
**UNITED STATES TRAVEL
AND
TOURISM ADVISORY BOARD MEETING**

Meeting, held on Monday, June 1, 2015, taken at the Orlando Orange County Convention Center, 9899 International Drive, South Building, Room S330 E-F, Orlando, Florida, 32819, commencing at 10:00 a.m., before Sharon L. Tramonte, a Registered Merit Reporter and Notary Public in and for the State of Florida.



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MEETING

APPEARANCES:

Sam Gilliland, Chair, Sabre

Kathleen Matthews, Vice Chair, Marriott

Secretary Penny Pritzker, U.S. Department of
Commerce

Michael McCormick, Global Business Travel
Association

Robert Lynch, Americans for the Arts

Jeremy Jacobs, Jr., Delaware North Companies

Kirk Hoessle, Alaska Wildland Adventures

James Hagen, South Dakota Department of
Tourism

Mike Gallagher, CityPASS

Dan Freeman, Freeman Decorating Co.



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APPEARANCES: (CONT'D.)

Elliott Ferguson, Destination DC

Fred Dixon, NYC & Company

Brad Dean, Myrtle Beach Area Convention and
Visitors Bureau/Chamber of Commerce

Todd Davidson, Oregon Tourism Commission

Henry Cruz, The CrossBook Organization

David Berg, Airlines for America

Holly Agra, Chicago's First Lady Cruises

Chris Thompson, Brand USA

Steven Redlinger, U.S. Department of Homeland
Security

John Blair, U.S. Department of Interior



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APPEARANCES: (CONT'D.)

Ken Hyatt, Undersecretary, U.S. Department of
Commerce

Shannon Roche, U.S. Department of Commerce

Stephanie Valencia, ITA

Kelly Craighead, U.S. Department of Commerce

Isabel Hill, U.S. Department of Commerce

Teddy Johnston, Department of Commerce

Susan Kurland, U.S. Department of
Transportation

Ed Ramotowski, U.S. Department of State

Tom Engle, U.S. Department of State

Jonathan Zuk, Amadeo Travel Solutions

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APPEARANCES: (CONT'D.)

Carol Wallace, San Diego Convention Center

John Sprouls, Universal Parks and Resorts

Sherry Rupert, America Indian Alaska Native
Tourism Association

Trudy Rautio, Carlson

Olga Ramudo, Express Travel of Miami, Inc.

Brian Mullis, Sustainable Travel International

Rossi Ralenkotter, Las Vegas Convention and
Visitors Authority **(VIA TELEPHONE)**

Maryann Fereno, Mis en Place, Inc.,
(VIA TELEPHONE)

Katie Ozdemir, Senior Director of Consumer
Insights

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APPEARANCES: (CONT'D.)

Niara Phillips, Department of Commerce

Dan Tanciar, U.S. Customs and Border
Protection

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JUNE 1, 2015

MR. GILLILAND: I will officially call this meeting to order for the June 2015 Travel and Tourism Advisory Board. Welcome to everybody. Just a couple of notes. Sharon here on the corner is transcribing for us, and she has -- she knows that we like to talk over one other but it's not helpful in transcribing. So she's just hoping that we could maybe have one person speak at a time, and so I'd appreciate if you could do that. And, obviously, get close to the mike when you're speaking.

So let me get things going here and get my glasses and we'll be on our way. So I'll talk about the agenda in just a minute. But members of the Board and government officials that are here, guests and friends, welcome to the June meeting of the U.S. Travel and Tourism Advisory Board. Thanks to all of you for making the trip, and especially to John Sprouls and his team at Universal for hosting dinner last night.



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Is John -- John is not here yet? I don't see John. So we'll thank him again a little bit later, but he's just been terrific in many ways. I know we're all really appreciative. And we're here in Orlando again. And as you know, this is an iconic American tourism destination for Americans and international visitors alike.

But beyond that status, this is the spot where President Obama signed his Executive Order launching the National Travel and Tourism Strategy in 2012. I was there at the Magic Kingdom, as were a number of us, on what was a very proud day. It represented a key inflection point for our industry. It was the ah-ha moment in which travel and tourism took its rightful place among the most important industries in the United States in the eyes of the administration and, also, I think for all Americans.

The President's message was that travel and tourism is vitally important to our economy, that it's an industry worth

1 caring about and nurturing because it
2 contributes mightily to increasing jobs,
3 exports, GP, and facilitates cultural
4 understanding about the United States among
5 the peoples of the world. And I think all
6 of us in the industry walked a little taller
7 that day in Orlando and have been doing so
8 ever since.

9
10 Now, the centerpiece of that strategy
11 was and is to increase American jobs by
12 attracting and welcoming 100 million
13 international visitors -- I think we call
14 that the Ken goal unofficially -- but
15 welcoming 100 million international visitors
16 estimated to spend about 250 billion dollars
17 annually by the end of 2021. And it's my
18 belief that three years into the strategy and
19 with six to go we're on a path to success.

20 I look to the National Travel and
21 Tourism Offices' scorecard for 2014 and
22 here's what it reveals. We're at about 75
23 million visitors and 220 billion is spending,
24 and the trend lines are obviously continuing
25 up and to the right so that's really

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1
2 fantastic. And as you all know, job one for
3 the TTAB is to recommend policies to the
4 Secretary, and through her to the rest of
5 the cabinet, that will swiftly propel the
6 nation along that path to the
7 Administration's goal, which has become our
8 goal, too, and I think we've done just that.

9 So I'm proud of what our
10 sub-committees and our Board have accomplished
11 this term. There's been a passion and
12 purpose to our work, and that passion and
13 purpose has been shared by our government
14 partners who have been true collaborators in
15 making the outcome of our work, our
16 recommendations stronger and smarter and more
17 actionable. So thanks to all of you.

18 Of course, this Board has never been
19 at a loss for ideas. There are 30 or so
20 of us serving on this Board from across the
21 industry, really all aspects of the industry,
22 and everyone has their particular ideas about
23 what matters and what matters most. And our
24 challenge has been to arrive to consensus,
25 particularly on the latter. And that's not



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Prioritization continues to be our watchword because we serve at the pleasure of the Secretary, who will join us soon, who has challenged us from the beginning to help her develop a program of travel and tourism policy priorities that she can get done before the end of her term.

But let me say this as well. Even if your priority, something you thought should be the priority, did not make the top five, I remain committed to urging the Secretary and her team to do all they can to help move all of our recommendations over the goal line to the extent that time and resources allow.

Indeed, I'm mindful that there are synergies among many of the recommendations,



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2 for example, strengthening the SIAT that give
3 us insight into the international travelers'
4 experience that are foundational to improving
5 and measuring our success. So we wrote that
6 into the letter as well, and I intend to
7 underscore it with her today.

8 So here's the program for today.
9 The flow is a bit circuitous and fluid, and
10 we're trying to gear our time with the
11 Secretary, when she arrives, toward covering
12 the priorities letter with her and an update
13 from the National Goal Working Group. This
14 is the group that's been working on entry.

15 And, therefore, we'll start off with
16 the sub-committee update from the Cultural
17 and Natural Heritage Sub-Committee, and then
18 move through as many of the USG updates as
19 we can until the Secretary arrives. And
20 then once she gets here we'll go through
21 that piece of the agenda. And once she
22 departs we'll continue on with USG updates
23 and, also, receive an update from Chris
24 Thompson from Brand USA and, also, an update
25 from the Brand USA Sub-Committee.

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1
2 So that's really the -- that's
3 really the agenda for today. Any questions
4 or comments before we get cooking here?
5 Okay. Let's start then. I'm going to hand
6 the floor over to Jerry Jacobs to provide us
7 an update on where we're at with the
8 Cultural and Natural Heritage Sub-Committee.
9 Jerry.

10 MR. JACOBS: Thanks, Sam. So the
11 Cultural and Natural Heritage Sub-Committee
12 has two letters to present for discussion
13 today. The first relates to domestic travel
14 and the second is on arts and culture. I
15 will start with the domestic travel letter
16 and then my co-chair, Bob Lynch, will present
17 the arts and culture letter.

18 Domestic travel has been a subject
19 of a number of meetings, board meetings, full
20 board meetings to date. It continues to be
21 a subject that we think has great merit, and
22 we are continuing to work towards a letter
23 that we can submit to the -- to Commerce for
24 consideration.

25 Just to quickly explain why we think



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1 domestic travel is so important. It's
2 clearly a large part of our economy. Of the
3 7.6 million jobs supported by travel and
4 tourism, six and a half are supported by
5 domestic travel. So it's a very, very
6 powerful element of our economy, but it's
7 also something that we think can align well
8 with our domestic policies, particularly
9 around the issues of health and wellness.
10 So in our letter we attempt to attach both
11 the economic and the health and wellness
12 elements of domestic travel as impetus for
13 considering our recommendations.

14 Let me just read the recommendation
15 for everybody. It is a delicate task to
16 find a recommendation that doesn't cross
17 certain, you know, political issues and
18 doesn't create any sort of conflict for
19 Commerce. So we've tried our best to craft
20 it in a way that it can be agreeable.

21 The recommendation under the
22 leadership of the Department of Commerce, and
23 in partnership with the Tourism Policy
24 Council, the Office of Management and Budget
25

1
2 and the Department of Interior developed a
3 systemic -- systematic approach to
4 understanding, measuring, monitoring and
5 reporting on economic benefits of domestic
6 tourism.

7 While not exclusively promoting
8 development of the United States' first
9 domestic travel strategy, this approach allows
10 the Department of Commerce to play a
11 significant role in facilitating the
12 aggregation and distribution of data around
13 domestic tourism and promotions of its
14 importance to the U.S. economy.

15 While we understand the Department of
16 Commerce may not be able to take the lead in
17 the development of a domestic tourism
18 strategy, we believe that it is in the best
19 position to be the hub for domestic tourism
20 information, working closely with other
21 federal and state resources, as well as
22 organizations such as U.S. Travel and Brand
23 USA.

24 We also believe that it is in a
25 strategic position to lead the conversation

1
2 and ensure that marketing efforts are
3 leveraged to encourage Americans to travel
4 within the United States and its territories
5 to see all that our country has to offer,
6 aligning with the Department of Interior for
7 the 2016 Centennial of the National Parks
8 Service.

9 So the recommendation has three sort
10 of key elements that we propose or steps to
11 execute against that recommendation. The
12 first would be to establish a domestic
13 tourism dashboard to aggregate and facilitate
14 the dissemination of data to ensure continual
15 progress on the domestic tourism conversation.
16 The idea here is that while we -- we really
17 can't manage or change what we don't measure
18 and what -- we also feel that there is an
19 abundance of resources. There's no shortage
20 of data out there, it just has yet to be
21 aggregated into a fashion that could be used
22 in a dashboard format.

23 The second recommendation, create a
24 two-year goal to positively impact Americans'
25 lives through travel and tourism, is really

1
2 about finding a way of taking that data that
3 we can relate very easily to economic impact,
4 but also translate it in a way that it shows
5 an impact on the health and wellness of
6 Americans, which we believe will fit very
7 nicely with the domestic policies.

8 We also think this objective can be
9 launched in coordination with the National
10 Parks Centennial celebration, and that it
11 aligns Centennial efforts and the President's
12 goal of inviting every fourth grader and
13 their families to visit our national parks.

14 The third element is that we --
15 we're recommending the Office of Management
16 and Budget, the Department of Commerce and
17 the Tourism Policy Council to seek to
18 understand and disseminate information relative
19 to the economic and social impact of time
20 paid -- paid time off. The Department of
21 Commerce should also communicate data to
22 policymakers to this effort so they can be
23 informed related to their constituents.

24 We're not recommending that Commerce
25 take a position in the issue around paid

1
2 time off. What we're recommending is that
3 we get a better understanding of what data
4 has been collected in regard to that
5 initiative and understand better how it links
6 both to our economy and to the issues around
7 social well-being. So items like reduced
8 stress under -- at work, lower turnover rates
9 for employees, et cetera, could be very
10 helpful in proving out the benefits of
11 domestic travel for American citizens.

12 So those are the three steps that we
13 recommend to engage this recommendation. At
14 the back of our letter we've added an
15 addendum. There are -- there's material that
16 relates more to the U.S. Travel paid time
17 off initiative that we felt really didn't
18 have a place in the letter itself but was
19 perhaps worth having a look at, so we
20 attached it as an addendum.

21 And that is our -- Sam, that is our
22 domestic travel letter as it stands today,
23 and I thank you for --

24 MR. GILLILAND: Okay. So I'd open
25 it up for discussion. The one thing that I

1
2 might say just process-wise, I think we're --
3 there's a little bit more work that's going
4 to be done on the letter, as I understand it
5 this morning, and then we'll have this in a
6 place -- and I think there's general
7 consensus around the recommendations as well,
8 and I'll be interested in any other comments
9 here. And then we will set this forth at
10 the fall meeting for the approval and
11 recommendation of the full Board.

12 So questions for Jerry, discussion,
13 comments? I was curious -- just one quick
14 question. I was curious, for those of you
15 that are maybe a little more familiar -- I
16 know U.S. Travel has had some push around
17 paid time off as well. And I'm curious,
18 does anybody have a perspective here --
19 because I'm not up to date on it -- on how
20 that campaign has gone? Kathleen? All
21 right.

22 MS. MATTHEWS: Having worked with
23 the sub-committee, I think that there's
24 really some strong movement in the direction
25 of this proposal for a national tourism goal,

1
2 and I think they're really eager to work
3 with Commerce and others to really make it
4 head in the right direction.

5 And I think simultaneously we are
6 seeing the U.S. Travel Initiative get a lot
7 of traction. It's the cover story of Time
8 magazine, "What Happened to the American
9 Vacation." And using a lot of the data from
10 U.S. Travel and Oxford Economics, they are
11 really showing that since 1970, Americans
12 have been giving up close to a week of
13 vacation that they say they just don't have
14 time or the resources to take.

15 And so if you look at the numbers
16 that Jerry put forth, you see how important
17 domestic tourism is to our national economy.
18 And I think that U.S. Travel's numbers
19 clearly fuel that discussion, both on the
20 necessity of families that take time off, the
21 impact on the U.S. economy, but also the
22 impact on Americans' health.

23 And so I think the health arguments,
24 which has got a lot of data behind it, is
25 actually something that this Administration

has been very focused on and our society is very focused on. And so I think that you're going to see -- but just the fact that it's on the cover of Time Magazine shows you how much this message is resonating, I think.

MR. GILLILAND: Okay. Other comments or questions for Jerry? I think what I'd like to do -- I said we needed to be flexible and fluid based on schedules here. I'm getting a sense that the Secretary may be getting close. What I'd like to do is come back. I think Bob's got an update on an additional letter here.

We're going to lose Susan Kurland from the Department of Transportation here relatively soon. So I'd like to change our flow just a little bit. We'll come back you to, Bob, either before the Secretary gets here or after.

And so, Susan, take it away.

MS. KURLAND: Thank you, Ed. Thank you, Sam. Thank you, Kathleen.

SECRETARY PRITZKER: Don't let me interrupt. Go on.

1
2 MR. GILLILAND: So, Susan, if you
3 could even be more brief.

4 MS. KURLAND: I will be even more
5 brief. Again, I thank you all for the
6 opportunity to be here on behalf of Secretary
7 Anthony Foxx, who sends you his regards, and
8 the Department of Transportation.

9 I want to touch very briefly on
10 three areas of interest here. The first is
11 our framework called Beyond Traffic. The
12 second is what's happening with Surface
13 Reauthorization, Surface Transportation
14 Reauthorization and, finally, FAA
15 Reauthorization, the NextGen. Secretary
16 Foxx's Beyond Traffic, A 30-Year Framework --
17 which we thank you all for your support of
18 -- will help to support the anticipated
19 growth and transportation demand over the
20 coming years and help ensure that the U.S.
21 has a world class transportation system to
22 attract and facilitate international tourism
23 throughout the country.

24 In reviewing Beyond Traffic as a
25 draft framework, and reviewing it as a tool

1
2 to ignite a national conversation, so I know
3 it is part of one of your recommendations,
4 so we urge you to please submit your
5 comments, and we look forward to getting
6 them, keeping in mind that by the end of
7 this year we hope to hand out the final
8 framework.

9 Moving on to surface transportation
10 funding. As many of you know, Congress
11 voted on the 33rd short-term funding measure
12 to Transportation in the past six years,
13 which only provides DOT with funding through
14 the end of July. And this era of short-term
15 patches and chronic federal under-investments
16 has really crippled our country's ability to
17 build the transportation and to maintain the
18 transportation system that we need.

19 And while we understand that Congress
20 needs more time to complete work on what we
21 do want, a long-term ability to increase the
22 investment in our national's infrastructure,
23 the White House has made it clear that this
24 pattern of perpetual uncertainty is stuck.

25 We're already seeing -- you're

probably already seeing in your communities major delays in planning and implementing major transportation projects. There is some good news, though. The House has introduced a long-term surface transportation bill, the Grow America Act, which would invest 478 billion dollars in surface transportation, which would grow the overall investment by 45 percent and provide some dedicated sources of funding for a number of our programs.

Moving quickly on to FAA Reauthorization and NextGen. The upcoming FAA Reauthorization provides us the opportunity to propel our system to the next level of safety and to foster the kind of innovative climate that's long been the hallmark of our proud aviation heritage.

Now, Reauthorization has provided a forum for many in industry and government to openly discuss changes to the government's structure of the FAA to help us create the aviation system that will sustain our growth. And we're open to having this discussion, but we all must agree on the most important

1
2 problems Reauthorization should face. And in
3 our view those are budget instability and the
4 lack of flexibility to execute our
5 priorities.

6 And these challenges exist for the
7 entire agency, not just for air traffic
8 control and next generation organizations as
9 some have suggested. And I'll give you some
10 progress that we've been making on NextGen.
11 And NextGen, keep in mind, works very closely
12 with our safety organization so the twining
13 of the two are very important.

14 We just completed installation of a
15 more powerful technology platform with our
16 new high altitude air traffic control system.
17 It's known as ARAM. And what this system
18 will do is accommodate the application of
19 NextGen and allow controllers to handle the
20 expected increase in air traffic more
21 efficiently.

22 We've also finished coast-to-coast
23 installation of AVSB, which will enable
24 satellite-based air traffic control. And
25 we're creating new routes above some of our

busiest metropolitan areas saving millions of dollars in fuel, decreasing carbon emissions and cutting down on delays in each city. And we continue to work closely with our industry partners, with many of you around the table, and it's a very important, strong partnership that we have.

And just finally to close, NextGen has already yielded 1.6 billion dollars in benefits to airlines and the traveling public. In the next 15 years the changes we already made will produce an additional 11.4 million in benefits. So in closing, thank you for the opportunity, look forward to working with you.

MR. GILLILAND: All right. Thank you, Susan. Questions for Susan? All right. Excellent. Thank you so much for the update.

With that, I'm delighted to welcome Secretary Pritzker to the meeting. We're really pleased to have you here with us. I was asked to have a very brief welcome of you. And, therefore, without further adieu,

the floor is yours.

SECRETARY PRITZKER: Well, first of all, it's great to be with all of you, to be with our federal partners, and I hope that something comes through to you that is quite evident to me. The federal government across the -- you know, whether it's the State Department or the Department of Transportation or the Department of Homeland Security, and I could go on and list, you know, the Parks Service and others, we are very much trying to work together to partner with all of you. And I hope you feel that on a day-to-day basis.

I was thinking about Susan's report as she was putting the best face on what is a very frustrating situation that we face in terms of financing for infrastructure. And that infrastructure isn't just bridges and broadband, but it really affects our ability, all of us who are working so hard to make -- to achieve the national goals that we've set out in terms of 100 million travelers to the United States, to do the things that --

1
2 some of the tough stuff we've done with the
3 Department of State in terms of extending the
4 ten-year visa with China.

5 All of these efforts are paying big
6 dividends, but if our -- if our friends on
7 the Hill don't take action to actually help
8 us finance the infrastructure necessary to
9 support that at some point, that growth will
10 be itself curtailed. And so we will -- you
11 know, that's a place where it becomes
12 extremely important for you all to weigh in.

13 And I would not have a hopeless view
14 of that, I would have a hopeful view for the
15 balance of the year. Because I have talked
16 to a number of members on the Hill,
17 Republican members, who are actually -- would
18 like to see some form of a longer-term deal
19 done by year end in conjunction with maybe
20 business tax reform. So I think that don't
21 let up on your voices being heard on that.

22 You know, getting back to really the
23 subject at hand in our meeting today. It's
24 great to be with you and it's a real
25 pleasure to be here and it's, most important,

1
2 great to partner with you. Each and every
3 one of you has brought -- is bringing
4 important efforts to the table that are help
5 making this partnership between the public
6 and private sector stronger, better and
7 frankly relevant.

8 What we're trying to do is take
9 actions that actually can improve the
10 business climate that allows you then to
11 grow. And if your businesses are growing,
12 then you're ultimately creating jobs, which
13 is something we in the government are very
14 focused on, job creation and economic growth
15 in the country. So -- but it takes all of
16 us working together.

17 Now, the good news is is that we've
18 had some success in the last year. And, you
19 know, we have a record travel spend in 2014
20 of 220 billion dollars, which is three
21 percent up over the previous year. And our
22 arrivals numbers are about 74.8 million in
23 2014, which is a seven percent increase over
24 2013. And we're expecting another 3.8
25 percent increase in 2015.

1
2 All of this puts us on track; we
3 think by 2020 we'll be at about 96 and a
4 half million visitors, within spitting
5 distance of our 100-million-visitor goal, so
6 we're on track. But what we do know is
7 that unless we keep working together that
8 isn't going to happen. And some of it is
9 going to take, you know, working together on
10 the Hill, as I said, because the
11 infrastructure is just one aspect of some of
12 the things that we want to see changed. And
13 I know we'll get into some, Sam, the
14 specific recommendations in terms of the JOLT
15 Act and other things that we have to work
16 together.

