19 in D.C.? 20 MS. PILAT: No. So July will 21 likely be outside of D.C. We'll confirm 22 that in the next week or two, and then 23 November 18th. 24 MR. ZUK: Jenna, did you verify that 25 it doesn't clash with the Board of U.S.</p>
<p style="text-align: center;">Page 150</p> <p>1 2 towards the front, towards the stage. Lunch 3 is at 12:30. 4 For the tour, the bus will depart at 5 2 for O'Hare from the taxi stand downstairs. 6 And then right after this meeting, we're 7 going to have an opportunity to talk to two 8 of our commercial service officers that are 9 here from China. Informal conversation, just 10 able to engage them with any questions or 11 topics that you have. So we'll stay here 12 and do that. It's not part of the official 13 meeting, just an opportunity to engage with 14 them. 15 MR. HAGEN: And the plan we had to 16 meet the Brazilian minister doesn't work 17 because everyone will be at the airport at 3 18 o'clock. What I was going to say is maybe 19 at 1:50, and maybe we'll try to meet around 20 the Brand USA booth. I think we're going to 21 meet with Roger. So maybe at the front of 22 the hall at 1:50, 5-0. 23 VICE CHAIR MATTHEWS: Also, Julie 24 mentioned that coming up April 24th through 25 25th at the U.S. Department of Commerce is</p>	<p style="text-align: center;">Page 152</p> <p>1 2 Travel because that's July 25 I think it is. 3 MS. PILAT: We selected these dates 4 contacting lots of stakeholders including U.S. 5 Travel. 6 MR. HAGEN: It doesn't. It's the 7 next week. 8 VICE CHAIR MATTHEWS: And usually 9 it's good to plan to come in the night 10 before because generally we do a social or 11 great event, you know, for the destination 12 that is really nice to be able to attend and 13 then usually the meeting the next day. 14 CHAIRMAN GILLILAND: The subcommittee 15 is typically the prior afternoon or evening, 16 and then the meeting is in the morning 17 typically. Okay. 18 Thanks, everybody. 19 (Whereupon, the Board Meeting of The 20 Travel and Tourism Advisory Board adjourned 21 at 11:28 a.m.) 22 23 24 25</p>

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CERTIFICATE

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the Court, says that she is a shorthand
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foregoing is a true and correct transcript of
her shorthand notes so taken as aforesaid,
and contains the proceedings given at said
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IN TESTIMONY WHEREOF: I have
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