17 But turning to IPW. First of all,
18 for me it's just a thrill to be here and
19 actually go down on the floor and see this
20 entire apparatus in action. And I was sorry
21 to actually disturb anybody who was doing
22 business for -- but it was -- it's pretty
23 exciting what can happen when you get people
24 together face-to-face and they actually see
25 the benefits of what we in the United States

1
2 have to offer.

3 And the message that you all helped
4 send to the rest of the world is that we're
5 open for business but that we don't take
6 people's business for granted, that it's
7 important to us and that we're constantly
8 working to improve. And I'll talk more
9 about that during my speech later.

10 But if there's one thing that I know
11 that Ken Hyatt and I feel represent the
12 Department of Commerce is keep your ideas and
13 thoughts and input coming. We may not be
14 able to focus on all of it at once but, you
15 know, we've got to keep working together or
16 we won't make the kind of progress that
17 we've seen over the last several years.

18 You play a really important role.
19 This Board plays a critical role. It's the
20 vehicle through which we feed into our
21 interagency effort called the Travel Policy
22 Council, which I chair, among the
23 interagency. And that's your ideas and the
24 ideas of how to improve travel and tourism
25 feed into the government directly from you to

us, us in this room. I don't just mean Department of Commerce but all of our federal partners into that effort that then ends up in actual policy.

So with that, Sam, I'll turn it back over to you. I think we're going to discuss your recommendations.

MR. GILLILAND: Yes, and thank you. And, Madam Secretary, I'm not going to go into a great deal of time presenting and summarizing the TTAB priorities letters because I know Kelly and her team -- well, they've assured me that you had the opportunity to review it. So I want to get swiftly to your questions.

The subject matter experts on our five major priorities are all here in the room and are ready to engage with you. And we're hopeful that we've brought forward a core for your administration and for you and the Commerce team to be advocates for the travel and tourism industry for the remainder of your term. And certainly if there are refinements that are necessary, we're ready

1
2 to make them.

3 So I want to talk just briefly about
4 our process that led us here. And then I'll
5 talk about the specific recommendations. So
6 our process is to take 40 recommendations.
7 I think you had counted them at our last
8 meeting and you realized there were 40 of
9 them. We reduced them to 15 by asking the
10 sub-committees to select their most important
11 ones and prioritize them.

12 And then we asked all the Board
13 members to kind of set aside their
14 sub-committee responsibilities and assignments
15 and choose their top priorities from that
16 list of 15. And that winnowed the field
17 down to five major priorities, which you're
18 aware of I know, the first being implement
19 and refine airport-specific action plans
20 related to entry.

21 The second, to expand Trusted Travel
22 Programs to more partner countries. The
23 third, to integrate travel and tourism into
24 infrastructure planning. Fourth, expand and
25 protect the Visa Waiver Program. And, five,

maintain world class visa processing.

And by this point as we were prioritizing we were on a roll so we didn't really stop there. It's our belief that all of these five roll up into really an overarching priority, which is really that the key to achieving the President's goal of welcoming 100 million visitors per year by 2021 is to focus on improving the customer experience for international travelers.

So as you know very well, the United States is locked in a major global competition for the business of international visitors and rival nations have dramatically stepped up their game. And, therefore, with urgency we need to ensure that the customer experience felt by international travelers is welcoming and world class during every stage of their trips to the U.S.

And finally, Madam Secretary, in addition to expressing the Board's enormous appreciation to you for your willingness to make travel and tourism one of your personal priorities, I wanted to underscore that

beyond this top customer service priority and beyond the top five that we've laid out for you, there are also a number of truly excellent recommendations, and you alluded to this in your remarks.

These represent opportunities to make a difference for our industry and for our country. And I mentioned before you arrived that there are synergies among many of the TTAB's recommendations. So an example would be strengthening the SIAT that gives us insight into the international traveler's customer experience would be foundational to improving and measuring our success, or embracing the hundredth anniversary of our national parks -- that's long-hanging fruit -- that would show commitment to our cultural and natural heritage, or streamlining certain Brand USA administrative processes do a whole lot to improve efficiency while maintaining accountability.

These are some of the issues, and we've attached an addendum with a lot of different recommendations, a lot of additional

1
2 recommendations. And certainly we're
3 committed to the prioritization that you
4 asked for, but we want to make sure that we
5 keep alert to opportunities whenever and
6 wherever they arise. And where resources are
7 available to work those, we'd love to see
8 resources applied.

9 So with that I will turn it to your
10 questions on the priorities themselves.

11 SECRETARY PRITZKER: Terrific. And
12 I have a number of my federal partners who
13 are here so we may tackle some of these
14 together, if that's okay.

15 MR. GILLILAND: Perfect.

16 SECRETARY PRITZKER: Let's start
17 first with the airport specific action plans.
18 And I know we're going to hear later from
19 John about the update on the Working Group.
20 But, you know, obviously the arrival process
21 is not just something that is near and dear
22 to all of your hearts but obviously is near
23 and dear to the hearts -- the heart of the
24 President since he put out an Executive
25 Order, Executive Action for us and the

Department of Homeland Security.

And I know Dan and Steve are here. Where are Dan and Steve? There they are. Yeah, right. And so, you know, all of us take that effort very seriously and I think are working hard on it, but that's something that we need to continue to -- continue to work on.

And your industry input -- and if I can speak to Steve for both of us -- is critical to us continuing the implementation. I think that you've made, obviously, a specific recommendation that DHS appoint a senior official to monitor the implementation of the action plans, and so I would really turn to Steve to get your reaction to that idea.

But what I also want to do is ask what other things you consider -- you think that the private sector can do to help us streamline our process, recognizing that we're trying to make significant inroads. And, also, I would ask you to tell us what airports do you think are best in class in

the world, who should we be learning from.

But maybe, Steve, if you want to make reaction to the notion of appointing a senior official to oversee -- or monitor, really, the implementation of our 17 action plans.

MR. REDLINGER: Well, thank you very much. It's a pleasure to be here. First of all, I do want to recognize my colleague, Dan Tanciar, from CBP, who when you look at the development of those 17 airport action plans, I don't think anybody has played a bigger role in facilitating the development of the plans and to getting us to this process.

And so we went through a very deliberate process last summer working with our colleagues in the Department of Commerce, working with many of you in this room and in the private sector, state boards across the country, to develop the 17 airport action plans.

Today I can say that all 17 are published on CBP.gov. You can go visit

1
2 their website, look at the plans, see what
3 we've proposed, see some of the benchmark
4 integrals at different airports and where
5 we're at in the process. You can also find
6 airport-specific dashboards in the same
7 location at this point updated through, I
8 think, March in terms of the data on things
9 like through-put and officer staffing and
10 wait times and things of that nature. So
11 you're getting a pretty good realtime look at
12 on a month-to-month basis how these airports
13 are doing from a data standpoint.

14 This past February CBP engaged in
15 about 20 million in public and private
16 partnerships to add more APC kiosks to
17 several of the locations. At this point a
18 majority of those APC -- of that money has
19 been spent and those APC kiosks have been
20 installed. But more to your specific
21 question, there have been at the senior
22 levels in the Department a lot of engagement
23 on this issue.

24 Deputy Secretary Karen Dorcus has
25 been intimately involved. Senior officials

1
2 over at Customs and Border Protection have
3 been intimately involved. So we've had
4 senior leadership shepherding these efforts
5 from the beginning. So, you know, I don't
6 -- it's a recommendation that is, frankly,
7 already being put to practice in terms of
8 senior leadership involvement.

9 SECRETARY PRITZKER: Terrific. Maybe
10 I could just reiterate a couple of my other
11 questions. Can you tell us where in the
12 world you think we should be looking?
13 Because I have to -- you know, Customs and
14 Border Patrol, I have enormous respect for
15 their efforts. They have an impossible job.
16 All they have to do is make one mistake and
17 they have a big, you know, problem.

18 And what we're asking them to do,
19 though, is to do hospitality and national
20 security at the same time. And they have
21 embraced the concept, but they are -- they've
22 got -- we all have to keep in mind they
23 have a national security role that's
24 incredibly critical and yet they've embraced,
25 I think, working through the Working Group

1
2 and others to see how they can improve the
3 experience.

4 And so, Deanne, I really so much
5 applaud your efforts for what you're doing
6 but help us. Where should we be looking for
7 good examples? And then where else should
8 we -- what else should we be doing with you
9 to help streamline our processes?

10 MR. GILLILAND: Okay. Well, and
11 maybe what I can do is direct that question
12 to the Entry Sub-Committee, and more
13 specifically Dave Berg, who's here with us,
14 and John Sprouls, the co-chair to that
15 committee. But, Dave, maybe you -- maybe
16 just put you on the spot for a moment.

17 MR. BERG: Appreciate it, Sam.

18 MR. GILLILAND: Sure.

19 MR. BERG: So your first question
20 about where else to look at airports around
21 the world. It's actually a very good
22 question, but it's one that we actually
23 haven't really focused on so I -- we would
24 love to be able to get back to you on that
25 and give you some examples.

SECRETARY PRITZKER: Please.

MR. BERG: Easily done, but it's just something they haven't really thought about. And in terms of other things to streamline, the reason we made this recommendation, as you pointed out, CBP has done a great job of working well together as an industry in government partnership. And so the thinking is let's keep the focus -- we don't want to lose focus on what's been accomplished through the establishment of the 17 plans.

So we want to make sure that the focus stays there because that's -- at the local level is where the airlines and the airports and the state quarters can work together, and do work together, to identify procedures and processes, facility changes, kiosks, those kind of things that can really streamline the process. So that's why we think it's important to stay focused on the 17 action plans.

SECRETARY PRITZKER: I don't know, Dan, if you want to -- do you have any

1
2 further comment you want to make about the
3 plans and the oversight and making sure that
4 we're achieving our goals?

5 MR. TANCIAR: Yes, ma'am. Thank you
6 very much. So thank you, Madam Secretary.
7 The action plans are a big part of what we
8 do right now. And I, along with my team,
9 monitor them every -- well, every quarter we
10 have to provide updates.

11 I'll be the first to say that our
12 first update just happened in April. We're
13 going to do a little bit better next time as
14 well, too, because I found that a couple of
15 ports getting some on-times when really they
16 were maybe delayed a little, and so we're
17 going to be after them on that.

18 I report that information up, as
19 Steve said, to senior managers at CBP through
20 the Department, and we share that information
21 with the Department of Commerce. So -- and
22 also we are maintaining our roadshow, if you
23 will. So part of what I do and the folks
24 at CBP are to go out and make sure that
25 these meetings are happening, that true

1 progress is being made.

2
3 And so I did a West Coast tour
4 early in May. We will probably be hitting
5 the East Coast here coming up here shortly.
6 And certainly we will continue to do -- one
7 of our goals is to do better at telling you
8 when the local meetings are happening so we
9 can get that into a more national forum.

10 But I think we're trying very hard
11 to make sure that everyone is working
12 together because, as has been said, it is a
13 community and we all depend on one another
14 to make sure that those airport processes and
15 that international arrival experience is, in
16 fact, a positive one.

17 So thank you, Madam Secretary.

18 SECRETARY PRITZKER: So it seems to
19 me, Dan, is -- yeah, Kathleen?

20 MS. MATTHEWS: Madam Secretary, if I
21 could just -- you know, you're a global
22 traveler. And I think many people in the
23 TTAB army do need to take a more, I think,
24 in-depth systematic look at airports. But I
25 think it's interesting to note that the

1
2 United States does not have a single airport
3 in the list of the top 25 best global
4 airports.

5 And just anecdotally, I think, if
6 you look at countries that have prioritized
7 travel and tourism to their economy, you see
8 -- and also newer economies, economies that
9 are emerging and rising faster, I think you
10 see a lot of really good examples that we
11 can look at.

12 For example, Dubai International
13 Airport, Beijing International Airport, they
14 each balance the security issues that are
15 very important to those countries, but also
16 they have innovated on some customer service
17 areas that I think we could take a look at.

18 SECRETARY PRITZKER: So who publishes
19 the top 25 airports in the world?

20 MS. MATTHEWS: We'll get that for
21 you. My team here is aware of it so we'll
22 make sure that you and Kelly get a copy of
23 that --

24 SECRETARY PRITZKER: Good.

25 MS. MATTHEWS: -- and what the

standards and the criteria is that set that.
It's a combination of different things,
balancing customer service as well as
security.

SECRETARY PRITZKER: Terrific. And,
obviously, investment in those airports. So
that would be -- that would be very helpful.
It sounds to me like Dan is your point
person. He seems to be on top of exactly
what's happening on a day-to-day basis.

Maybe we could go to the second
question, which is expanding the Trusted
Traveler country -- Programs to more
countries. You know, we agree, Trusted
Traveler is a great program and it's a good
idea to, you know, expand it. And I
understand that expanding into Japan may be a
possibility. And that would be terrific
because they're not only an important trading
partner, but 3.6 million Japanese traveled to
the United States in 2014.

I think that -- and, again, I would
turn to my friends at the Department of
Homeland Security. My understanding is that

1
2 to expand the Trusted Traveler Program
3 requires exchange of information with other
4 countries, some of which don't actually
5 collect the information that is necessary.

6 I am going to, after this meeting,
7 send a letter to -- a priority letter to
8 Department of Homeland Security, the
9 Secretary, and to the Secretary of
10 Transportation just to sort of give some
11 update on some of your specific concerns and
12 recommendations.

13 But, you know, what we have to keep
14 in mind is is that sometimes it's not
15 possible to make these agreements because
16 other countries don't meet the criteria. And
17 so the question becomes one of what would
18 industry suggest when we're facing that kind
19 of situation. We can, I guess, lobby those
20 countries, but they have to also have the
21 desire to want to be a part of it.

22 And one of the questions that I have
23 is do you -- would you prioritize expanding
24 -- trying to put marketing dollars behind
25 expanding the membership into the Trusted

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2 Traveler that we currently have -- you know,
3 in the countries that we currently have or
4 is it expanding countries? I know we would
5 like both, but the question is where would
6 you actually suggest that we prioritize?

7 MR. GILLILAND: Okay. And maybe I
8 could -- I think that question would go to a
9 larger group but, also, to Dave and to John
10 and even to Trudy. Are there -- do you
11 have views on whether we -- if we were
12 choosing between one or the other, would we
13 choose to just market programs and have
14 greater membership with the existing countries
15 or would we -- would we focus on countries
16 themselves?

17 SECRETARY PRITZKER: And then the
18 other question I have is what are the
19 priority countries if you -- you know, what
20 are the top five that you would -- or ten
21 that you think we should be focused on.

22 MR. GILLILAND: Okay.

23 SECRETARY PRITZKER: Because, you
24 know, one of the things that we can do
25 within the boundaries of what we can share

1
2 is to say, well, that's a great idea except
3 here's the problem that we face.

4 MR. GILLILAND: Right, right. And I
5 think we -- and just back to your point
6 around the receptivity or even capability of
7 a target country to participate in the
8 program. We recognize the challenge and
9 we're sympathetic to that. And we use the
10 word aspirational as a part of this
11 particular recommendation because we know it's
12 difficult in some cases to either have the
13 data that's necessary -- get the data that's
14 necessary that is not collected or to have
15 willingness on the part of that charter
16 country. So we know it's -- we recognize it
17 as a challenge, but we still want to put --
18 we kind of want to lay out the -- lay out
19 the goal.

20 So I'd open it up for the group on
21 views on specific countries, and then even
22 back to this question of if we could
23 prioritize marketing expansion of existing
24 programs or going to additional countries.
25 And I know -- I know --

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2 SECRETARY PRITZKER: That's a false
3 choice I recognize, but I want to -- I want
4 to make sure -- I want to get some feedback
5 on how well are we marketing within the
6 countries that are there.

7 MR. GILLILAND: We got views,
8 perspective?

9 MR. SPROULS: Well, I think we'd
10 like to do both. The heavier lifting is the
11 one that's going to really create much
12 expanding in terms of people becoming
13 involved.

14 And if you can think about what
15 we've done with the visa waiver countries,
16 every time a visa waiver country comes in,
17 the amount of people that come from there
18 and are able to be processed just grow
19 astronomically. And I think the same thing
20 will happen with the Trusted Traveler Program
21 in that when you get to a new country,
22 you're going to see a huge influx, whether
23 it's marketing.

24 It will help us and it will help to
25 grow in those places that we already have

1
2 it, but the incrementality in those places
3 would not be anywhere near what it would be
4 to get one, two, three, four, five other
5 countries involved because --

6 MR. GILLILAND: I think the other
7 comment I would make is that I guess in many
8 respects, at least this group, I don't know
9 that we would view it necessarily as a
10 choice. Because we had a -- we had a
11 briefing from the CMO of DHS, yeah, or the
12 TSA.

13 MR. REDLINGER: TSA.

14 MR. GILLILAND: Yeah, TSA. He was
15 talking just about the TSA pre-check program,
16 we were talking about entry here. But I
17 shared with him that we've got a large group
18 of people in this room that's willing to
19 help co-market, even put our own dollars and
20 resources toward getting more people
21 participating in the program because we know
22 it's good for the larger industry.

23 So I think even in the case -- even
24 in markets outside of the U.S. where a lot
25 of -- a lot of companies represented here

1
2 have operations, there's a willingness to
3 market those programs.

4 SECRETARY PRITZKER: So I think we
5 should take that as a do-out as to how we
6 actually self-actualize on that commitment to
7 really raise -- because I think the more
8 that we can show usage of the Trusted
9 Traveler Program the more benefits and,
10 therefore, then we can put greater emphasis
11 on the benefits, not just to the United
12 States but to that country, if they were to
13 meet our standards. Now, I -- the meeting
14 of the standards is a significant thing I
15 don't want to dismiss at all.

16 MR. GILLILAND: Right, sure.

17 SECRETARY PRITZKER: But it would
18 also be helpful if you gave us the top ten
19 countries or 15 that you thought were your
20 highest priorities or kind of eight to 20,
21 what are the most important countries, so
22 that we could then begin to look at what's
23 possible and what are the impediments and
24 have a candid dialogue about that.

25 MR. GILLILAND: Right. And I think

1 we can do that, Trudy, in the interim.

2 MS. RAUTIO: Sure. Madam Secretary,
3 thank you.

4 SECRETARY PRITZKER: Yes.

5 MS. RAUTIO: I would be remiss if I
6 didn't start my comments by confirming for
7 you that the inter-departmental collaboration
8 is evident, it's tangible, it's very much
9 appreciated from those of us working in
10 private sector. So thank you for that. In
11 particular --

12 SECRETARY PRITZKER: I appreciate the
13 thank you, but what I would just say is
14 thank them because it really takes a village
15 for us to do this. And so with -- you
16 know, I applaud the staff of each of these
17 -- of our Department partners.

18 MS. RAUTIO: We agree. And in
19 particular our sub-committee worked with Ed
20 Ramotowski and Steve Redlinger and their
21 respective colleagues. They were
22 extraordinarily helpful to us in helping us
23 -- educate us, first of all, and then
24 allowing us to shape our recommendations to
25

1
2 the goals that we're trying to achieve. So
3 we were really appreciative of the ability to
4 work with them.

5 We did prioritize the countries and
6 so I have a top five for you. Poland is
7 on the top of the list for a multitude of
8 reasons. It's very close to meeting all the
9 requirements. And, in fact, if the JOLT Act
10 had been reauthorized, it would be part --
11 it would be able to meet the Visa Waiver
12 Program. And so that comes to the very top
13 of the list.

14 The second from the travel and
15 tourism perspective, Brazil is the country
16 next on our list. That was problematic for
17 the reasons that we noted. And so we are
18 first and foremost respectful of the security
19 of our country and those requirements that
20 the government has set. And we would
21 suggest that perhaps looking at private ways
22 -- private partnerships and ways that global
23 companies can help influence and build
24 support for meeting those requirements within
25 Brazil might be helpful, but we recognize

1 that that's a problem.

2
3 Next on our list is Israel,
4 Argentina and Uruguay. The latter two were
5 both prior participants, and so we believe
6 that that might facilitate an easier entry
7 into the program. And then there were other
8 countries that have been asking for this and
9 -- of a lesser priority, since you asked for
10 the top five, but Bulgaria, Cypress, Romania,
11 Turkey, Malaysia. And then next on the list
12 would be Ecuador just because of its
13 proximity. So those would be our priority
14 countries.

15 SECRETARY PRITZKER: So I think the
16 most important thing is, one, there is a
17 priority list and, two, is you're digging
18 down into the issues for each one and then
19 working through the issues for each one.
20 Because I think the greater that we
21 understand your -- what works, what's
22 important, the greater you understand what
23 are the technical, or sometimes it might be
24 political or other challenges, that are
25 impediments.

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And I'm not trying to say we accept the impediments, but we have to then figure out now what do we do about them.

MS. RAUTIO: Exactly right.

SECRETARY PRITZKER: And if we can work together, that's terrific.

MS. RAUTIO: Thank you.

SECRETARY PRITZKER: Our infrastructure planning, I'm not sure that there's a lot more to say. I mean, I think Susan gave you a pretty good update. We highly endorse your recommendation, and I would just -- and it's my impression so does the Secretary of Transportation. If this is really caught up in -- you know, the President's budget, 2016 budget, includes significant investments towards -- that would support our infrastructure and our travel and tourism infrastructure.

Now, just to remind all of us, the President puts out a budget, then Congress develops its own budget, and then there is -- and we're in the middle of that process now. It's a quite public process. The

1
2 House has come out with a sequestration
3 budget. So you need to know where we're at
4 and what we're dealing with, which is quite
5 different than the budget that the President
6 had suggested. And the Senate will come out
7 with its budget, and hopefully there's some
8 negotiation.

9 The last two years -- this is just
10 -- I'll repeat this because maybe many of
11 you are budget experts, but I actually had a
12 diagram drawn for me as to how all this
13 works. And you just -- you know, it is --
14 our ability to actually spend the money,
15 because we don't disagree with you, depends
16 upon the budget and depends also upon what
17 kind of transportation bill we're going to
18 end up with.

19 And so, you know, I encourage your
20 voices to be heard on this and to get
21 engaged because it's not just going to
22 happen, because what's just going to happen
23 is sequestration. That's kind of the --
24 hopefully -- you know, the President has
25 threatened veto of a budget that is at

1
2 sequestration levels for many reasons far
3 beyond infrastructure, including Defense, but
4 infrastructure is absolutely in the top
5 priorities.

6 And so I just want you to understand
7 we don't have a difference of opinion here,
8 we have a process challenge. And so I would
9 -- I would just make sure that you're heard
10 on that.

11 In terms of the world class visa
12 processing as a priority, first of all, you
13 know, my hat's off to our friends at the
14 State Department. When I was on the Jobs
15 Council, we went through a significant kind
16 of look under the tent into the visa
17 processing structure. And the State
18 Department really took to heart the
19 opportunity of expanding their -- the number
20 of visa adjudicators, as well as revisiting
21 their processes to try and bring down wait
22 times.

23 So there's been an enormous amount
24 of progress. Having said that -- having
25 said that -- this just went off. Anyway,

1 the question I would ask is where you see
2 the problems today, where are the wait times
3 too long and -- or are you concerned --
4 and/or are you concerned that our problem is
5 sustaining the progress that we've made.
6

7 MR. GILLILAND: Okay. And I -- why
8 don't I direct and ask to -- Trudy and Don
9 shared the Visa Sub-Committee so I'll direct
10 that to that team. Trudy, do you want -- do
11 you want to talk about this?

12 MS. RAUTIO: Sure. This again is a
13 multi-faceted solution. We also commend the
14 State Department for tremendous progress in a
15 relatively short amount of time in getting
16 visa wait times down. And they are within
17 very acceptable limits almost everywhere
18 today.

19 The problem is -- or the solution to
20 this is two-fold. One is we must engrain
21 the best practices and all of the procedural
22 changes so that they become part of the way
23 we do business around the world. I think
24 the State Department is well on that.

25 Secondly, as the number of

1
2 travelers increase, however, sustaining those
3 improvements in the face of overwhelming
4 increases in travelers is going to be
5 difficult and may require legislative changes
6 that give the State Department more
7 discretion in who they have to interview and
8 things like that so that we can, in fact,
9 meet the goal while still maintaining
10 visitors.

11 SECRETARY PRITZKER: So maybe, Ed,
12 you might want to -- you may have some
13 comments, you or Tom, as to kind of how you
14 see the state of play in here as visa
15 processing and with, you know, three to five
16 percent increases in travelers a year, how
17 you see keeping up with that demand.

18 MR. RAMOTOWSKI: Yes. Thank you.
19 I think Trudy has it exactly right, that in
20 order to cope with the demand in the long
21 term we're going to need legislative changes.
22 Things like the JOLT Act or equivalents I
23 think would expand Visa Waiver Program
24 membership is one part of it. And also
25 greater legislative flexibility and to waive

1
2 interviews for first-time applicants where we
3 don't see any security issues would go a
4 long way to sustain the progress that we've
5 made.

6 And then just in the course of
7 regular day-to-day international relations that
8 all these challenges that come up. India,
9 for example, is a country that imposes limits
10 on the number of diplomates in county. So
11 as demand grows in India, we've reached that
12 -- we're at a staffing cap, we can't
13 currently increase the way we have in China.
14 So that's a -- that's a challenge we're
15 working on as well. And we welcome private
16 sector support on both of those issues.

17 SECRETARY PRITZKER: So maybe one of
18 the things, Kelly, that we could do is to
19 come up with a collective legislative agenda
20 that comes out of the Traveler and Tourism
21 Advisory Board and talk about how we might
22 approach that. Because there's a number of
23 different issues that are being raised,
24 whether it's about infrastructure or about
25 processing flexibility or the JOLT Act or

other things.

And then the second is certainly issues -- we know the State Department, it does a great job of lobbying for itself growing, but also places where we could weigh in that might -- certainly with India we're going to run the strategic and commercial -- or we partner with you in strategic and commercial dialogue, but we were on the commercial side of that, maybe we could move the how many adjudicators do we need in India to that issue.

I know they're pressuring us a lot about growth and travel and tourism. So this is something I suspect maybe we could find some flexibility on this year. We'll meet in the fall.

So maybe, Ed, we could get our teams together to work together to make that a priority issue as on ease of doing business was just one of the buckets that we work with the Indians on.

MR. GILLILAND: Excellent.

SECRETARY PRITZKER: And then just

1
2 on the VWP and the JOLT Act, you know, I
3 think that's something that, you know, we --
4 you know, we hear you. We want to see more
5 visa waiver countries. It does require,
6 again, significant cooperation. And this
7 three percent threshold has been a challenge,
8 particularly for countries so close like
9 Poland.

10 And it's not an easy thing to
11 negotiate, especially -- you know, I think we
12 have to keep in mind the JOLT Act in the
13 context of our current security -- our
14 current security -- the current security
15 overlay going on around the world. So I
16 think we have to remember that we've got
17 certain -- and, in fact, we have certain
18 visa waiver countries that are producing
19 freedom fighters and terrorists who are
20 contributing to the challenge.

21 So navigating around this is -- or
22 navigating -- understanding the security
23 challenges that we face currently in the
24 world is I think something that is a real --
25 it's not so simple, but I think the question

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will be one can we maintain where we're at.

MR. GILLILAND: Right.

SECRETARY PRITZKER: And then where might there be countries like Poland that are good allies of ours that there might be an opportunity. So I think that we're going to now hear from John.

MR. GILLILAND: Yeah, that's right. That's right. John is next on the agenda. And before we do that, we really appreciate your engagement on these priorities and your support and advocacy for the specific priorities that we've set forth.

SECRETARY PRITZKER: Let me -- let me make a comment about the other priorities. Why don't I challenge you guys to take the next -- kind of again in an effort -- give us the next five or ten, so we understand, of your 40 kind of what the top half of the list, if you will, and -- because some are very much -- you know, strengthening SIAT very much goes with our goals of trying to deal with the entry, improving the entry process.

1
2 The hundredth anniversary of the
3 National Parks is a huge priority. It is
4 something that is a whole government effort,
5 as you will see. I think that -- and
6 streamlining processes as it relates to Brand
7 USA is something we're really interested in.
8 I mean, we're pleased with where Brand USA
9 has come, but we have work -- continued work
10 to do for it to continue to meet its goals.
11 I know that they take that very seriously at
12 Brand USA.

13 So I'm not saying five and only
14 five. I think, though, it's good for us to
15 have a top set of focus because you see
16 what's happening across the Departments, we're
17 able to really dig down into those issues.

18 MS. MATTHEWS: Madam Secretary,
19 before we go to the important work on entry,
20 my staff was able to come up with the answer
21 to your question earlier, which is the
22 rankings of the top airports. And this is
23 done by Skytrax. It's their world airport
24 award. So it's a customer service-based
25 listing. So, obviously, we want to also add

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the component of security into that as part of the review.

But it's their world airport reward list of the world's best 100 airports. Number one is Singapore. Number two is Seoul Incheon. Number three is Munich. Number four is Hong Kong. And number five is Tokyo. And this is a U.K. based organization that runs a global airline and airport review and ranking system, and it does this through international traveler surveys. So it's the customer input piece of this.

So we'll take that as well as sort of a deeper dive on other criteria, you know, forward.

SECRETARY PRITZKER: Great. Thank you.

MR. GILLILAND: Terrific. And that is a great segue into the work that John Sprouls has very kindly agreed to chair the Working Group focus on certainly customer service while maintaining appropriate security at our entry points. So I'll hand it over

1
2 to John to provide some update on where we
3 are with that. John.

4 MR. SPROULS: Thank you, Sam. And
5 I just would like to start with a few thank
6 yous. First, Madam Secretary, I want to
7 thank you and the Commerce staff and Sam and
8 Kathleen for the opportunity to lead this
9 effort. It's been a tight time frame, but I
10 think it's allowed us to focus with
11 laser-like precision.

12 I also want to recognize some of the
13 folks that have been key to moving this
14 effort along. Steve and Dan and the team at
15 CBP for letting us, you know, really get
16 under the hood and their willingness and
17 their openness to allowing to us focus on
18 this.

19 Kathleen and her team at Marriott,
20 especially Melissa and Mark Schwartz, and
21 everybody else who have been tremendous. The
22 team at Enterprise with Greg Stubblefield and
23 Brian and Steve Short. And also Chris
24 Whiteman at Delta and Tony Delazario at
25 American, both of whom have allowed us to

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1
2 get into and understand their passenger
3 surveys and the information that's there and
4 allowing us to cross-reference everything.

5 And I will introduce to the
6 committee Katie Ozdemir, who is our senior
7 director of consumer insights and who is the
8 real leader of this effort. She's going to
9 give us a brief status update now, and I
10 would invite everyone -- our Working Group is
11 meeting today at 3:00 o'clock. So if
12 anyone's interested in a deeper dive on this,
13 we will be doing that at 3:00 o'clock today.
14 I don't know what room, but I will find out
15 for you. Kathy.

16 MS. OZDEMIR: Good morning. I'm a
17 little bit nervous, sorry. So the process
18 we took took two avenues. The first part of
19 the process was the discovery, and the second
20 part of the process was actual research. So
21 Brian and his team were kind enough to set
22 up conference calls so that we could kind of
23 pick the brains of several folks.

24 We talked to the Airport Authority,
25 and we talked to the Delta Homeland executive

1
2 and we talked to the American Airlines
3 Homeland executive. After that we did some
4 site visits. We looked at -- Dan Tanciar
5 took us through OIA airport and took us
6 through the entry process, and then several
7 other folks went to Dulles and went through
8 the entry process there.

9 Then the third piece of the
10 discovery process, we tried to look at all
11 of the available data that was out there.
12 So we looked at the survey of the
13 international travelers, which is done at
14 departure. We looked at the Customs and
15 Border Protection and Travel Satisfaction
16 Survey, which is done immediately after the
17 experience.

18 We looked at a piece of work that
19 U.S. Travel Association did for survey of
20 overseas travelers. We looked at a survey
21 that Delta Airlines did on behalf of Customs
22 and Border Patrol. We garnered some
23 information from Atlanta. Atlanta did some
24 focus groups on the international arrivals
25 process. And then, lastly, we looked at the

1
2 Airport Service Quality Survey. And from
3 there we went and we moved to the research
4 process.

5 So we interviewed a high-volume
6 global traveler and one of the very first
7 global entry folks. We mapped out the entry
8 process for 20 international gateway airports
9 just to make sure that the process was
10 virtually similar in all locations.

11 Then our partners, Marriott and
12 Enterprise, conducted inductive analysis to
13 look at drivers of the data. One of the
14 teams looked at the SIAT data and one of the
15 teams looked at the CBP data. Both were
16 very large volume, I think roughly 30,000
17 samples each, so very reliable data.

18 And then our team at Universal
19 conducted two pieces of primary research.
20 The first we did focus groups on the West
21 Coast and on the East Coast with
22 international travelers who had just arrived
23 in the country, and then we did an on-line
24 survey.

25 And we used our partners from Delta

1
2 and American Airlines who were kind enough to
3 deliver a sample to us so that we could
4 survey some folks, international travelers.
5 And then we supplemented that with our own
6 internal panel to kind of beef up -- beef up
7 the sample. And in the end we ended up
8 with almost 4,000 surveys.

9 So we did very, very thorough
10 analysis. And we're meeting this afternoon
11 to kind of go through the data and
12 recommendations with the Working Group.

13 MR. GILLILAND: It doesn't sound
14 like a very exhaustive approach. I'm just
15 kidding, of course. That's amazing how much
16 -- how much work you've done in a very, very
17 short period of time. John was telling us
18 last night that you've been doing such great
19 work, and the whole team has been doing
20 great work, but he said you're -- after you
21 hear from Katie, you're going to want to
22 give her a big hug.

23 And so you need to be careful on
24 your way out because there may be quite a
25 few people wanting to give you big hugs for

1
2 your work. And we really do appreciate it
3 and appreciate the entire Working Group's
4 efforts on this. And it does sound like
5 you're doing a fantastic bit of analysis
6 here.

7 The other thing I just remind
8 everybody of is that we will have a call on
9 June 17th to review the recommendations that
10 are being put together by this Working Group
11 and potentially vote on those recommendations.
12 That's at 11:00 Eastern on the 17th. And
13 you can't have a proxy vote for you, just so
14 you're aware. So you need to be present to
15 vote as a board member. But we really,
16 really appreciate the work that you're doing.

17 SECRETARY PRITZKER: Can I just,
18 Sam, make a comment? First of all, thank
19 you for the work that the group is doing.
20 We -- it is everything that we had hoped
21 for, which is a really serious look at the
22 challenge. And, you know, the process to
23 get to a point where we are so engaged with
24 you in the private sector often can be
25 sausage making and a little opaque to

1
2 everyone else.

3 But what we knew at the Department
4 of Homeland Security and at the Department of
5 Commerce is that if we partnered together we
6 would get extraordinary insight. And truly
7 we're both anxious to hear your
8 recommendations and thoughts. And knowing
9 that it's based on such an exhaustive as
10 well as thoughtful set of processes is
11 something that is really heartening to all of
12 us. So thank you very much.

13 MR. GILLILAND: All right. Any
14 questions, comments for the Working Group
15 before we continue on? Thank you again. We
16 really do -- really do appreciate all the
17 work. It's fantastic.

18 Okay. With that I'm going to turn
19 it over to Kathleen for a few comments. So,
20 Kathleen, take it away.

21 MS. MATTHEWS: Madam Secretary, I
22 just wanted to say that it's been my
23 privilege to serve two terms here on the
24 TTAB, the first one beginning in 2012. And
25 actually my first meeting was here in

Orlando. And what a magical way to start that meeting with President Obama coming here in front of the Magic Kingdom announcing the National Tourism Strategy and also signing that Executive Order.

It's really been a privilege in this second term to serve as your vice-chair, along side Sam, and to learn from his leadership as well Todd Davidson, who was our chair during my first term. Last night many of us had a chance to go to the Magic Kingdom. We were hosted by IPW, Visit Florida, Orlando, and really I think spoke to what this TTAB is all about.

The park was filled with people from our industry but, also, a lot of international voices of those travel brokers and planners that are coming here to the IPW, and really what something like Orlando, the Magic Kingdom, our country has to offer for international visitation and how important that is to achieving our goal now of 2021 of those 100 million international visitors but, also, the tremendous exports that that

visitation creates.

So I think there's really -- in addition to that big milestone of having our first National Travel and Tourism Strategy, so much that we're celebrating here, as we start to close in on the end of our term here on the TTAB, still a lot of good work to be done. But you look at the U.S./China ten-year visa, and now we have ten-year visas with all of the top countries with whom we have international visitation, which is really an important milestone.

Also, the great progress on improving the customer experience, which really kind of is the organizing principle on everything we're trying to do here to stimulate that tourism. And then just generally the authorization of Brand USA and what that means to our country to really be marketing America as a destination. And then the recognition of our industry and what we really do to drive job creation and economic growth.

So it's been really wonderful for me



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1
2 to be part of this. And it's very
3 bittersweet that I am announcing that this is
4 my last in-person meeting of the TTAB because
5 later this month I will be leaving Marriott
6 International, pursuing a career in public
7 service, in many cases inspired by the work
8 that I've been able to do with the members
9 of the TTAB.

10 And so I look around the room and I
11 thank you first, Madam Secretary, my co-chair
12 and my chairman, but also every member around
13 this table that has really inspired me around
14 public policy and really what private/public
15 partnerships can do for our country. And so
16 I just wanted to say thank you to you for
17 this opportunity. Thank you to the members
18 of this board for serving with me.

19 I'm so proud of what we've been able
20 to accomplish together. And I know in the
21 final six months of this TTAB you will do
22 even more, and I think we've gotten a
23 suggestion of that today. We've got five
24 top priorities and you've given us permission
25 to come up with five more, which is really,

1 really exciting. So thank you very much for
2 this opportunity.

3
4 SECRETARY PRITZKER: Well, Kathleen,
5 first of all, let me speak on behalf of the
6 entire federal family and say a personal
7 thank you to you. We have been very
8 fortunate to be able to work with you. You
9 have been such an important voice not just
10 for Marriott, which obviously you do an
11 extraordinary job representing Marriott, but
12 also for travel in the United States and
13 tourism in the United States and for the
14 image of the U.S. abroad.

15 And I think I could safely say on
16 behalf of everyone in this room that we're
17 very grateful for your service on the TTAB,
18 very grateful for your willingness to be such
19 an active participant and responsive to
20 questions, whether it's here or throughout
21 the entire process.

22 Deanne, all of us really wish you
23 good luck in your next set of exciting
24 endeavors. We're very excited for you and
25 will be sad to lose you in this milieu, but

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I know that you'll go on to do great things.
So thank you very much. We just really have
been so blessed to have you as a part of
our collective teams. So thank you.

MS. MATTHEWS: Thank you very much.
Thank you.

MR. GILLILAND: And I would just add
-- I know we'll have the opportunity to
voice our appreciation to Kathleen as the day
goes on, but I would add our deep
appreciation. She's been a great partner to
me and a great partner to everybody here on
the TTAB.

And I am sure that whatever you go
on to do, you'll be a great advocate for the
travel industry. And so we look forward to
that as well and look forward to your
continued support. We really do appreciate
it.

All right. Excellent.

SECRETARY PRITZKER: Terrific. Thank
you.

MR. GILLILAND: Well, thank you for
being with us today. We're just delighted

1
2 to have the opportunity to spend time with
3 you.

4 SECRETARY PRITZKER: Well, you know,
5 it's my pleasure to be here. And it's my
6 pleasure, also, to work with all of my
7 partners in the federal government and with
8 you. And I'll just leave you with a final
9 thought. Together we can do a lot,
10 separately it's not so much. So we have to
11 keep up this really good work. Thank you
12 very much.

13 MR. GILLILAND: Thank you. Okay.
14 So with that we have -- with that we will
15 wish you good travels. I'm sure they will
16 be good. And, again, I appreciate your
17 being here. So we already worked on a
18 little bit of logistical work here, and then
19 we'll resume with some of the other items.

20 Okay. With that we're continuing
21 our fluid schedule, and we're going to move
22 to Chris Thompson to provide an update on
23 Brand USA. So, Chris, take it away.

24 MR. THOMPSON: Thank you, Mr.
25 Chairman. Members of TTAB, always great to

1
2 be with you. I want to personally thank you
3 for all that you do to shape policy related
4 to travel and tourism. It's immensely
5 helpful to our ability to be able to reach
6 the goal of the National Travel and Tourism
7 Strategy and do what we do on a regular
8 basis on behalf of the United States.

9 Our Reauthorization that happened a
10 year ahead of time had us instead -- instead
11 of focusing on September 30th and wondering
12 whether we're going to be around, I actually
13 had nine months to plan for the next five
14 years, which is a great -- a great situation
15 to be in.

16 Talk a little bit about IPW. This
17 event I say on a regular basis is our one
18 time a year we invite the world to travel --
19 buyers who are representing the travel trade
20 and travel media and all the support around
21 that to the world to the United States to
22 learn everything that there is to see and do
23 about this great country, and certainly the
24 host destination being in Orlando this year.

25 Just to give you some quick numbers

1 that -- just to put it in perspective, the
2 enormity of this event and how it's grown.
3 The last time it was here was I believe
4 2010, five years ago. The number of booths
5 we had there in that year was 914. And
6 it's grown to 1,350 this year, which is a 48
7 percent growth.
8

9 The number of buyers that year was
10 1,113 and that's grown to 1,330. That's a
11 19 percent growth. The number of total
12 delegates was 5,049, and this year they're
13 thinking it will be a record number of
14 6,400.

15 So the show continues -- and we have
16 the largest delegations from China and the
17 U.K. ever. So that was -- it should be a
18 great show. It's certainly a great
19 opportunity for to us tell the story about
20 the United States and to promote this great
21 industry.

22 At lunch today we will have a sizzle
23 reel that is four minutes and 17 seconds,
24 which will do the best job of being able to
25 tell what we have accomplished in the last

1
2 year. So I won't try to do that today
3 because I couldn't do it as well anyway. So
4 I -- and I think most of you will be at
5 lunch so we invite you to see that.

6 One of the main things that is a
7 focus of ours over the last year has been
8 our support of National -- of the Centennial
9 of the National Parks. MacGillivray Freeman
10 we partnered with to produce an IMAX film,
11 and they've been around the country filming
12 for the last nine months. We anticipate to
13 see -- we're looking forward to seeing our
14 first rough cut of that very soon. And
15 we'll be debuting that around the world in
16 February of next year.

17 So it's going to a tremendous
18 story-telling opportunity about the United
19 States of America through the filter of the
20 national parks, and we think it'll go a long
21 way to help Department of Interior and our
22 National Parks Service to celebrate that
23 historic event.

24 We talked about visa ability for
25 China. I wouldn't dare speak for Ed and

So we (inaudible words) and the leadership of the China industry to the United States and continue to collaborate with them in ways that U.S. Travel has done over the last seven years, and now that we've inherited that event we look forward to

hosting that.

The last thing I'll leave you with.
A year ago we came out with our ROI numbers,
which were the broad stroke of looking at
what have we done around the world in
partnership with the suppliers here in the
U.S. that represent the brands and the
destinations that deliver on the experiences
and create the memories, and then our
partners in market, which are the travel and
trade that facilitate travel and traveling to
help us tell our stories.

And our ROI study that came out a
year ago in March I think had a huge impact
on putting some meat to the bone and
actually gave us some credible back-up, which
I think contributed (inaudible words) to our
Reauthorization. So we just are announcing
the results here in our second year.

And we can say that in two years,
over the two-year period that we've been
looking at these results, incrementally we've
contributed two million visitors, incremental
international visitors. 6.5 billion dollars

1
2 in Internet spend. 15 billion dollars of
3 overall economic impact. Nearly two billion
4 dollars in federal, state and local sales
5 tax. And it's contributed support of --
6 greater support of over 50,000 jobs each
7 year.

8 So that tends to be a really
9 compelling message of what we're doing in
10 partnership with many of your businesses and
11 certainly with our travel industry nationwide.
12 And so we're excited to report those numbers
13 and want to continue to do what we can to
14 deliver on the promise and the hope of the
15 Travel Promotion Act.

16 And I thank you for the opportunity
17 to be able to come and spend some time with
18 you. I look forward to visiting with you
19 individually, particular over lunch.

20 Oh, one last thing is last year we
21 ended our lunch with a group called the
22 Classic American Rockers. And they were five
23 members of individual bands, famous bands,
24 that now -- what a great gig -- run around
25 the world playing each others' songs, and it

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1
2 really brought the house down. It's in the
3 theme of before there were brands and
4 destinations that are doing what they do,
5 people understood the United States of
6 America through our pop culture, which is
7 movie and music, which are still compelling
8 platforms.

9 So we kind stayed in that theme, and
10 this year the final closing act is going to
11 be Foreigner. And they're going to play
12 five of their top five songs and probably
13 really bring the house down again. So
14 hopefully if you're there at lunch you'll be
15 able to share that with us and enjoy that
16 with us, otherwise it should be a great
17 opportunity.

18 MR. GILLILAND: All right. Well,
19 that's an exciting update, great progress.
20 Any questions for Chris?

21 MR. THOMPSON: I apologize, I have
22 to run. I have to get go ready for lunch.

23 MR. GILLILAND: All right. Okay.
24 Thank you, Chris. Okay. With that then
25 we'll go back to Bob, and provide us an

update on your letter.

MR. LYNCH: Great. And, Jerry, do you want to say a word?

MR. GILLILAND: Oh, I'm sorry.

MR. JACOBS: No, it's all yours.

MR. GILLILAND: Okay.

MR. LYNCH: So this is the other part of the -- of the Culture and Nature Committee, which was the arts and culture sector letter that we had submitted.

Let me say a couple of words first. I want to thank Jerry and the whole committee because there has been really terrific ongoing input, whether it's phone meetings or -- we had a nice phone meeting this morning at 8:00 a.m. And I want to thank my own vice-president, Narric Rome, for all of the help that he's given on this work in this letter. But I'd like all to the committee members and all the staff members just raise their hands for our committee. So it's a great team and I thank them.

This -- at the last meeting we had this letter on the agenda and it was fully

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gone through, and then there was some discussion, but we decided not to move forward with it in that last meeting because it needed a little tweaking and, also, we started to work on the prioritization letter.

We've had good input up till today. You've had this letter in front of you for several weeks, but we are not going to bring it forward -- also, likely like the domestic letter, we're not bringing it forward for an adoption or vote today because we have a little more work to do so we'll do that in the fall. But I wanted to just say a few words about it to remind you about it and talk a little bit about what we're going to be working on.

So the first thing is that our committee, we like to think of it as the products committee. There are so many other parts of what TTAB is working on that is about process, about getting here, about impediments, but once you get to America, what is it that you engage.

And so our committee is diversity,

1
2 broadly rich, and we have some work yet
3 happening on Hispanic culture, Hispanic
4 tourism and traveling. Tribal culture, we're
5 working on that as well. Culinary work and
6 culinary tourism, along with the work that is
7 about arts itself and nature. So all of
8 that content is what we focus on in this
9 particular committee.

10 Now, in the letter that you have
11 before you, I just want to highlight what
12 the issue is that we're looking at and why
13 we need this -- the help that we're asking
14 for. And the issue is basically it's a good
15 news story and a challenge story. So the
16 good news story comes right from the
17 Department of Commerce and the Bureau of
18 Economic Analysis and it shows this massive
19 growth in the arts and culture sector, huge
20 growth.

21 You see the figures in there, 698.7
22 billion dollars, 4.3 percent of gross
23 domestic product. That's fabulous. And when
24 you put it in context that's actually bigger
25 than travel and tourism or many other

1 industries. It's quite astonishing. And
2 that's the entire industry, all the things
3 that Chris was just talking about. Foreigner
4 is part of our industry, as well as all the
5 non-profit organizations that are out there,
6 which is about one-seventh of that industry.
7

8 So the growth is important as
9 destination, as content destination, and --
10 but the issue that we're dealing with, the
11 challenge is this. The non-profit piece of
12 that is very under-capitalized. It teeters
13 constantly. The 100,000 non-profit
14 organizations that are out there, they
15 survive, they grow, but they're looking at
16 about 40 percent of them being in deficit on
17 an annual basis. So there's risk there.

18 And the other thing is that this is
19 a business of many, many small business.
20 Not one big thing that you can look at, many
21 small businesses. And so, therefore, it's --
22 there's a great lack of visibility. So the
23 idea of having some help with visibility
24 about the industry and urging other investing
25 in the industry is an important part of what

1
2 you were talking about to keep this content
3 destination in front of everybody.

4 And, you know, it's interesting when
5 you look at it because if you came in, you
6 know, through the airport today or the last
7 couple of days, you'd see an investment in
8 public art throughout that airport, if you
9 looked, that is site specific to market as a
10 destination.

11 We just had a conversation about
12 what makes a good arrival experience. Well,
13 that makes for a good arrival experience.
14 And mayors and city councils and local
15 government across the country are seeing that
16 and investing in it. If you rode the tram
17 in from the terminals, you'd hear the mayor
18 on the loudspeaker in the tram talking about
19 vibrant cultural sector as a reason for
20 tourists to come to this city.

21 And so we see that. And when you
22 see that customer experience we were talking
23 about at airports, if you go to airports
24 like San Francisco or Seattle or Denver or
25 if you look at the floors in Miami or

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Washington Reagan, you'll see what localities have done to make their place a little more special to keep customers, tourists coming through those places.

So that's what we're up against and that's also what some of the opportunities are. And we ourselves benefited from it. At the Magic Kingdom last night those people running around are actors, dancers, musicians, designers, all that. There are some bartenders, too, but -- and so it's -- we think the secret weapon for America's tourism industry and the job here is to make the secret weapon less secret.

So that's the premise behind this letter. So what we did with getting ready for this meeting, along with all of you, is we worked on prioritization. And our priority, which is in the addendum, basically in recognition of the fact that a lot of interesting things are going on, like the 50th anniversary of the National Endowment for the Arts, the National Endowment for the Humanities, right along with Parks, that's an



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1 anniversary that's happening, a very
2 significant one.

3
4 And if you look at the non-profit
5 National Endowment for the Arts piece of it,
6 that supports 61 billion dollars worth of
7 non-profit arts offerings, cultural destination
8 in America, so that's why we think that
9 that's important.

10 And our bullet was for the
11 Department of Commerce and the Secretary to
12 simply champion support, champion the
13 industry, champion increased investment in
14 programs, in other federal agencies that
15 actually secure content, cultural content in
16 this case. So that was the bullet and
17 that's the lead in this letter, as you can
18 see here.

19 What I'll say just to close, since
20 we're not asking for a vote or for adoption,
21 is that in the last meeting Sam and team
22 were very good at helping us think through
23 how our letter could be more specific. If
24 you're asking for more investment in the
25 arts, who should invest, we put that in

there. What should they invest in, we put that in there. When should they invest, we put that in there. How much should that be, we put that in there.

But we have a little more work to do on how -- for what, what's that increased investment going to be used for, for example. And we want to also make sure that our letter fully reflects the content, cultural art values that are in our diversity areas, in our travel areas and so on.

So we go back to some final tweaking. But what I'll remind you is that we're supported in this in that we brought this up to 85 national arts service organizations representing the 100,000 content destinations, all 50 states. And we brought it out to -- through our National Art Centers that's going on right now, 5,000 local arts agencies, their mayors and their city councils.

So we have some pretty good input coming in, and we'll have even more over the summer to put in this letter and make it

1
2 tighter, as Sam has suggested, and we'll come
3 back to it at that point. So thank you.

4 MR. GILLILAND: Yeah. And I think
5 just process-wise, on both your letters and
6 also on the Brand USA recommendations, our
7 intent will be to have one or several board
8 calls where we go through these. And my
9 goal and intent is that when we get to the
10 fall meeting, we will have letters that are
11 ready to go that we've kind of fully
12 debated. And there may have been, you know,
13 a few minor edits that we make during the
14 meeting, but we're in a good shape for
15 getting fully consensus from the group and
16 vote on those at that fall meeting.

17 So, again, I really appreciate the
18 work. And we've been tweaking a lot, I
19 know, which can be -- lead to some
20 frustrations, and you've been very patient
21 with us. So thank you for that.

22 Okay. So with that, I will then go
23 back to Brand USA and the sub-committee that
24 Todd chairs. So, Todd, could you provide us
25 with an update on where we are there?

MEETING

1
2 MR. DAVIDSON: Gladly. And let me
3 -- let me begin, as has proven to be the
4 practice today, by beginning with some thank
5 yous. And first and foremost, Sam, to you
6 and to Kathleen for your leadership to the
7 Travel and Tourism Advisory Board.

8 Kathleen, it's bittersweet to hear
9 your announcement, but the industry has been
10 served so well by you in your role as our
11 vice chair and, obviously, in your work with
12 Marriott, but I know we will continue to be
13 well served as well. So thank you very
14 much. It just -- it just means a lot to
15 all of us. And you've been very selfless in
16 your dedication of time and wisdom, and it
17 means a great deal to all of us.

18 Also, to Shannon and Niara for
19 shepherding this wonderful group that we call
20 the TTAB and keeping us on track. Thank you
21 for your work very, very much in that regard
22 as well.

23 MR. GILLILAND: Todd, your time is
24 up.

25 MR. DAVIDSON: Thank you. I did

1
2 this just for Sam's benefit because he wanted
3 to do that. So thank you all for coming.

4 You heard Chris's update, and you
5 know that the work in the Brand USA
6 Sub-Committee has been ongoing for several
7 months in looking at drafting some
8 recommendations, specifically looking at the
9 ESTA submission, the matching fund submission
10 and review process.

11 You know, when Brand USA was first
12 stood up -- we're in the fifth year of
13 existence, fourth year of operation. There
14 were several policies and procedures that
15 were established early on to guide the ESTA
16 matching fund submission process between Brand
17 USA and specifically the Department of
18 Commerce who had been, I guess I will say,
19 delegated the authority to oversee the ESTA
20 submission process.

21 During the past several months, as I
22 mentioned, the sub-committee has worked on
23 drafting recommendations in consultation with
24 our colleagues at the Department of Commerce.
25 And with great gratitude to Ken Hyatt, Kelly

MEETING

1
2 Craighead, to Isabel Hill, you know, they
3 have been terrific in providing us counsel
4 from Congress's perspective as well as the
5 team at Brand USA.

6 And we've been working on drafting
7 recommendations that are going to reflect the
8 competence that has been established with
9 Brand USA's procedural controls that are in
10 place currently. We want to make sure that
11 we're creating efficiencies and savings in
12 time and money for the submission process for
13 both parties. And we also want to ensure
14 that we're maintaining the fidelity and
15 accountability of the procedures for
16 requesting and releasing the ESTA matching
17 funds.

18 So our plan this summer is to
19 basically borrow a page from the hymnal of
20 John and Trudy in the continuation of giving
21 thanks. In meeting with our federal
22 partners, who are really making this happen
23 on the ground on that frontline, and there
24 are somewhere between 12 and 14 folks at the
25 Department of Commerce that may help in that

review process for each ESTA submission.

Many of them you may see in this room but there are many that you do not, the lawyers and accountants that also work within the Department of Commerce that are reviewing these ESTA submissions.

So we want to and have asked for an audience with them so that we will have the opportunity to sit down and review our recommendations with them and then adapt those recommendations as appropriate and then -- and warranted, and then bring those forward to the full board later this summer or earlier in the fall so that we have an opportunity to fully vet them with the board.

So with that, Sam, I'll turn it back over to you.

MR. GILLILAND: Perfect. Questions or comments for Todd? Okay. Oh, go ahead.

MR. GALLAGHER: I think Todd's doing a really good job. And I just -- sometimes I can be impatient, but I'm not going to apologize for that. I just believe this Brand USA is a great thing and Todd's

1 leadership is outstanding. There's no
2 problem, there's nothing wrong. Everybody
3 works together as well. So I'm happy to
4 follow your lead.
5

6 MR. GILLILAND: All right. Well,
7 thanks for that, Mike.

8 Okay. So we are going to now -- I
9 think having all the sub-committee updates
10 completed, we're going to move back to the
11 U.S. government updates. And we'll start
12 with Department of State. And to lead that
13 discussion will be Tom Engle, who is Deputy
14 Assistant Secretary of Transportation Affairs.

15 So, Tom, take it away.

16 MR. ENGLE: Thank you, Sam. And
17 good morning, Ladies and Gentlemen. It's a
18 pleasure to be here. I'm just going to give
19 a quick update on our efforts to continue
20 negotiating Open Skies Agreements to ensure
21 that the legal frameworks are in place in
22 our bilateral aviation relationships so that
23 we can ensure that there are airplanes
24 available to bring those hundred million
25 travelers, international travelers, to the

United States.

Since the last time we met with you all, I think we've signed two or three more Open Skies Agreements. Recently signed -- we're up to about 117, 118 now. Recently signed with Serbia and Barbados. We are close to signing an Open Skies Agreement in Azerbaijan.

We also, as you know, for some countries that aren't quite ready to negotiate Open Skies, which is sort of the gold standard for liberalization, we will negotiate a bilateral air transport agreement that doesn't quite meet the standards of Open Skies for important markets.

So in that vein we held talks with China just a couple of weeks ago, obviously a key aviation market, key country of interest to your industry. So we're talking with the Chinese government about expanding the current bilateral agreement that we have to ensure that it supports the market demand that's out there.

And we also want to ensure that U.S.



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1
2 carriers are able to exercise the rights that
3 they have under the current agreement. So
4 we did not reach any breakthrough yet with
5 China, but we'll keep talking to them and
6 there will be subsequent rounds to these
7 negotiations.

8 With Japan we already have an Open
9 Skies Agreement, but there will be further
10 talks this month on ensure that the U.S.
11 carriers get expanded access to Haneda
12 Airport in Tokyo and that should, again, help
13 bring more Japanese tourists to the United
14 States.

15 And we are working to bring the new
16 U.S./Mexico agreement into force by January
17 1st, 2016. This one, again, is not an Open
18 Skies Agreement. It's fairly close, though.
19 We initialed this agreement in November.
20 Does represent significant liberalization over
21 the current agreement. And when it comes
22 into force there, too, it should be a
23 vehicle for bringing more Mexican tourists to
24 the United States.

25 And I just wanted to mention briefly

1 the work that we are doing on this very
2 thorny issue of Gulf subsidies, subsidies
3 provided by -- alleged Gulf subsidies
4 provided by some Gulf governments to Gulf
5 Airlines. There's an international -- an
6 Interagency Working Group that's been
7 established to review the subsidy allegations
8 that have been made by some American
9 carriers.
10

11 We are making sure that we tap into
12 the very wide range of stakeholder views that
13 have been expressed on this issue. And I
14 wanted to ensure that the -- this Board that
15 we have heard loud and clear the views of
16 the U.S. tourism industry in that regard.

17 We understand the linkage that you
18 -- that you've brought to our attention,
19 linkage between, you know, the prosperity of
20 your industry and some of the recommendations
21 that have been made about how the U.S.
22 government should react to these alleged
23 subsidies, and those views will definitely be
24 taken into account as the U.S. government's
25 review continues.

1
2 So I'm trying to take a very
3 careful, deliberate approach and make sure
4 that we've gotten all the stakeholder input
5 on this issue. So it created an Internet
6 portal for stakeholder comments at
7 Regulations.gov. Lots of helpful comments
8 are coming in and that portal remains open.
9 It's not too late to put additional comments
10 in.

11 So, again, this is a tough issue.
12 We got a real wide range of views, but we're
13 going to try our best to take all views into
14 account as we develop options for possible
15 U.S. government action, and it will go up to
16 senior level review in due course.

17 But our -- in that process we're
18 also doing our best to make sure that we
19 preserve the benefits of the Open Skies
20 policy that we believe has been so valuable
21 to, you know, a wide range of U.S.
22 stakeholders.

23 MR. GILLILAND: Thank you very much.
24 All right. Thanks, Tom. Questions for Tom,
25 comments?

1
2 MR. ZUK: Do we have a timetable on
3 that?

4 MR. ENGLE: We're trying to be very
5 careful and cautious about committing to any
6 type of timetable for this review.
7 Stakeholder input is still coming in. As it
8 comes in, other stakeholders react to the
9 input that has come in.

10 So I'm going to dodge that one, I'm
11 afraid, and be very careful but assure you
12 that it is under very careful review, and
13 we're doing our best to balance the wide
14 range of stakeholder views.

15 MR. GILLILAND: And, Sharon, just
16 for your benefit, he was asking about the
17 timeline for this Open Skies review he was
18 talking about.

19 Okay. All right. Thanks, Tom.
20 And to continue the Department of State's
21 updates, we have Ed Ramotowski, who is Deputy
22 Assistant Security for Visa Services. So,
23 Ed, take it away.

24 MR. RAMOTOWSKI: Thanks, Sam.
25 Secretary Pritzker already delivered all of

1
2 my keys points but that was good. The
3 others are on this nice handout that my
4 colleague Claire Kelly put together.

5 You know, if you're a cardiologist
6 these lines would be very concerning, but
7 from my perspective long, flat lines are
8 really, really good, long, low flat lines,
9 particularly since we're right in the midst
10 of our busiest application season of the
11 year. And we take particular pride in the
12 China line given, as the Secretary's
13 mentioned, these demands skyrocketed after the
14 Presidential announcement of the ten-year
15 visa. This is up by 54 percent so far this
16 year.

17 We've done over 1.4 million visas
18 already in China. They will certainly
19 maintain their position as our busiest visa
20 country in the world. And the service
21 matrix remain really good and an average of
22 seven-day wait times, despite the massive
23 increase in demand.

24 And if you look at the countries on
25 the handout, the big four as we call them,

1 they count for just a hair under 50 percent
2 of our total global workload. So the
3 results continue to be good. And we really
4 appreciate the input and efforts of everyone
5 on this Board but in particular the Visa
6 Sub-Committee, Trudy and Don and the others,
7 for their helpful support and suggestions.
8

9 Because as I mentioned going forward,
10 to cope with demand in the mean and the
11 longer term, we're going to need some
12 legislative changes in order to make sure
13 that we maintain the good results that we've
14 gained with so much effort. And those
15 include the JOLT Act, or some version of
16 that, to get more countries in the Visa
17 Waiver Program, and also flexibility to waive
18 interviews for first-time applicants where
19 there is no identifiable security threat.

20 We already have the ability to waive
21 interviews for renewal applicants, as we did
22 over a million of those last year, over
23 660,000 so far this year, so I think we'll
24 surpass that last year's total.

25 So going forward we hope we can

1
2 continue to count on your support, both to
3 maintain the progress we've made and to make
4 further progress in the future. So thank
5 you. Oh, and let me just add, again, if
6 you're traveling abroad and would like to see
7 the business side of an indicis, please do
8 let me know and we can arrange that for you.

9 MR. GILLILAND: Okay. Well, thanks,
10 Ed. And it is stunning to look at a time
11 graph and -- you know, as you think about
12 over 50 percent growth in applications versus
13 last year. So it's just terrific to see.
14 I really appreciate the continued focus on
15 wait times.

16 Any questions for Ed before we --
17 Holly, take it away.

18 MS. AGRA: Ed, I remember at one
19 time we had talked about building up some
20 tourism information, especially with Brand
21 USA, in some of that indices while people
22 may be waiting for their appointments. Do
23 you know where we stand on that and can we
24 help?

25 MR. RAMOTOWSKI: Yes. We continue

1
2 to work closely with Brand USA on just about
3 all of their initiatives. And also the
4 Department of Commerce and Foreign Commercial
5 Service is doing related activities like
6 that.

7 And, Ms. Hill, I don't know whether
8 you or Kathy want to talk about the target
9 efforts generally in the U.K.

10 MS. HILL: Yes. This is Isabel
11 Hill. I don't really need a microphone.
12 Holly, thank you for the question. I think
13 that the success of the build-out in the
14 U.K. was extraordinary in that partnership
15 and I think we have moved that out. The
16 ambassador in Germany immediately looked at
17 that and said, wait, we want some of that,
18 too.

19 And I think what is happening now
20 specifically on that issue, but I think
21 related also to the overall issue of
22 integrating Brand USA at the local level in
23 our major markets, is that we are -- we, the
24 federal government, are pushing out the
25 development of integrated country plans, very

1 much like we have as sort of a national
2 strategy, to look at what are the strategies
3 for each of those markets; how are we going
4 to work across federal agencies in those
5 markets, how are those agencies going to be
6 working with Brand USA and with Visit USA
7 committees in the private sector in those
8 lines to ensure unity of efforts towards the
9 common goals and to take those kinds of
10 assets and make sure that they are actually
11 shared.
12

13 And so we went there actually
14 developing a cloud-based system for the Brand
15 USA assets that are available to be licensed
16 for the use of those embassies and those
17 partners. So I think we're making great
18 progress in that area.

19 MS. AGRA: Okay. Thank you.

20 MR. GILLILAND: All right. Thank
21 you. And then -- now we will circle back
22 around to a few of the updates that we
23 didn't have the opportunity to cover earlier.
24 And so that first one would be -- let me
25 get my notes here. Coming back to the

1 Department of Interior. So John Blair, who's
2 representing Intergovernmental and External
3 Affairs, can speak here.
4

5 John, can you update us?

6 MR. BLAIR: Sure. And thank you
7 very much. I'll be brief 'cause I know you
8 are hungry and tired. First of all, it was
9 a very exciting day in April, the first day
10 President Obama visited his first national
11 park in his official capacity and went to
12 the Everglades to talk about conservation and
13 climate change.

14 As a part of that, there was a
15 highlight of this Every Kid in the Park
16 Program which will be launched this fall,
17 which is an initiative that we give every
18 fourth grader in the country and his or her
19 family free pass to public lands across the
20 United States to encourage the next
21 generation of Americans and their siblings
22 and parents to get back outdoors in America.

23 Clearly we are very focused on
24 building upon the Centennial. We had an
25 extraordinary (inaudible word) in April as

1 well. We spent a day in New York City.
2
3 We focused on Times Square in the morning,
4 took over -- took about four or five of the
5 large billboard signs with the Find Your Park
6 branding, which when you visit federal roads
7 today you see similar branding as well.

8 Second events were held in
9 Washington, D.C., and in Los Angeles. And
10 while I don't have exact numbers, I know
11 from the Parks Service that they are seeing
12 really significant growth in visitors to the
13 websites for not just FindYourPark.com but
14 for the individual national parks and
15 national monuments across the country as
16 well. Interest in the area is growing
17 substantially.

18 As part of the kick-off in April, we
19 were able to announce one of the key
20 components of that campaign, which is the
21 public/private partnerships that are going to
22 help the Find Your park campaign effort.
23 American Express, Disney, Budweiser, REI,
24 Subaru, Ramada are all key players in helping
25 us make sure that we are able to have our

1 parks ready for all of what we hope will be
2 a large increase in visitors this next year
3 as well.

4
5 A key component of that as well is
6 that it always comes back to money, and we
7 are also looking at a time of sequestration,
8 is that the Parks Service has initiated its
9 Congressional -- excuse me, the Centennial
10 Challenge Fund, which they're reaching out to
11 Congress to ask for funding. They are then
12 going out and matching with private dollars.

13 Last year they asked for ten million
14 dollars that Congress appropriated. They
15 were able to match that with 16 million
16 dollars as well. And so for this current
17 fiscal year, the National Parks Service is
18 asking for 100 million dollars over the next
19 two years to match with private donations.

20 And that money goes towards a number
21 of special projects, parks all across the
22 country, you know, the Yosemite that you
23 think about, and the smaller local parks as
24 well, to make sure that they have the
25 funding to do upkeep of the facilities, the

1 roads, everything that we need to ensure that
2 these visitors are having an extraordinary
3 visit when they come to the United States
4 and come to these parks, that we are
5 providing the best services that we can.
6

7 And then all I have to say beyond
8 that is #Find Your Park.

9 MR. GILLILAND: Great. Thanks,
10 John. Questions for John? Okay. Then
11 we'll move on to Redlinger and DHS.

12 MR. REDLINGER: Thank you very much.
13 And I'll try to be quick here, I think we're
14 trying to wrap this up. But quickly, our
15 Trusted Traveler Programs, over 3.8 million
16 people have access to DHS Trusted Traveler
17 Programs, including our largest program, which
18 is CBP's Global Entry.

19 We have reciprocal agreements now
20 with nine nations; Canada, Mexico, South
21 Korea, Netherlands Qatar, Germany, the U.K.
22 And most recently we began an agreement last
23 -- we reached an agreement and started the
24 program last year with Panama.

25 Earlier this year we were able to

1
2 sign in February a joint statement regarding
3 operation for development of an International
4 Expedited Traveler Initiative with Peru. We
5 signed a similar joint statement with
6 Colombia in April. These joint statements
7 formalize the collaboration between the United
8 States and both countries towards coming to
9 an agreement on Global Entry.

10 These statements in themselves do not
11 signify each country's entry into the
12 program, just that we are now beginning the
13 formal process of inking a deal. So now
14 we're working on IT infrastructure, vetting
15 requirements and all those kinds of things.
16 So, you know, we'll hopefully have both
17 countries in the program, you know, over the
18 next meeting 12 to 18 months. Don't really
19 want to put a timeframe on it but just kind
20 of give you a sense.

21 I can also tell you that we're
22 having sort of early conversations. The
23 government of Chili has reached out and with
24 Japan. And we talked about this -- is it
25 very close, Dan?

MEETING

MR. TANCIAR: It's very close.

MR. REDLINGER: We've been saying that for a while. I guess I could say we're very close and we mean it this time. I guess we'll just say we will have it -- you know, probably next time this -- we'll just leave it a close, very close, looking at dates close.

MR. TANCIAR: Yeah.

MR. REDLINGER: So we're very excited to hopefully drag that across the finish line soon.

Pre-clearance. So through pre-clearance the same immigration, customs and agricultural inspections of international air passengers upon arrival to the United States actually happen (inaudible words) at departure airports. 2014 was 16 million travelers went through one of CBP's existing pre-clearance locations in Canada, Ireland, a couple of spots in the Caribbean -- Caribbean and in the UAE, which accounted for 15 percent of actual international air arrival passengers.

1 Just on Friday -- so last November
2 you probably heard us discuss before we got
3 interest from 25 international airports around
4 the world interesting in expanding
5 pre-clearance locations. We went through a
6 very exhaustive -- CBP went through a very
7 exhaustive process to review all those
8 applications.
9

10 And working with our friends at the
11 Department of State and others in the
12 interagency, on Friday Secretary Johnson
13 announced that we were going to begin
14 negotiations with nine countries and ten
15 airports to expand pre-clearance over the
16 next five years.

17 And so the lucky nations and
18 airports are Brussels Airport in Belgium,
19 Punta Cana Airport in the Dominican Republic,
20 Narita International in Tokyo, Japan, Schiphol
21 in Amsterdam, Oslo International in Norway,
22 Madrid Barajas Airport in Spain, Stockholm
23 Arlanda Airport in Sweden, Istanbul -- I'm
24 going to butcher this name -- Ataturk Airport
25 in Turkey, and London Heathrow and

Manchester, both in England.

So we'll be getting those negotiations with all ten -- nine of those governments to enter those airports immediately. And, you know, over the next hopeful -- you know, several years likely beyond my term here at DHS we'll see some of those airports start to come on-line.

Did want to highlight a little bit about the Visa Waiver Program. So as you know, at present there's 38 nations in the Visa Waiver Program that do not require -- their residents do not require visas for entry into the United States for travel or tourism purposes. Should know -- I think we've gone through the security requirements a lot before so I'll kind of get to the meat and potatoes.

Given the recent attacks in Paris, Brussels, Sidney and elsewhere, there's keen attention on Capitol Hill, as you all know, and for the travelers here for that matter, to ensure that the VWP is a secure program. Overall our goal is to know more about those

1
2 that travel to the United States and to
3 conduct even more effective security
4 screening.

5 I think some of you may have noticed
6 last week the Secretary alluded to a coming
7 announcement. And so he certainly challenged
8 DHS over the last several months to continue
9 to look at ways to enhance the security of
10 the program. We have been certainly having
11 conversations at the interagency level within
12 the U.S. government about potential
13 enhancements.

14 And so, you know, I think the
15 Secretary is not quite there yet. I don't
16 know where he's at, but he's close enough to
17 say that in the next I would say weeks, not
18 months, we'll have an announcement. And sort
19 of, I think, broadly here some of the --
20 sort of what we're looking at.

21 Through the high volume of foreign
22 fighters traveling to Syria and Iraq and the
23 different standards by which countries address
24 terrorist travel make improved border
25 management, better use of law enforcement

1
2 tools, and the sharing of travel information
3 on known and suspected terrorists is an
4 essential undertaking for all states pursuant
5 to UN Security Council Resolution 2178.

6 We've encouraged countries in the
7 Visa Waiver Program to engage in more
8 effective security and law enforcement
9 cooperation with the United States, and
10 certainly with the (inaudible word) rule on
11 that. And certainly in light of the
12 unprecedented threat from foreign terrorist
13 fighters, it is prudent that DHS closely
14 review how it can expand security cooperation
15 with countries in the Visa Waiver Program.

16 And so, naturally, DHS will consult
17 with each Visa Waiver Program country over
18 security enhancements and will consult with
19 external stakeholders as far as -- you know,
20 we're certainly looking for a little more
21 flexibility in our (inaudible word) programs
22 that are within the Visa Waiver Program.
23 So, again, I would expect an announcement
24 from him over the next couple of weeks.

25 So with that, I'm certainly happy to

1
2 answer any questions. I know I blew through
3 that pretty quickly.

4 MR. GILLILAND: Great. Thanks,
5 Steve. Questions or comments for Steve?

6 Okay. All right. Excellent. So
7 at this point we move to the public comment
8 portion of the meeting. And this is where
9 we provide the opportunity for anyone from
10 the public that's not a part of the Board to
11 make a comment or ask questions. So I would
12 ask if -- is there anybody either on the
13 phone or in the room that would like to make
14 a comment?

15 Okay. Seeing and hearing none, then
16 we will move to, really, the final part of
17 the agenda. And we're a tad bit behind
18 schedule. We'll try to get through this
19 fairly quickly.

20 MR. BERG: Sam, I'm sorry, before
21 you go on, I did have one question for
22 Steve.

23 MR. GILLILAND: Oh, okay. Go ahead.

24 MR. BERG: So the Secretary seemed
25 to suggest, and you seem to suggest, that

1
2 there may be changes to the Visa Waiver
3 Program. So are we at risk of losing some
4 of those current participants?

5 MR. REDLINGER: I'm certainly not in
6 a position to talk about whether or not, you
7 know, certain participants are -- we're going
8 to lose them. I mean, I think from the
9 Secretary's standpoint, you know, he's trying
10 to stay ahead of the curve.

11 There's been a lot of debate,
12 especially with all of the high-profile
13 incidents we've seen all around the world.
14 I think a lot of members of Congress have
15 noted that they are hesitant about this
16 potential for foreign fighters that may enter
17 through the Visa Waiver Program countries in
18 Europe and travel over to Syria and Iraq,
19 say, and then return, and then they have
20 this, you know, easier time of traveling to
21 the United States through the Visa Waiver
22 Program.

23 I think we've consistently suggested
24 that the information sharing and the security
25 agreements that we have with the Visa Waiver

1
2 Program countries really give us a head start
3 sort of knowing, you know, who those folks
4 are. But, you know, it is Congress so we
5 want to be mindful. So we're certainly
6 looking at, you know, more ways that we can
7 stay ahead of the curve and know more and
8 more about travelers to the United States.

9 MR. BERG: Thank you.

10 MR. GILLILAND: All right. Thanks.
11 And so just a couple of things, and then I'm
12 going to pass the baton to Kathleen for a
13 few minutes. Just again another reminder
14 that the June 17th call around the National
15 Goal is at 11:00 a.m. Eastern time. I
16 mentioned before that you need to be present
17 to -- you as a Board member need to be
18 present, we won't have proxies.

19 So that -- and then since Kathleen
20 is -- as she's announced she's leaving the
21 Board, she wanted to leave us with plenty of
22 work to do. So she wanted to solicit ideas
23 from the group as to whether there are
24 additional topics beyond those which we
25 already know about for the fall meeting,

1
2 which is Brand USA, the Brand USA
3 recommendations, and Cultural and Natural
4 Heritage recommendations, if there are other
5 things that we should be pursuing.

6 So take it away, Kathleen.

7 MS. MATTHEWS: Sure. So Secretary
8 Engle mentioned one of the hottest issues in
9 aviation and travel and tourism is this issue
10 of Open Skies. And just for those folks who
11 are either listening in in the public or
12 others that have not been really following
13 this carefully, Open Skies refers to those
14 aviation treaties that are negotiated between
15 the United States and other nations that
16 allow those other nations' carriers unlimited
17 market access to each other's markets and the
18 right to fly to all intermediate and beyond
19 points. And we actually have 100 of those
20 currently and continue to negotiate other
21 ones.

22 Essentially what makes this
23 controversial right now is because there is a
24 campaign that's been launched by our three
25 U.S. airlines; Delta, American and United,

1 and the leading airline pilots' union that is
2 questioning whether the Persian Gulf carriers,
3 in particular Emirates, Etihad and Qatar, are
4 being unfairly subsidized by their
5 governments, which they would argue is a
6 violation of the Open Skies agreements
7 between their governments and the United
8 States and the Emirates of UAE and Qatar.
9

10 So the goal of the campaign right
11 now appears to be freezing the flying rights
12 of these carriers at the current levels, and
13 then opening up bilateral discussions between
14 the U.S. and these nations to determine
15 whether those agreements have, in fact, been
16 violated.

17 Now, others have weighed in,
18 including U.S. Travel, expressing concern that
19 opening up these treaties could have
20 dramatic negative consequences for aviation
21 and for travel and tourism, especially since
22 the U.S. airline market has seen dramatic
23 consolidation over the years. They argue
24 that opening up these agreements could
25 inhibit our ability to actually reach that

1
2 goal of 100 million travelers internationally
3 visiting the U.S. by 2021.

4 And I think as we compete for more
5 international travelers, a reasonable question
6 is how are we going to get them all here.
7 So our Board has been working on lots of
8 issues. And we've been talking about
9 infrastructure. We've been talking about
10 branding the U.S. better. We've been making
11 sure that our visa process is more
12 streamlined. We are improving the entry
13 process and making our cultural and natural
14 heritage sites even more accessible.

15 So the question is will we have with
16 the current situation frequent and affordable
17 service to the United States to make travel
18 here to Orlando and other destinations like
19 this a viable option when we're looking at
20 numbers of 100 million travelers.

21 The Gulf carriers are bringing
22 passengers currently from all over the world
23 to the United States, and in particular a
24 lot of them are bringing them from India
25 where there's not a lot of service from the

1 U.S. carriers so, you know, that's a
2 consideration. But, of course, allegations
3 of unfair competition also need to be taken
4 very, very seriously and weighed. So we
5 want to make sure we also have a very
6 vibrant, healthy U.S. airline industry.

7 U.S. government is taking this under
8 advisement. We have potentially the
9 opportunity to weigh in on this issue. And
10 so the question is as representatives of our
11 industry, are we interested in learning more
12 about this in the coming six months. Are we
13 interested in having the U.S. carriers come
14 and actually be able to present their case
15 to us, to have U.S. Travel come in and
16 present their case and these Gulf carriers.

17 And so the question I'd like to
18 throw out to the group is is this an issue
19 you would like to add to the plate, in
20 addition to what we already have on the
21 plate, which is pretty robust, around some
22 future work on Brand USA and, also, some
23 future work on the domestic tourism goal and,
24 also, how we create more vibrant visitation
25

to our cultural and natural heritage sites.

So we really think this is important for us even to decide if we could take this on or not in sort of a formal conversation. And so this might be one new piece of business for us to consider coming up. And so I'd like to open that for some discussion, and if there are other issues that you think that we really responsibly should take a look at.

MR. GILLILAND: Comments?

MR. MULLIS: I think it would be good from a leadership standpoint for us to get more information as a Board serving alongside Kathleen on the World Economic Forum Future Travel and Tourism Council. It's coming up in there, and I don't know that everybody has all the information.

So the more information I think leaders in our industry are equipped with, then the better I think we can engage in those important conversations.

MR. FERGUSON: I agree. I've heard the U.S. Travel and respect it and totally

1 understand the concerns. I'm on the Board
2 of U.S. Travel and respect the position, but
3 I've not heard collectively from the
4 airlines. And I think that that may have
5 been maybe kind of a unilateral reaction in
6 terms of where we stand in terms of what we
7 do not know from the airline's perspective.

8 MR. DAVIDSON: Ms. Chairman, I would
9 agree. I think it's incumbent upon this
10 group to be prepared to make recommendations.
11 It may be that we hear from different sides
12 and we are not as a group, you know,
13 cohesive in our views, but I think at the
14 very least we should in this role educate
15 ourselves.

16 And the parties that you mentioned,
17 Kathleen, I think are the perfect ones to do
18 that. And then from there we can decide if
19 and when we shall take a position. So
20 that's --

21 MR. GILLILAND: Any other views?

22 MS. RAMUDO: Totally agree. I was
23 going to say the same thing.

24 MR. GILLILAND: Any different views,
25

any disagreement?

MR. BERG: I would add my support for hearing the issue and learning about it. There's a lot of misinformation, a lot rhetoric, so I think a good educational session would be helpful. I'm not -- haven't come to a conclusion in my own mind whether it makes sense for this group to actually make a recommendation, but I think there are enough people from across the industry that needs to know about this issue that at a minimum we ought to hear from the different viewpoints.

And as Tom said there's an open docket still, so those who want to submit comments I think will be able to do so.

MR. GILLILAND: Okay. All right. Then so we will -- I guess what we'll do process-wise -- oh, do we need to --

MS. MATTHEWS: I think we should have a vote on it, that we want to take it up, do you think? Do we need to?

MR. GALLAGHER: Yeah, I think we should.

MR. GILLILAND: Don't need to?

Okay. All right. Okay. So --

MR. ZUK: I think maybe we should collect a small Working Group, that way to be approved or something like that, rather than just to throw out the information in some way.

MS. MATTHEWS: Yes, this is something (inaudible word) was going to add. I think if we want to bring this on, we have heard that the U.S. carriers are interested in coming and presenting to us, that the international carriers are, U.S. Travel is. So they would see this as a good opportunity for them to get their arguments on the record.

Then we have the ability to decide that we can do something with that or we're not in a position to do that, but there may be some work required in that. And so I think that in the same way that we've created a special sub-committee on the entry and customer experience, I think we would probably want to get volunteers for this one

1 to actually help take that work forward.

2 And so, you know, right now we could
3 take some volunteers with a raise of hands
4 or we could do that just through e-mail,
5 yeah. I mean, are there people here who
6 have particular interest in helping sort of
7 drive this over the summer months prior to
8 our November meeting?
9

10 MR. ZUK: I'll do it.

11 MS. AGRA: I'll do it.

12 MS. MATTHEWS: Good.

13 MR. GILLILAND: And if anybody else
14 would like to participate, certainly let us
15 know via e-mail. And we'll start -- I think
16 we'll start process-wise with educational-type
17 of sessions, and then we'll decide where we
18 might go from there.

19 Any other -- any other comments on
20 it?

21 MS. CRAIGHEAD: I have another
22 comment related to the next part.

23 MR. GILLILAND: Okay.

24 MS. CRAIGHEAD: Not on this part.
25 I do think it's -- you know, I think it's

1 the province of the Board to seek education.
2 Obviously I think, you know, there's a fine
3 line between being asked for a recommendation
4 and what have you. So we look forward to
5 working with you as we go forward.
6

7 MR. GILLILAND: Sure.

8 MS. CRAIGHEAD: And would you like
9 me to add my next part now?

10 MS. MATTHEWS: Let me just jump in
11 and close mine since I can bookend it. When
12 I was giving all my thanks, I forgot to
13 thank all the folks from the government
14 agencies who have supported us. So not only
15 a pleasure for me to have worked for this
16 TTAB, but I have to say Secretary Pritzker's
17 comments, your comment, Trudy, about the
18 incredible inter-governmental cooperation on
19 this issue.

20 So just quickly thanks to State,
21 DHS, Commerce, Transportation, Interior. And
22 I've just been really grateful to work with
23 you, Ken, Kelly, Isabel, Ed. These are the
24 folks that I have worked with really on an
25 ongoing basis.

1
2 And then more recently Niara over
3 here on the staff level. Also on the staff
4 level, Melissa Flood on my team and Bruce
5 Charendoff have been just really tremendous.
6 So thank you.

7 MR. GILLILAND: Okay, good. And so
8 I think we can wrap up with a couple of
9 comments. Kelly?

10 MS. CRAIGHEAD: Mine is just in the
11 spirit of what more on your recommend- -- I
12 heard one of the two options from the
13 Secretary was to get a sense of the
14 collective legislative preferences. So if we
15 can talk maybe offline about that we can --

16 MR. GILLILAND: Yeah. Yeah, I just
17 noted that. Okay. Fair enough. And then
18 I do think there are actually -- Kathleen is
19 departing us and leaving us with more work
20 to do. But I do think I've heard some
21 other ideas on areas that we might want to
22 spend some time.

23 And so the other thing I just ask
24 of you, if there are additional things you'd
25 like to consider us taking up -- and I

1 heard, as an example, one was gas tax --
2 please let me know and we will see -- we'll
3 try to get a process underway and determine
4 what else we might cover here in the
5 remainder of our term.

6 I just should note that we do have
7 a fall meeting. I want to make -- I want
8 to be clear, though, do we also then have a
9 March meeting for this term or is the fall
10 meeting the last meeting? Okay. All right.

11 Okay. With that then, I will pass
12 it on to --

13 MS. RAMUDO: What was the answer?
14 Is the fall the last?

15 MR. GILLILAND: Oh, I'm sorry.
16 Yeah. She nodded her head.

17 MS. RAMUDO: Fall is the last
18 meeting?

19 MR. GILLILAND: Fall is the last
20 meeting, yeah, of this term. So with that,
21 to you, Shannon. Oh, to Niara. Niara, you
22 take it from here.

23 MS. PHILLIPS: Okay. Well, I just
24 wanted to let the Board know that I will
25

1
2 actually be transitioning out of the
3 Department of Commerce at the end of this
4 month. I'm going to be attending business
5 school at Columbia University starting in the
6 fall.

7 But I also wanted to say thank you
8 all. It's been a true pleasure really to
9 work with all of you, you've been wonderful,
10 so thank you. It's been a great
11 opportunity, though it's been short, and I
12 hope that I can keep in touch.

13 And you'll be in great hands with my
14 replacement. She's great. She'll be
15 starting on the 15th, so we'll have two
16 weeks to overlap, so she'll be very well
17 prepared.

18 MR. GILLILAND: Well, we're
19 disappointed and we are very, very excited
20 for your opportunity. That's just terrific.
21 We really appreciate all your work on our
22 behalf here over these last number of months.
23 So we'll look forward to your successor but
24 -- and then wish you the very best of luck.

25 MS. PHILLIPS: Thank you.

1
2 MR. GILLILAND: Okay. All right.
3 Excellent. And then, Shannon.

4 MS. ROCHE: Just a quick lunch
5 detail. I just want everybody to know that
6 there are two tables for TTAB members who
7 are having lunch. They are in yellow
8 section, table numbers 90, 117 and 122, ten
9 seats each table.

10 MS. PHILLIPS: And that's on our
11 agenda.

12 MR. GILLILAND: It's on the agenda?
13 Okay. All right. Excellent. And is there
14 anything else? What else?

15 MS. RAMUDO: Quick question. Do we
16 have a date and location for the next
17 meeting, for the following meeting?

18 MR. GILLILAND: Do we have a date
19 and location for the next meeting?

20 MS. MATTHEWS: I believe it's in
21 D.C.

22 MS. ROCHE: It's in D.C.

23 MS. RAMUDO: I'm sorry?

24 MS. ROCHE: It will be in
25 Washington. We don't have a date yet.

MEETING

MR. GILLILAND: We don't have a date yet so -- okay. Any other -- any other business that we need to talk through? Yes, John?

MR. ZUK: Yes. Just the Working Group that's meeting at 3:00 o'clock, the meeting is in Room 330H.

MR. GILLILAND: Okay. 330H.

MS. PHILLIPS: The Working Group meeting will be in 330H.

MR. GILLILAND: So John wasn't here when we started the meeting. And so I wanted to express my appreciation again for hosting the dinner last night and, also, for chairing the Working Group on the National Goal around entry.

You've been terrific in every way in terms of your contributions to the TTAB and we really, really appreciate it, really appreciate the work that your team has put into this and the work that they're doing in conjunction with a lot of our folks, a number of other folks in this room. So thank you so much.

MR. SPROULS: Thank you.

MR. GILLILAND: We really do
appreciate it. All right. And with that, I
think we're adjourned, unless there's anything
else. All right. Thanks, everybody.

(Whereupon, the Meeting concluded at
12:14 p.m.)

CERTIFICATE

STATE OF FLORIDA

COUNTY OF ORANGE

I, SHARON L. TRAMONTE, R.M.R.,
certify that I was authorized to and did
stenographically report the foregoing
proceedings and that the transcript is a true
and accurate record.

Dated this 24th day of June, 2015.



SHARON L. TRAMONTE

RMR

Commission#: FF 117479

Expires: August 13, 2018

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MEETING, JUNE 1, 2015

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3	
4	UNITED STATES TRAVEL
5	AND
6	TOURISM ADVISORY BOARD MEETING
7	
8	
9	Meeting, held on Monday, June 1, 2015, taken at
10	the Orlando Orange County Convention Center, 9899
11	International Drive, South Building, Room S330 E-F,
12	Orlando, Florida, 32819, commencing at 10:00 a.m., before
13	Sharon L. Tramonte, a Registered Merit Reporter and
14	Notary Public in and for the State of Florida.
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2	APPEARANCES:
3	
4	Sam Gilliland, Chair, Sabre
5	
6	Kathleen Matthews, Vice Chair, Marriott
7	
8	Secretary Penny Pritzker, U.S. Department of
9	Commerce
10	
11	Michael McCormick, Global Business Travel
12	Association
13	
14	Robert Lynch, Americans for the Arts
15	
16	Jeremy Jacobs, Jr., Delaware North Companies
17	
18	Kirk Hoessle, Alaska Wildland Adventures
19	
20	James Hagen, South Dakota Department of
21	Tourism
22	
23	Mike Gallagher, CityPASS
24	
25	Dan Freeman, Freeman Decorating Co.

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2	APPEARANCES: (CONT'D.)
3	
4	Elliott Ferguson, Destination DC
5	
6	Fred Dixon, NYC & Company
7	
8	Brad Dean, Myrtle Beach Area Convention and
9	Visitors Bureau/Chamber of Commerce
10	
11	Todd Davidson, Oregon Tourism Commission
12	
13	Henry Cruz, The CrossBook Organization
14	
15	David Berg, Airlines for America
16	
17	Holly Agra, Chicago's First Lady Cruises
18	
19	Chris Thompson, Brand USA
20	
21	Steven Redlinger, U.S. Department of Homeland
22	Security
23	
24	John Blair, U.S. Department of Interior
25	

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2	APPEARANCES: (CONT'D.)
3	
4	Ken Hyatt, Undersecretary, U.S. Department of
5	Commerce
6	
7	Shannon Roche, U.S. Department of Commerce
8	
9	Stephanie Valencia, ITA
10	
11	Kelly Craighead, U.S. Department of Commerce
12	
13	Isabel Hill, U.S. Department of Commerce
14	
15	Teddy Johnston, Department of Commerce
16	
17	Susan Kurland, U.S. Department of
18	Transportation
19	
20	Ed Ramotowski, U.S. Department of State
21	
22	Tom Engle, U.S. Department of State
23	
24	Jonathan Zuk, Amadeo Travel Solutions
25	



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<p>1 2 APPEARANCES: (CONT'D.) 3 4 Carol Wallace, San Diego Convention Center 5 6 John Sprouls, Universal Parks and Resorts 7 8 Sherry Rupert, America Indian Alaska Native 9 Tourism Association 10 11 Trudy Rautio, Carlson 12 13 Olga Ramudo, Express Travel of Miami, Inc. 14 15 Brian Mullis, Sustainable Travel International 16 17 Rossi Ralenkotter, Las Vegas Convention and 18 Visitors Authority (VIA TELEPHONE) 19 20 Maryann Fereno, Mis en Place, Inc., 21 (VIA TELEPHONE) 22 23 Katie Ozdemir, Senior Director of Consumer 24 Insights 25</p>	<p>1 2 MEETING 3 4 JUNE 1, 2015 5 6 MR. GILLILAND: I will officially 7 8 call this meeting to order for the June 2015 9 10 Travel and Tourism Advisory Board. Welcome 11 12 to everybody. Just a couple of notes. 13 14 Sharon here on the corner is transcribing for 15 16 us, and she has -- she knows that we like 17 18 to talk over one other but it's not helpful 19 20 in transcribing. So she's just hoping that 21 22 we could maybe have one person speak at a 23 24 time, and so I'd appreciate if you could do 25 that. And, obviously, get close to the mike when you're speaking. So let me get things going here and get my glasses and we'll be on our way. So I'll talk about the agenda in just a minute. But members of the Board and government officials that are here, guests and friends, welcome to the June meeting of the U.S. Travel and Tourism Advisory Board. Thanks to all of you for making the trip, and especially to John Sprouls and his team at Universal for hosting dinner last night.</p>
Page 6	Page 8
<p>1 2 APPEARANCES: (CONT'D.) 3 4 Niara Phillips, Department of Commerce 5 6 Dan Tanciar, U.S. Customs and Border 7 Protection 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25</p>	<p>1 2 3 Is John -- John is not here yet? I 4 5 don't see John. So we'll thank him again a 6 7 little bit later, but he's just been terrific 8 9 in many ways. I know we're all really 10 11 appreciative. And we're here in Orlando 12 13 again. And as you know, this is an iconic 14 15 American tourism destination for Americans and 16 17 international visitors alike. 18 19 But beyond that status, this is the 20 21 spot where President Obama signed his 22 23 Executive Order launching the National Travel 24 25 and Tourism Strategy in 2012. I was there at the Magic Kingdom, as were a number of us, on what was a very proud day. It represented a key inflection point for our industry. It was the ah-ha moment in which travel and tourism took its rightful place among the most important industries in the United States in the eyes of the administration and, also, I think for all Americans. The President's message was that travel and tourism is vitally important to our economy, that it's an industry worth</p>

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1
2 caring about and nurturing because it
3 contributes mightily to increasing jobs,
4 exports, GP, and facilitates cultural
5 understanding about the United States among
6 the peoples of the world. And I think all
7 of us in the industry walked a little taller
8 that day in Orlando and have been doing so
9 ever since.
10 Now, the centerpiece of that strategy
11 was and is to increase American jobs by
12 attracting and welcoming 100 million
13 international visitors -- I think we call
14 that the Ken goal unofficially -- but
15 welcoming 100 million international visitors
16 estimated to spend about 250 billion dollars
17 annually by the end of 2021. And it's my
18 belief that three years into the strategy and
19 with six to go we're on a path to success.
20 I look to the National Travel and
21 Tourism Offices' scorecard for 2014 and
22 here's what it reveals. We're at about 75
23 million visitors and 220 billion is spending,
24 and the trend lines are obviously continuing
25 up and to the right so that's really

Page 10

1
2 fantastic. And as you all know, job one for
3 the TTAB is to recommend policies to the
4 Secretary, and through her to the rest of
5 the cabinet, that will swiftly propel the
6 nation along that path to the
7 Administration's goal, which has become our
8 goal, too, and I think we've done just that.
9 So I'm proud of what our
10 sub-committees and our Board have accomplished
11 this term. There's been a passion and
12 purpose to our work, and that passion and
13 purpose has been shared by our government
14 partners who have been true collaborators in
15 making the outcome of our work, our
16 recommendations stronger and smarter and more
17 actionable. So thanks to all of you.
18 Of course, this Board has never been
19 at a loss for ideas. There are 30 or so
20 of us serving on this Board from across the
21 industry, really all aspects of the industry,
22 and everyone has their particular ideas about
23 what matters and what matters most. And our
24 challenge has been to arrive to consensus,
25 particularly on the latter. And that's not

Page 11

1
2 been an easy task, but it certainly is a
3 necessary one.
4 Prioritization continues to be our
5 watchword because we serve at the pleasure of
6 the Secretary, who will join us soon, who
7 has challenged us from the beginning to help
8 her develop a program of travel and tourism
9 policy priorities that she can get done
10 before the end of her term.
11 And today we've done that, too, in
12 the form of the priorities letter focusing on
13 our top five recommendations that we will
14 formally deliver to her, and like you I'm
15 very eager to hear her reaction.
16 But let me say this as well. Even
17 if your priority, something you thought
18 should be the priority, did not make the top
19 five, I remain committed to urging the
20 Secretary and her team to do all they can to
21 help move all of our recommendations over the
22 goal line to the extent that time and
23 resources allow.
24 Indeed, I'm mindful that there are
25 synergies among many of the recommendations,

Page 12

1
2 for example, strengthening the SIAT that give
3 us insight into the international travelers'
4 experience that are foundational to improving
5 and measuring our success. So we wrote that
6 into the letter as well, and I intend to
7 underscore it with her today.
8 So here's the program for today.
9 The flow is a bit circuitous and fluid, and
10 we're trying to gear our time with the
11 Secretary, when she arrives, toward covering
12 the priorities letter with her and an update
13 from the National Goal Working Group. This
14 is the group that's been working on entry.
15 And, therefore, we'll start off with
16 the sub-committee update from the Cultural
17 and Natural Heritage Sub-Committee, and then
18 move through as many of the USG updates as
19 we can until the Secretary arrives. And
20 then once she gets here we'll go through
21 that piece of the agenda. And once she
22 departs we'll continue on with USG updates
23 and, also, receive an update from Chris
24 Thompson from Brand USA and, also, an update
25 from the Brand USA Sub-Committee.



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2 So that's really the -- that's
3 really the agenda for today. Any questions
4 or comments before we get cooking here?
5 Okay. Let's start then. I'm going to hand
6 the floor over to Jerry Jacobs to provide us
7 an update on where we're at with the
8 Cultural and Natural Heritage Sub-Committee.
9 Jerry.
10 MR. JACOBS: Thanks, Sam. So the
11 Cultural and Natural Heritage Sub-Committee
12 has two letters to present for discussion
13 today. The first relates to domestic travel
14 and the second is on arts and culture. I
15 will start with the domestic travel letter
16 and then my co-chair, Bob Lynch, will present
17 the arts and culture letter.
18 Domestic travel has been a subject
19 of a number of meetings, board meetings, full
20 board meetings to date. It continues to be
21 a subject that we think has great merit, and
22 we are continuing to work towards a letter
23 that we can submit to the -- to Commerce for
24 consideration.
25 Just to quickly explain why we think

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1 domestic travel is so important. It's
2 clearly a large part of our economy. Of the
3 7.6 million jobs supported by travel and
4 tourism, six and a half are supported by
5 domestic travel. So it's a very, very
6 powerful element of our economy, but it's
7 also something that we think can align well
8 with our domestic policies, particularly
9 around the issues of health and wellness.
10 So in our letter we attempt to attach both
11 the economic and the health and wellness
12 elements of domestic travel as impetus for
13 considering our recommendations.
14 Let me just read the recommendation
15 for everybody. It is a delicate task to
16 find a recommendation that doesn't cross
17 certain, you know, political issues and
18 doesn't create any sort of conflict for
19 Commerce. So we've tried our best to craft
20 it in a way that it can be agreeable.
21 The recommendation under the
22 leadership of the Department of Commerce, and
23 in partnership with the Tourism Policy
24 Council, the Office of Management and Budget

Page 15

1 and the Department of Interior developed a
2 systemic -- systematic approach to
3 understanding, measuring, monitoring and
4 reporting on economic benefits of domestic
5 tourism.
6 While not exclusively promoting
7 development of the United States' first
8 domestic travel strategy, this approach allows
9 the Department of Commerce to play a
10 significant role in facilitating the
11 aggregation and distribution of data around
12 domestic tourism and promotions of its
13 importance to the U.S. economy.
14 While we understand the Department of
15 Commerce may not be able to take the lead in
16 the development of a domestic tourism
17 strategy, we believe that it is in the best
18 position to be the hub for domestic tourism
19 information, working closely with other
20 federal and state resources, as well as
21 organizations such as U.S. Travel and Brand
22 USA.
23 We also believe that it is in a
24 strategic position to lead the conversation
25

Page 16

1 and ensure that marketing efforts are
2 leveraged to encourage Americans to travel
3 within the United States and its territories
4 to see all that our country has to offer,
5 aligning with the Department of Interior for
6 the 2016 Centennial of the National Parks
7 Service.
8 So the recommendation has three sort
9 of key elements that we propose or steps to
10 execute against that recommendation. The
11 first would be to establish a domestic
12 tourism dashboard to aggregate and facilitate
13 the dissemination of data to ensure continual
14 progress on the domestic tourism conversation.
15 The idea here is that while we -- we really
16 can't manage or change what we don't measure
17 and what -- we also feel that there is an
18 abundance of resources. There's no shortage
19 of data out there, it just has yet to be
20 aggregated into a fashion that could be used
21 in a dashboard format.
22 The second recommendation, create a
23 two-year goal to positively impact Americans'
24 lives through travel and tourism, is really
25



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1
2 about finding a way of taking that data that
3 we can relate very easily to economic impact,
4 but also translate it in a way that it shows
5 an impact on the health and wellness of
6 Americans, which we believe will fit very
7 nicely with the domestic policies.

8 We also think this objective can be
9 launched in coordination with the National
10 Parks Centennial celebration, and that it
11 aligns Centennial efforts and the President's
12 goal of inviting every fourth grader and
13 their families to visit our national parks.

14 The third element is that we --
15 we're recommending the Office of Management
16 and Budget, the Department of Commerce and
17 the Tourism Policy Council to seek to
18 understand and disseminate information relative
19 to the economic and social impact of time
20 paid -- paid time off. The Department of
21 Commerce should also communicate data to
22 policymakers to this effort so they can be
23 informed related to their constituents.

24 We're not recommending that Commerce
25 take a position in the issue around paid

Page 19

1
2 might say just process-wise, I think we're --
3 there's a little bit more work that's going
4 to be done on the letter, as I understand it
5 this morning, and then we'll have this in a
6 place -- and I think there's general
7 consensus around the recommendations as well,
8 and I'll be interested in any other comments
9 here. And then we will set this forth at
10 the fall meeting for the approval and
11 recommendation of the full Board.

12 So questions for Jerry, discussion,
13 comments? I was curious -- just one quick
14 question. I was curious, for those of you
15 that are maybe a little more familiar -- I
16 know U.S. Travel has had some push around
17 paid time off as well. And I'm curious,
18 does anybody have a perspective here --
19 because I'm not up to date on it -- on how
20 that campaign has gone? Kathleen? All
21 right.

22 MS. MATTHEWS: Having worked with
23 the sub-committee, I think that there's
24 really some strong movement in the direction
25 of this proposal for a national tourism goal,

Page 18

1
2 time off. What we're recommending is that
3 we get a better understanding of what data
4 has been collected in regard to that
5 initiative and understand better how it links
6 both to our economy and to the issues around
7 social well-being. So items like reduced
8 stress under -- at work, lower turnover rates
9 for employees, et cetera, could be very
10 helpful in proving out the benefits of
11 domestic travel for American citizens.

12 So those are the three steps that we
13 recommend to engage this recommendation. At
14 the back of our letter we've added an
15 addendum. There are -- there's material that
16 relates more to the U.S. Travel paid time
17 off initiative that we felt really didn't
18 have a place in the letter itself but was
19 perhaps worth having a look at, so we
20 attached it as an addendum.

21 And that is our -- Sam, that is our
22 domestic travel letter as it stands today,
23 and I thank you for --

24 MR. GILLILAND: Okay. So I'd open
25 it up for discussion. The one thing that I

Page 20

1
2 and I think they're really eager to work
3 with Commerce and others to really make it
4 head in the right direction.

5 And I think simultaneously we are
6 seeing the U.S. Travel Initiative get a lot
7 of traction. It's the cover story of Time
8 magazine, "What Happened to the American
9 Vacation." And using a lot of the data from
10 U.S. Travel and Oxford Economics, they are
11 really showing that since 1970, Americans
12 have been giving up close to a week of
13 vacation that they say they just don't have
14 time or the resources to take.

15 And so if you look at the numbers
16 that Jerry put forth, you see how important
17 domestic tourism is to our national economy.
18 And I think that U.S. Travel's numbers
19 clearly fuel that discussion, both on the
20 necessity of families that take time off, the
21 impact on the U.S. economy, but also the
22 impact on Americans' health.

23 And so I think the health arguments,
24 which has got a lot of data behind it, is
25 actually something that this Administration



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<p>Page 21</p> <p>1</p> <p>2 has been very focused on and our society is</p> <p>3 very focused on. And so I think that you're</p> <p>4 going to see -- but just the fact that it's</p> <p>5 on the cover of Time Magazine shows you how</p> <p>6 much this message is resonating, I think.</p> <p>7 MR. GILLILAND: Okay. Other</p> <p>8 comments or questions for Jerry? I think</p> <p>9 what I'd like to do -- I said we needed to</p> <p>10 be flexible and fluid based on schedules</p> <p>11 here. I'm getting a sense that the</p> <p>12 Secretary may be getting close. What I'd</p> <p>13 like to do is come back. I think Bob's got</p> <p>14 an update on an additional letter here.</p> <p>15 We're going to lose Susan Kurland</p> <p>16 from the Department of Transportation here</p> <p>17 relatively soon. So I'd like to change our</p> <p>18 flow just a little bit. We'll come back you</p> <p>19 to, Bob, either before the Secretary gets</p> <p>20 here or after.</p> <p>21 And so, Susan, take it away.</p> <p>22 MS. KURLAND: Thank you, Ed. Thank</p> <p>23 you, Sam. Thank you, Kathleen.</p> <p>24 SECRETARY PRITZKER: Don't let me</p> <p>25 interrupt. Go on.</p>	<p>Page 23</p> <p>1</p> <p>2 to ignite a national conversation, so I know</p> <p>3 it is part of one of your recommendations,</p> <p>4 so we urge you to please submit your</p> <p>5 comments, and we look forward to getting</p> <p>6 them, keeping in mind that by the end of</p> <p>7 this year we hope to hand out the final</p> <p>8 framework.</p> <p>9 Moving on to surface transportation</p> <p>10 funding. As many of you know, Congress</p> <p>11 voted on the 33rd short-term funding measure</p> <p>12 to Transportation in the past six years,</p> <p>13 which only provides DOT with funding through</p> <p>14 the end of July. And this era of short-term</p> <p>15 patches and chronic federal under-investments</p> <p>16 has really crippled our country's ability to</p> <p>17 build the transportation and to maintain the</p> <p>18 transportation system that we need.</p> <p>19 And while we understand that Congress</p> <p>20 needs more time to complete work on what we</p> <p>21 do want, a long-term ability to increase the</p> <p>22 investment in our national's infrastructure,</p> <p>23 the White House has made it clear that this</p> <p>24 pattern of perpetual uncertainty is stuck.</p> <p>25 We're already seeing -- you're</p>
<p>Page 22</p> <p>1</p> <p>2 MR. GILLILAND: So, Susan, if you</p> <p>3 could even be more brief.</p> <p>4 MS. KURLAND: I will be even more</p> <p>5 brief. Again, I thank you all for the</p> <p>6 opportunity to be here on behalf of Secretary</p> <p>7 Anthony Foxx, who sends you his regards, and</p> <p>8 the Department of Transportation.</p> <p>9 I want to touch very briefly on</p> <p>10 three areas of interest here. The first is</p> <p>11 our framework called Beyond Traffic. The</p> <p>12 second is what's happening with Surface</p> <p>13 Reauthorization, Surface Transportation</p> <p>14 Reauthorization and, finally, FAA</p> <p>15 Reauthorization, the NextGen. Secretary</p> <p>16 Foxx's Beyond Traffic, A 30-Year Framework --</p> <p>17 which we thank you all for your support of</p> <p>18 -- will help to support the anticipated</p> <p>19 growth and transportation demand over the</p> <p>20 coming years and help ensure that the U.S.</p> <p>21 has a world class transportation system to</p> <p>22 attract and facilitate international tourism</p> <p>23 throughout the country.</p> <p>24 In reviewing Beyond Traffic as a</p> <p>25 draft framework, and reviewing it as a tool</p>	<p>Page 24</p> <p>1</p> <p>2 probably already seeing in your communities</p> <p>3 major delays in planning and implementing</p> <p>4 major transportation projects. There is some</p> <p>5 good news, though. The House has introduced</p> <p>6 a long-term surface transportation bill, the</p> <p>7 Grow America Act, which would invest 478</p> <p>8 billion dollars in surface transportation,</p> <p>9 which would grow the overall investment by 45</p> <p>10 percent and provide some dedicated sources of</p> <p>11 funding for a number of our programs.</p> <p>12 Moving quickly on to FAA</p> <p>13 Reauthorization and NextGen. The upcoming</p> <p>14 FAA Reauthorization provides us the</p> <p>15 opportunity to propel our system to the next</p> <p>16 level of safety and to foster the kind of</p> <p>17 innovative climate that's long been the</p> <p>18 hallmark of our proud aviation heritage.</p> <p>19 Now, Reauthorization has provided a</p> <p>20 forum for many in industry and government to</p> <p>21 openly discuss changes to the government's</p> <p>22 structure of the FAA to help us create the</p> <p>23 aviation system that will sustain our growth.</p> <p>24 And we're open to having this discussion, but</p> <p>25 we all must agree on the most important</p>



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2 problems Reauthorization should face. And in
3 our view those are budget instability and the
4 lack of flexibility to execute our
5 priorities.

6 And these challenges exist for the
7 entire agency, not just for air traffic
8 control and next generation organizations as
9 some have suggested. And I'll give you some
10 progress that we've been making on NextGen.
11 And NextGen, keep in mind, works very closely
12 with our safety organization so the twining
13 of the two are very important.

14 We just completed installation of a
15 more powerful technology platform with our
16 new high altitude air traffic control system.
17 It's known as ARAM. And what this system
18 will do is accommodate the application of
19 NextGen and allow controllers to handle the
20 expected increase in air traffic more
21 efficiently.

22 We've also finished coast-to-coast
23 installation of AVSB, which will enable
24 satellite-based air traffic control. And
25 we're creating new routes above some of our

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1
2 the floor is yours.

3 SECRETARY PRITZKER: Well, first of
4 all, it's great to be with all of you, to
5 be with our federal partners, and I hope
6 that something comes through to you that is
7 quite evident to me. The federal government
8 across the -- you know, whether it's the
9 State Department or the Department of
10 Transportation or the Department of Homeland
11 Security, and I could go on and list, you
12 know, the Parks Service and others, we are
13 very much trying to work together to partner
14 with all of you. And I hope you feel that
15 on a day-to-day basis.

16 I was thinking about Susan's report
17 as she was putting the best face on what is
18 a very frustrating situation that we face in
19 terms of financing for infrastructure. And
20 that infrastructure isn't just bridges and
21 broadband, but it really affects our ability,
22 all of us who are working so hard to make
23 -- to achieve the national goals that we've
24 set out in terms of 100 million travelers to
25 the United States, to do the things that --

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1
2 busiest metropolitan areas saving millions of
3 dollars in fuel, decreasing carbon emissions
4 and cutting down on delays in each city.
5 And we continue to work closely with our
6 industry partners, with many of you around
7 the table, and it's a very important, strong
8 partnership that we have.

9 And just finally to close, NextGen
10 has already yielded 1.6 billion dollars in
11 benefits to airlines and the traveling
12 public. In the next 15 years the changes we
13 already made will produce an additional 11.4
14 million in benefits. So in closing, thank
15 you for the opportunity, look forward to
16 working with you.

17 MR. GILLILAND: All right. Thank
18 you, Susan. Questions for Susan? All
19 right. Excellent. Thank you so much for
20 the update.

21 With that, I'm delighted to welcome
22 Secretary Pritzker to the meeting. We're
23 really pleased to have you here with us. I
24 was asked to have a very brief welcome of
25 you. And, therefore, without further adieu,

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1
2 some of the tough stuff we've done with the
3 Department of State in terms of extending the
4 ten-year visa with China.

5 All of these efforts are paying big
6 dividends, but if our -- if our friends on
7 the Hill don't take action to actually help
8 us finance the infrastructure necessary to
9 support that at some point, that growth will
10 be itself curtailed. And so we will -- you
11 know, that's a place where it becomes
12 extremely important for you all to weigh in.

13 And I would not have a hopeless view
14 of that, I would have a hopeful view for the
15 balance of the year. Because I have talked
16 to a number of members on the Hill,
17 Republican members, who are actually -- would
18 like to see some form of a longer-term deal
19 done by year end in conjunction with maybe
20 business tax reform. So I think that don't
21 let up on your voices being heard on that.

22 You know, getting back to really the
23 subject at hand in our meeting today. It's
24 great to be with you and it's a real
25 pleasure to be here and it's, most important,



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1
2 great to partner with you. Each and every
3 one of you has brought -- is bringing
4 important efforts to the table that are help
5 making this partnership between the public
6 and private sector stronger, better and
7 frankly relevant.

8 What we're trying to do is take
9 actions that actually can improve the
10 business climate that allows you then to
11 grow. And if your businesses are growing,
12 then you're ultimately creating jobs, which
13 is something we in the government are very
14 focused on, job creation and economic growth
15 in the country. So -- but it takes all of
16 us working together.

17 Now, the good news is is that we've
18 had some success in the last year. And, you
19 know, we have a record travel spend in 2014
20 of 220 billion dollars, which is three
21 percent up over the previous year. And our
22 arrivals numbers are about 74.8 million in
23 2014, which is a seven percent increase over
24 2013. And we're expecting another 3.8
25 percent increase in 2015.

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1 All of this puts us on track; we
2 think by 2020 we'll be at about 96 and a
3 half million visitors, within spitting
4 distance of our 100-million-visitor goal, so
5 we're on track. But what we do know is
6 that unless we keep working together that
7 isn't going to happen. And some of it is
8 going to take, you know, working together on
9 the Hill, as I said, because the
10 infrastructure is just one aspect of some of
11 the things that we want to see changed. And
12 I know we'll get into some, Sam, the
13 specific recommendations in terms of the JOLT
14 Act and other things that we have to work
15 together.

16 But turning to IPW. First of all,
17 for me it's just a thrill to be here and
18 actually go down on the floor and see this
19 entire apparatus in action. And I was sorry
20 to actually disturb anybody who was doing
21 business for -- but it was -- it's pretty
22 exciting what can happen when you get people
23 together face-to-face and they actually see
24 the benefits of what we in the United States
25

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1 have to offer.
2

3 And the message that you all helped
4 send to the rest of the world is that we're
5 open for business but that we don't take
6 people's business for granted, that it's
7 important to us and that we're constantly
8 working to improve. And I'll talk more
9 about that during my speech later.

10 But if there's one thing that I know
11 that Ken Hyatt and I feel represent the
12 Department of Commerce is keep your ideas and
13 thoughts and input coming. We may not be
14 able to focus on all of it at once but, you
15 know, we've got to keep working together or
16 we won't make the kind of progress that
17 we've seen over the last several years.

18 You play a really important role.
19 This Board plays a critical role. It's the
20 vehicle through which we feed into our
21 interagency effort called the Travel Policy
22 Council, which I chair, among the
23 interagency. And that's your ideas and the
24 ideas of how to improve travel and tourism
25 feed into the government directly from you to

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1 us, us in this room. I don't just mean
2 Department of Commerce but all of our federal
3 partners into that effort that then ends up
4 in actual policy.
5

6 So with that, Sam, I'll turn it back
7 over to you. I think we're going to discuss
8 your recommendations.

9 MR. GILLILAND: Yes, and thank you.
10 And, Madam Secretary, I'm not going to go
11 into a great deal of time presenting and
12 summarizing the TTAB priorities letters
13 because I know Kelly and her team -- well,
14 they've assured me that you had the
15 opportunity to review it. So I want to get
16 swiftly to your questions.

17 The subject matter experts on our
18 five major priorities are all here in the
19 room and are ready to engage with you. And
20 we're hopeful that we've brought forward a
21 core for your administration and for you and
22 the Commerce team to be advocates for the
23 travel and tourism industry for the remainder
24 of your term. And certainly if there are
25 refinements that are necessary, we're ready



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<p style="text-align: right;">Page 33</p> <p>1 2 to make them. 3 So I want to talk just briefly about 4 our process that led us here. And then I'll 5 talk about the specific recommendations. So 6 our process is to take 40 recommendations. 7 I think you had counted them at our last 8 meeting and you realized there were 40 of 9 them. We reduced them to 15 by asking the 10 sub-committees to select their most important 11 ones and prioritize them. 12 And then we asked all the Board 13 members to kind of set aside their 14 sub-committee responsibilities and assignments 15 and choose their top priorities from that 16 list of 15. And that winnowed the field 17 down to five major priorities, which you're 18 aware of I know, the first being implement 19 and refine airport-specific action plans 20 related to entry. 21 The second, to expand Trusted Travel 22 Programs to more partner countries. The 23 third, to integrate travel and tourism into 24 infrastructure planning. Fourth, expand and 25 protect the Visa Waiver Program. And, five,</p>	<p style="text-align: right;">Page 35</p> <p>1 2 beyond this top customer service priority and 3 beyond the top five that we've laid out for 4 you, there are also a number of truly 5 excellent recommendations, and you alluded to 6 this in your remarks. 7 These represent opportunities to make 8 a difference for our industry and for our 9 country. And I mentioned before you arrived 10 that there are synergies among many of the 11 TTAB's recommendations. So an example would 12 be strengthening the SIAT that gives us 13 insight into the international traveler's 14 customer experience would be foundational to 15 improving and measuring our success, or 16 embracing the hundredth anniversary of our 17 national parks -- that's long-hanging fruit 18 -- that would show commitment to our cultural 19 and natural heritage, or streamlining certain 20 Brand USA administrative processes do a whole 21 lot to improve efficiency while maintaining 22 accountability. 23 These are some of the issues, and 24 we've attached an addendum with a lot of 25 different recommendations, a lot of additional</p>
<p style="text-align: right;">Page 34</p> <p>1 2 maintain world class visa processing. 3 And by this point as we were 4 prioritizing we were on a roll so we didn't 5 really stop there. It's our belief that all 6 of these five roll up into really an 7 overarching priority, which is really that 8 the key to achieving the President's goal of 9 welcoming 100 million visitors per year by 10 2021 is to focus on improving the customer 11 experience for international travelers. 12 So as you know very well, the United 13 States is locked in a major global 14 competition for the business of international 15 visitors and rival nations have dramatically 16 stepped up their game. And, therefore, with 17 urgency we need to ensure that the customer 18 experience felt by international travelers is 19 welcoming and world class during every stage 20 of their trips to the U.S. 21 And finally, Madam Secretary, in 22 addition to expressing the Board's enormous 23 appreciation to you for your willingness to 24 make travel and tourism one of your personal 25 priorities, I wanted to underscore that</p>	<p style="text-align: right;">Page 36</p> <p>1 2 recommendations. And certainly we're 3 committed to the prioritization that you 4 asked for, but we want to make sure that we 5 keep alert to opportunities whenever and 6 wherever they arise. And where resources are 7 available to work those, we'd love to see 8 resources applied. 9 So with that I will turn it to your 10 questions on the priorities themselves. 11 SECRETARY PRITZKER: Terrific. And 12 I have a number of my federal partners who 13 are here so we may tackle some of these 14 together, if that's okay. 15 MR. GILLILAND: Perfect. 16 SECRETARY PRITZKER: Let's start 17 first with the airport specific action plans. 18 And I know we're going to hear later from 19 John about the update on the Working Group. 20 But, you know, obviously the arrival process 21 is not just something that is near and dear 22 to all of your hearts but obviously is near 23 and dear to the hearts -- the heart of the 24 President since he put out an Executive 25 Order, Executive Action for us and the</p>



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1
2 Department of Homeland Security.
3 And I know Dan and Steve are here.
4 Where are Dan and Steve? There they are.
5 Yeah, right. And so, you know, all of us
6 take that effort very seriously and I think
7 are working hard on it, but that's something
8 that we need to continue to -- continue to
9 work on.
10 And your industry input -- and if I
11 can speak to Steve for both of us -- is
12 critical to us continuing the implementation.
13 I think that you've made, obviously, a
14 specific recommendation that DHS appoint a
15 senior official to monitor the implementation
16 of the action plans, and so I would really
17 turn to Steve to get your reaction to that
18 idea.
19 But what I also want to do is ask
20 what other things you consider -- you think
21 that the private sector can do to help us
22 streamline our process, recognizing that we're
23 trying to make significant inroads. And,
24 also, I would ask you to tell us what
25 airports do you think are best in class in

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1
2 the world, who should we be learning from.
3 But maybe, Steve, if you want to
4 make reaction to the notion of appointing a
5 senior official to oversee -- or monitor,
6 really, the implementation of our 17 action
7 plans.
8 MR. REDLINGER: Well, thank you very
9 much. It's a pleasure to be here. First
10 of all, I do want to recognize my colleague,
11 Dan Tanciar, from CBP, who when you look at
12 the development of those 17 airport action
13 plans, I don't think anybody has played a
14 bigger role in facilitating the development
15 of the plans and to getting us to this
16 process.
17 And so we went through a very
18 deliberate process last summer working with
19 our colleagues in the Department of Commerce,
20 working with many of you in this room and in
21 the private sector, state boards across the
22 country, to develop the 17 airport action
23 plans.
24 Today I can say that all 17 are
25 published on CBP.gov. You can go visit

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1
2 their website, look at the plans, see what
3 we've proposed, see some of the benchmark
4 integrals at different airports and where
5 we're at in the process. You can also find
6 airport-specific dashboards in the same
7 location at this point updated through, I
8 think, March in terms of the data on things
9 like through-put and officer staffing and
10 wait times and things of that nature. So
11 you're getting a pretty good realtime look at
12 on a month-to-month basis how these airports
13 are doing from a data standpoint.
14 This past February CBP engaged in
15 about 20 million in public and private
16 partnerships to add more APC kiosks to
17 several of the locations. At this point a
18 majority of those APC -- of that money has
19 been spent and those APC kiosks have been
20 installed. But more to your specific
21 question, there have been at the senior
22 levels in the Department a lot of engagement
23 on this issue.
24 Deputy Secretary Karen Dorcus has
25 been intimately involved. Senior officials

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1
2 over at Customs and Border Protection have
3 been intimately involved. So we've had
4 senior leadership shepherding these efforts
5 from the beginning. So, you know, I don't
6 -- it's a recommendation that is, frankly,
7 already being put to practice in terms of
8 senior leadership involvement.
9 SECRETARY PRITZKER: Terrific. Maybe
10 I could just reiterate a couple of my other
11 questions. Can you tell us where in the
12 world you think we should be looking?
13 Because I have to -- you know, Customs and
14 Border Patrol, I have enormous respect for
15 their efforts. They have an impossible job.
16 All they have to do is make one mistake and
17 they have a big, you know, problem.
18 And what we're asking them to do,
19 though, is to do hospitality and national
20 security at the same time. And they have
21 embraced the concept, but they are -- they've
22 got -- we all have to keep in mind they
23 have a national security role that's
24 incredibly critical and yet they've embraced,
25 I think, working through the Working Group



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2 and others to see how they can improve the
3 experience.
4 And so, Deanne, I really so much
5 applaud your efforts for what you're doing
6 but help us. Where should we be looking for
7 good examples? And then where else should
8 we -- what else should we be doing with you
9 to help streamline our processes?
10 MR. GILLILAND: Okay. Well, and
11 maybe what I can do is direct that question
12 to the Entry Sub-Committee, and more
13 specifically Dave Berg, who's here with us,
14 and John Sprouls, the co-chair to that
15 committee. But, Dave, maybe you -- maybe
16 just put you on the spot for a moment.
17 MR. BERG: Appreciate it, Sam.
18 MR. GILLILAND: Sure.
19 MR. BERG: So your first question
20 about where else to look at airports around
21 the world. It's actually a very good
22 question, but it's one that we actually
23 haven't really focused on so I -- we would
24 love to be able to get back to you on that
25 and give you some examples.

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1
2 SECRETARY PRITZKER: Please.
3 MR. BERG: Easily done, but it's
4 just something they haven't really thought
5 about. And in terms of other things to
6 streamline, the reason we made this
7 recommendation, as you pointed out, CBP has
8 done a great job of working well together as
9 an industry in government partnership. And
10 so the thinking is let's keep the focus --
11 we don't want to lose focus on what's been
12 accomplished through the establishment of the
13 17 plans.
14 So we want to make sure that the
15 focus stays there because that's -- at the
16 local level is where the airlines and the
17 airports and the state quarters can work
18 together, and do work together, to identify
19 procedures and processes, facility changes,
20 kiosks, those kind of things that can really
21 streamline the process. So that's why we
22 think it's important to stay focused on the
23 17 action plans.
24 SECRETARY PRITZKER: I don't know,
25 Dan, if you want to -- do you have any

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1 further comment you want to make about the
2 plans and the oversight and making sure that
3 we're achieving our goals?
4 MR. TANCAR: Yes, ma'am. Thank you
5 very much. So thank you, Madam Secretary.
6 The action plans are a big part of what we
7 do right now. And I, along with my team,
8 monitor them every -- well, every quarter we
9 have to provide updates.
10 I'll be the first to say that our
11 first update just happened in April. We're
12 going to do a little bit better next time as
13 well, too, because I found that a couple of
14 ports getting some on-times when really they
15 were maybe delayed a little, and so we're
16 going to be after them on that.
17 I report that information up, as
18 Steve said, to senior managers at CBP through
19 the Department, and we share that information
20 with the Department of Commerce. So -- and
21 also we are maintaining our roadshow, if you
22 will. So part of what I do and the folks
23 at CBP are to go out and make sure that
24 these meetings are happening, that true
25

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1 progress is being made.
2 And so I did a West Coast tour
3 early in May. We will probably be hitting
4 the East Coast here coming up here shortly.
5 And certainly we will continue to do -- one
6 of our goals is to do better at telling you
7 when the local meetings are happening so we
8 can get that into a more national forum.
9 But I think we're trying very hard
10 to make sure that everyone is working
11 together because, as has been said, it is a
12 community and we all depend on one another
13 to make sure that those airport processes and
14 that international arrival experience is, in
15 fact, a positive one.
16 So thank you, Madam Secretary.
17 SECRETARY PRITZKER: So it seems to
18 me, Dan, is -- yeah, Kathleen?
19 MS. MATTHEWS: Madam Secretary, if I
20 could just -- you know, you're a global
21 traveler. And I think many people in the
22 TTAB army do need to take a more, I think,
23 in-depth systematic look at airports. But I
24 think it's interesting to note that the
25



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2 United States does not have a single airport
3 in the list of the top 25 best global
4 airports.
5 And just anecdotally, I think, if
6 you look at countries that have prioritized
7 travel and tourism to their economy, you see
8 -- and also newer economies, economies that
9 are emerging and rising faster, I think you
10 see a lot of really good examples that we
11 can look at.
12 For example, Dubai International
13 Airport, Beijing International Airport, they
14 each balance the security issues that are
15 very important to those countries, but also
16 they have innovated on some customer service
17 areas that I think we could take a look at.
18 SECRETARY PRITZKER: So who publishes
19 the top 25 airports in the world?
20 MS. MATTHEWS: We'll get that for
21 you. My team here is aware of it so we'll
22 make sure that you and Kelly get a copy of
23 that --
24 SECRETARY PRITZKER: Good.
25 MS. MATTHEWS: -- and what the

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1
2 standards and the criteria is that set that.
3 It's a combination of different things,
4 balancing customer service as well as
5 security.
6 SECRETARY PRITZKER: Terrific. And,
7 obviously, investment in those airports. So
8 that would be -- that would be very helpful.
9 It sounds to me like Dan is your point
10 person. He seems to be on top of exactly
11 what's happening on a day-to-day basis.
12 Maybe we could go to the second
13 question, which is expanding the Trusted
14 Traveler country -- Programs to more
15 countries. You know, we agree, Trusted
16 Traveler is a great program and it's a good
17 idea to, you know, expand it. And I
18 understand that expanding into Japan may be a
19 possibility. And that would be terrific
20 because they're not only an important trading
21 partner, but 3.6 million Japanese traveled to
22 the United States in 2014.
23 I think that -- and, again, I would
24 turn to my friends at the Department of
25 Homeland Security. My understanding is that

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1
2 to expand the Trusted Traveler Program
3 requires exchange of information with other
4 countries, some of which don't actually
5 collect the information that is necessary.
6 I am going to, after this meeting,
7 send a letter to -- a priority letter to
8 Department of Homeland Security, the
9 Secretary, and to the Secretary of
10 Transportation just to sort of give some
11 update on some of your specific concerns and
12 recommendations.
13 But, you know, what we have to keep
14 in mind is is that sometimes it's not
15 possible to make these agreements because
16 other countries don't meet the criteria. And
17 so the question becomes one of what would
18 industry suggest when we're facing that kind
19 of situation. We can, I guess, lobby those
20 countries, but they have to also have the
21 desire to want to be a part of it.
22 And one of the questions that I have
23 is do you -- would you prioritize expanding
24 -- trying to put marketing dollars behind
25 expanding the membership into the Trusted

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1
2 Traveler that we currently have -- you know,
3 in the countries that we currently have or
4 is it expanding countries? I know we would
5 like both, but the question is where would
6 you actually suggest that we prioritize?
7 MR. GILLILAND: Okay. And maybe I
8 could -- I think that question would go to a
9 larger group but, also, to Dave and to John
10 and even to Trudy. Are there -- do you
11 have views on whether we -- if we were
12 choosing between one or the other, would we
13 choose to just market programs and have
14 greater membership with the existing countries
15 or would we -- would we focus on countries
16 themselves?
17 SECRETARY PRITZKER: And then the
18 other question I have is what are the
19 priority countries if you -- you know, what
20 are the top five that you would -- or ten
21 that you think we should be focused on.
22 MR. GILLILAND: Okay.
23 SECRETARY PRITZKER: Because, you
24 know, one of the things that we can do
25 within the boundaries of what we can share



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2 is to say, well, that's a great idea except
3 here's the problem that we face.
4 MR. GILLILAND: Right, right. And I
5 think we -- and just back to your point
6 around the receptivity or even capability of
7 a target country to participate in the
8 program. We recognize the challenge and
9 we're sympathetic to that. And we use the
10 word aspirational as a part of this
11 particular recommendation because we know it's
12 difficult in some cases to either have the
13 data that's necessary -- get the data that's
14 necessary that is not collected or to have
15 willingness on the part of that charter
16 country. So we know it's -- we recognize it
17 as a challenge, but we still want to put --
18 we kind of want to lay out the -- lay out
19 the goal.
20 So I'd open it up for the group on
21 views on specific countries, and then even
22 back to this question of if we could
23 prioritize marketing expansion of existing
24 programs or going to additional countries.
25 And I know -- I know --

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2 SECRETARY PRITZKER: That's a false
3 choice I recognize, but I want to -- I want
4 to make sure -- I want to get some feedback
5 on how well are we marketing within the
6 countries that are there.
7 MR. GILLILAND: We got views,
8 perspective?
9 MR. SPROULS: Well, I think we'd
10 like to do both. The heavier lifting is the
11 one that's going to really create much
12 expanding in terms of people becoming
13 involved.
14 And if you can think about what
15 we've done with the visa waiver countries,
16 every time a visa waiver country comes in,
17 the amount of people that come from there
18 and are able to be processed just grow
19 astronomically. And I think the same thing
20 will happen with the Trusted Traveler Program
21 in that when you get to a new country,
22 you're going to see a huge influx, whether
23 it's marketing.
24 It will help us and it will help to
25 grow in those places that we already have

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1
2 it, but the incrementality in those places
3 would not be anywhere near what it would be
4 to get one, two, three, four, five other
5 countries involved because --
6 MR. GILLILAND: I think the other
7 comment I would make is that I guess in many
8 respects, at least this group, I don't know
9 that we would view it necessarily as a
10 choice. Because we had a -- we had a
11 briefing from the CMO of DHS, yeah, or the
12 TSA.
13 MR. REDLINGER: TSA.
14 MR. GILLILAND: Yeah, TSA. He was
15 talking just about the TSA pre-check program,
16 we were talking about entry here. But I
17 shared with him that we've got a large group
18 of people in this room that's willing to
19 help co-market, even put our own dollars and
20 resources toward getting more people
21 participating in the program because we know
22 it's good for the larger industry.
23 So I think even in the case -- even
24 in markets outside of the U.S. where a lot
25 of -- a lot of companies represented here

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1
2 have operations, there's a willingness to
3 market those programs.
4 SECRETARY PRITZKER: So I think we
5 should take that as a do-out as to how we
6 actually self-actualize on that commitment to
7 really raise -- because I think the more
8 that we can show usage of the Trusted
9 Traveler Program the more benefits and,
10 therefore, then we can put greater emphasis
11 on the benefits, not just to the United
12 States but to that country, if they were to
13 meet our standards. Now, I -- the meeting
14 of the standards is a significant thing I
15 don't want to dismiss at all.
16 MR. GILLILAND: Right, sure.
17 SECRETARY PRITZKER: But it would
18 also be helpful if you gave us the top ten
19 countries or 15 that you thought were your
20 highest priorities or kind of eight to 20,
21 what are the most important countries, so
22 that we could then begin to look at what's
23 possible and what are the impediments and
24 have a candid dialogue about that.
25 MR. GILLILAND: Right. And I think



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2 we can do that, Trudy, in the interim.
3 MS. RAUTIO: Sure. Madam Secretary,
4 thank you.
5 SECRETARY PRITZKER: Yes.
6 MS. RAUTIO: I would be remiss if I
7 didn't start my comments by confirming for
8 you that the inter-departmental collaboration
9 is evident, it's tangible, it's very much
10 appreciated from those of us working in
11 private sector. So thank you for that. In
12 particular --
13 SECRETARY PRITZKER: I appreciate the
14 thank you, but what I would just say is
15 thank them because it really takes a village
16 for us to do this. And so with -- you
17 know, I applaud the staff of each of these
18 -- of our Department partners.
19 MS. RAUTIO: We agree. And in
20 particular our sub-committee worked with Ed
21 Ramotowski and Steve Redlinger and their
22 respective colleagues. They were
23 extraordinarily helpful to us in helping us
24 -- educate us, first of all, and then
25 allowing us to shape our recommendations to

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1 that that's a problem.
2 Next on our list is Israel,
3 Argentina and Uruguay. The latter two were
4 both prior participants, and so we believe
5 that that might facilitate an easier entry
6 into the program. And then there were other
7 countries that have been asking for this and
8 -- of a lesser priority, since you asked for
9 the top five, but Bulgaria, Cypress, Romania,
10 Turkey, Malaysia. And then next on the list
11 would be Ecuador just because of its
12 proximity. So those would be our priority
13 countries.
14 SECRETARY PRITZKER: So I think the
15 most important thing is, one, there is a
16 priority list and, two, is you're digging
17 down into the issues for each one and then
18 working through the issues for each one.
19 Because I think the greater that we
20 understand your -- what works, what's
21 important, the greater you understand what
22 are the technical, or sometimes it might be
23 political or other challenges, that are
24 impediments.
25

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1 the goals that we're trying to achieve. So
2 we were really appreciative of the ability to
3 work with them.
4 We did prioritize the countries and
5 so I have a top five for you. Poland is
6 on the top of the list for a multitude of
7 reasons. It's very close to meeting all the
8 requirements. And, in fact, if the JOLT Act
9 had been reauthorized, it would be part --
10 it would be able to meet the Visa Waiver
11 Program. And so that comes to the very top
12 of the list.
13 The second from the travel and
14 tourism perspective, Brazil is the country
15 next on our list. That was problematic for
16 the reasons that we noted. And so we are
17 first and foremost respectful of the security
18 of our country and those requirements that
19 the government has set. And we would
20 suggest that perhaps looking at private ways
21 -- private partnerships and ways that global
22 companies can help influence and build
23 support for meeting those requirements within
24 Brazil might be helpful, but we recognize
25

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1 And I'm not trying to say we accept
2 the impediments, but we have to then figure
3 out now what do we do about them.
4 MS. RAUTIO: Exactly right.
5 SECRETARY PRITZKER: And if we can
6 work together, that's terrific.
7 MS. RAUTIO: Thank you.
8 SECRETARY PRITZKER: Our
9 infrastructure planning, I'm not sure that
10 there's a lot more to say. I mean, I think
11 Susan gave you a pretty good update. We
12 highly endorse your recommendation, and I
13 would just -- and it's my impression so does
14 the Secretary of Transportation. If this is
15 really caught up in -- you know, the
16 President's budget, 2016 budget, includes
17 significant investments towards -- that would
18 support our infrastructure and our travel and
19 tourism infrastructure.
20 Now, just to remind all of us, the
21 President puts out a budget, then Congress
22 develops its own budget, and then there is
23 -- and we're in the middle of that process
24 now. It's a quite public process. The
25



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<p style="text-align: right;">Page 57</p> <p>1 2 House has come out with a sequestration 3 budget. So you need to know where we're at 4 and what we're dealing with, which is quite 5 different than the budget that the President 6 had suggested. And the Senate will come out 7 with its budget, and hopefully there's some 8 negotiation.</p> <p>9 The last two years -- this is just 10 -- I'll repeat this because maybe many of 11 you are budget experts, but I actually had a 12 diagram drawn for me as to how all this 13 works. And you just -- you know, it is -- 14 our ability to actually spend the money, 15 because we don't disagree with you, depends 16 upon the budget and depends also upon what 17 kind of transportation bill we're going to 18 end up with.</p> <p>19 And so, you know, I encourage your 20 voices to be heard on this and to get 21 engaged because it's not just going to 22 happen, because what's just going to happen 23 is sequestration. That's kind of the -- 24 hopefully -- you know, the President has 25 threatened veto of a budget that is at</p>	<p style="text-align: right;">Page 59</p> <p>1 2 the question I would ask is where you see 3 the problems today, where are the wait times 4 too long and -- or are you concerned -- 5 and/or are you concerned that our problem is 6 sustaining the progress that we've made.</p> <p>7 MR. GILLILAND: Okay. And I -- why 8 don't I direct and ask to -- Trudy and Don 9 shared the Visa Sub-Committee so I'll direct 10 that to that team. Trudy, do you want -- do 11 you want to talk about this?</p> <p>12 MS. RAUTIO: Sure. This again is a 13 multi-faceted solution. We also commend the 14 State Department for tremendous progress in a 15 relatively short amount of time in getting 16 visa wait times down. And they are within 17 very acceptable limits almost everywhere 18 today.</p> <p>19 The problem is -- or the solution to 20 this is two-fold. One is we must engrain 21 the best practices and all of the procedural 22 changes so that they become part of the way 23 we do business around the world. I think 24 the State Department is well on that. 25 Secondly, as the number of</p>
<p style="text-align: right;">Page 58</p> <p>1 2 sequestration levels for many reasons far 3 beyond infrastructure, including Defense, but 4 infrastructure is absolutely in the top 5 priorities.</p> <p>6 And so I just want you to understand 7 we don't have a difference of opinion here, 8 we have a process challenge. And so I would 9 -- I would just make sure that you're heard 10 on that.</p> <p>11 In terms of the world class visa 12 processing as a priority, first of all, you 13 know, my hat's off to our friends at the 14 State Department. When I was on the Jobs 15 Council, we went through a significant kind 16 of look under the tent into the visa 17 processing structure. And the State 18 Department really took to heart the 19 opportunity of expanding their -- the number 20 of visa adjudicators, as well as revisiting 21 their processes to try and bring down wait 22 times.</p> <p>23 So there's been an enormous amount 24 of progress. Having said that -- having 25 said that -- this just went off. Anyway,</p>	<p style="text-align: right;">Page 60</p> <p>1 2 travelers increase, however, sustaining those 3 improvements in the face of overwhelming 4 increases in travelers is going to be 5 difficult and may require legislative changes 6 that give the State Department more 7 discretion in who they have to interview and 8 things like that so that we can, in fact, 9 meet the goal while still maintaining 10 visitors.</p> <p>11 SECRETARY PRITZKER: So maybe, Ed, 12 you might want to -- you may have some 13 comments, you or Tom, as to kind of how you 14 see the state of play in here as visa 15 processing and with, you know, three to five 16 percent increases in travelers a year, how 17 you see keeping up with that demand.</p> <p>18 MR. RAMOTOWSKI: Yes. Thank you. 19 I think Trudy has it exactly right, that in 20 order to cope with the demand in the long 21 term we're going to need legislative changes. 22 Things like the JOLT Act or equivalents I 23 think would expand Visa Waiver Program 24 membership is one part of it. And also 25 greater legislative flexibility and to waive</p>



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2 interviews for first-time applicants where we
3 don't see any security issues would go a
4 long way to sustain the progress that we've
5 made.

6 And then just in the course of
7 regular day-to-day international relations that
8 all these challenges that come up. India,
9 for example, is a country that imposes limits
10 on the number of diplomats in country. So
11 as demand grows in India, we've reached that
12 -- we're at a staffing cap, we can't
13 currently increase the way we have in China.
14 So that's a -- that's a challenge we're
15 working on as well. And we welcome private
16 sector support on both of those issues.

17 SECRETARY PRITZKER: So maybe one of
18 the things, Kelly, that we could do is to
19 come up with a collective legislative agenda
20 that comes out of the Traveler and Tourism
21 Advisory Board and talk about how we might
22 approach that. Because there's a number of
23 different issues that are being raised,
24 whether it's about infrastructure or about
25 processing flexibility or the JOLT Act or

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1 on the VWP and the JOLT Act, you know, I
2 think that's something that, you know, we --
3 you know, we hear you. We want to see more
4 visa waiver countries. It does require,
5 again, significant cooperation. And this
6 three percent threshold has been a challenge,
7 particularly for countries so close like
8 Poland.

9 And it's not an easy thing to
10 negotiate, especially -- you know, I think we
11 have to keep in mind the JOLT Act in the
12 context of our current security -- our
13 current security -- the current security
14 overlay going on around the world. So I
15 think we have to remember that we've got
16 certain -- and, in fact, we have certain
17 visa waiver countries that are producing
18 freedom fighters and terrorists who are
19 contributing to the challenge.

20 So navigating around this is -- or
21 navigating -- understanding the security
22 challenges that we face currently in the
23 world is I think something that is a real --
24 it's not so simple, but I think the question

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1 other things.

2 And then the second is certainly
3 issues -- we know the State Department, it
4 does a great job of lobbying for itself
5 growing, but also places where we could weigh
6 in that might -- certainly with India we're
7 going to run the strategic and commercial --
8 or we partner with you in strategic and
9 commercial dialogue, but we were on the
10 commercial side of that, maybe we could move
11 the how many adjudicators do we need in
12 India to that issue.

13 I know they're pressuring us a lot
14 about growth and travel and tourism. So
15 this is something I suspect maybe we could
16 find some flexibility on this year. We'll
17 meet in the fall.

18 So maybe, Ed, we could get our teams
19 together to work together to make that a
20 priority issue as on ease of doing business
21 was just one of the buckets that we work
22 with the Indians on.

23 MR. GILLILAND: Excellent.

24 SECRETARY PRITZKER: And then just

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1 will be one can we maintain where we're at.

2 MR. GILLILAND: Right.

3 SECRETARY PRITZKER: And then where
4 might there be countries like Poland that are
5 good allies of ours that there might be an
6 opportunity. So I think that we're going to
7 now hear from John.

8 MR. GILLILAND: Yeah, that's right.
9 That's right. John is next on the agenda.
10 And before we do that, we really appreciate
11 your engagement on these priorities and your
12 support and advocacy for the specific
13 priorities that we've set forth.

14 SECRETARY PRITZKER: Let me -- let
15 me make a comment about the other priorities.
16 Why don't I challenge you guys to take the
17 next -- kind of again in an effort -- give
18 us the next five or ten, so we understand,
19 of your 40 kind of what the top half of the
20 list, if you will, and -- because some are
21 very much -- you know, strengthening SIAT
22 very much goes with our goals of trying to
23 deal with the entry, improving the entry
24 process.



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2 The hundredth anniversary of the
3 National Parks is a huge priority. It is
4 something that is a whole government effort,
5 as you will see. I think that -- and
6 streamlining processes as it relates to Brand
7 USA is something we're really interested in.
8 I mean, we're pleased with where Brand USA
9 has come, but we have work -- continued work
10 to do for it to continue to meet its goals.
11 I know that they take that very seriously at
12 Brand USA.
13 So I'm not saying five and only
14 five. I think, though, it's good for us to
15 have a top set of focus because you see
16 what's happening across the Departments, we're
17 able to really dig down into those issues.
18 MS. MATTHEWS: Madam Secretary,
19 before we go to the important work on entry,
20 my staff was able to come up with the answer
21 to your question earlier, which is the
22 rankings of the top airports. And this is
23 done by Skytrax. It's their world airport
24 award. So it's a customer service-based
25 listing. So, obviously, we want to also add

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1 the component of security into that as part
2 of the review.
3 But it's their world airport reward
4 list of the world's best 100 airports.
5 Number one is Singapore. Number two is
6 Seoul Incheon. Number three is Munich.
7 Number four is Hong Kong. And number five
8 is Tokyo. And this is a U.K. based
9 organization that runs a global airline and
10 airport review and ranking system, and it
11 does this through international traveler
12 surveys. So it's the customer input piece
13 of this.
14 So we'll take that as well as sort
15 of a deeper dive on other criteria, you
16 know, forward.
17 SECRETARY PRITZKER: Great. Thank
18 you.
19 MR. GILLILAND: Terrific. And that
20 is a great segue into the work that John
21 Sprouls has very kindly agreed to chair the
22 Working Group focus on certainly customer
23 service while maintaining appropriate security
24 at our entry points. So I'll hand it over

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1 to John to provide some update on where we
2 are with that. John.
3 MR. SPROULS: Thank you, Sam. And
4 I just would like to start with a few thank
5 you's. First, Madam Secretary, I want to
6 thank you and the Commerce staff and Sam and
7 Kathleen for the opportunity to lead this
8 effort. It's been a tight time frame, but I
9 think it's allowed us to focus with
10 laser-like precision.
11 I also want to recognize some of the
12 folks that have been key to moving this
13 effort along. Steve and Dan and the team at
14 CBP for letting us, you know, really get
15 under the hood and their willingness and
16 their openness to allowing to us focus on
17 this.
18 Kathleen and her team at Marriott,
19 especially Melissa and Mark Schwartz, and
20 everybody else who have been tremendous. The
21 team at Enterprise with Greg Stubblefield and
22 Brian and Steve Short. And also Chris
23 Whiteman at Delta and Tony Delazario at
24 American, both of whom have allowed us to
25

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1 get into and understand their passenger
2 surveys and the information that's there and
3 allowing us to cross-reference everything.
4 And I will introduce to the
5 committee Katie Ozdemir, who is our senior
6 director of consumer insights and who is the
7 real leader of this effort. She's going to
8 give us a brief status update now, and I
9 would invite everyone -- our Working Group is
10 meeting today at 3:00 o'clock. So if
11 anyone's interested in a deeper dive on this,
12 we will be doing that at 3:00 o'clock today.
13 I don't know what room, but I will find out
14 for you. Kathy.
15 MS. OZDEMIR: Good morning. I'm a
16 little bit nervous, sorry. So the process
17 we took took two avenues. The first part of
18 the process was the discovery, and the second
19 part of the process was actual research. So
20 Brian and his team were kind enough to set
21 up conference calls so that we could kind of
22 pick the brains of several folks.
23 We talked to the Airport Authority,
24 and we talked to the Delta Homeland executive



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2 and we talked to the American Airlines
3 Homeland executive. After that we did some
4 site visits. We looked at -- Dan Tanciar
5 took us through OIA airport and took us
6 through the entry process, and then several
7 other folks went to Dulles and went through
8 the entry process there.

9 Then the third piece of the
10 discovery process, we tried to look at all
11 of the available data that was out there.
12 So we looked at the survey of the
13 international travelers, which is done at
14 departure. We looked at the Customs and
15 Border Protection and Travel Satisfaction
16 Survey, which is done immediately after the
17 experience.

18 We looked at a piece of work that
19 U.S. Travel Association did for survey of
20 overseas travelers. We looked at a survey
21 that Delta Airlines did on behalf of Customs
22 and Border Patrol. We garnered some
23 information from Atlanta. Atlanta did some
24 focus groups on the international arrivals
25 process. And then, lastly, we looked at the

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1
2 and American Airlines who were kind enough to
3 deliver a sample to us so that we could
4 survey some folks, international travelers.
5 And then we supplemented that with our own
6 internal panel to kind of beef up -- beef up
7 the sample. And in the end we ended up
8 with almost 4,000 surveys.

9 So we did very, very thorough
10 analysis. And we're meeting this afternoon
11 to kind of go through the data and
12 recommendations with the Working Group.

13 MR. GILLILAND: It doesn't sound
14 like a very exhaustive approach. I'm just
15 kidding, of course. That's amazing how much
16 -- how much work you've done in a very, very
17 short period of time. John was telling us
18 last night that you've been doing such great
19 work, and the whole team has been doing
20 great work, but he said you're -- after you
21 hear from Katie, you're going to want to
22 give her a big hug.

23 And so you need to be careful on
24 your way out because there may be quite a
25 few people wanting to give you big hugs for

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1
2 Airport Service Quality Survey. And from
3 there we went and we moved to the research
4 process.

5 So we interviewed a high-volume
6 global traveler and one of the very first
7 global entry folks. We mapped out the entry
8 process for 20 international gateway airports
9 just to make sure that the process was
10 virtually similar in all locations.

11 Then our partners, Marriott and
12 Enterprise, conducted inductive analysis to
13 look at drivers of the data. One of the
14 teams looked at the SIAT data and one of the
15 teams looked at the CBP data. Both were
16 very large volume, I think roughly 30,000
17 samples each, so very reliable data.

18 And then our team at Universal
19 conducted two pieces of primary research.
20 The first we did focus groups on the West
21 Coast and on the East Coast with
22 international travelers who had just arrived
23 in the country, and then we did an on-line
24 survey.

25 And we used our partners from Delta

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1
2 your work. And we really do appreciate it
3 and appreciate the entire Working Group's
4 efforts on this. And it does sound like
5 you're doing a fantastic bit of analysis
6 here.

7 The other thing I just remind
8 everybody of is that we will have a call on
9 June 17th to review the recommendations that
10 are being put together by this Working Group
11 and potentially vote on those recommendations.
12 That's at 11:00 Eastern on the 17th. And
13 you can't have a proxy vote for you, just so
14 you're aware. So you need to be present to
15 vote as a board member. But we really,
16 really appreciate the work that you're doing.

17 SECRETARY PRITZKER: Can I just,
18 Sam, make a comment? First of all, thank
19 you for the work that the group is doing.
20 We -- it is everything that we had hoped
21 for, which is a really serious look at the
22 challenge. And, you know, the process to
23 get to a point where we are so engaged with
24 you in the private sector often can be
25 sausage making and a little opaque to



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<p style="text-align: right;">Page 73</p> <p>1 everyone else.</p> <p>2 But what we knew at the Department</p> <p>3 of Homeland Security and at the Department of</p> <p>4 Commerce is that if we partnered together we</p> <p>5 would get extraordinary insight. And truly</p> <p>6 we're both anxious to hear your</p> <p>7 recommendations and thoughts. And knowing</p> <p>8 that it's based on such an exhaustive as</p> <p>9 well as thoughtful set of processes is</p> <p>10 something that is really heartening to all of</p> <p>11 us. So thank you very much.</p> <p>12 MR. GILLILAND: All right. Any</p> <p>13 questions, comments for the Working Group</p> <p>14 before we continue on? Thank you again. We</p> <p>15 really do -- really do appreciate all the</p> <p>16 work. It's fantastic.</p> <p>17 Okay. With that I'm going to turn</p> <p>18 it over to Kathleen for a few comments. So,</p> <p>19 Kathleen, take it away.</p> <p>20 MS. MATTHEWS: Madam Secretary, I</p> <p>21 just wanted to say that it's been my</p> <p>22 privilege to serve two terms here on the</p> <p>23 TTAB, the first one beginning in 2012. And</p> <p>24 actually my first meeting was here in</p> <p>25</p>	<p style="text-align: right;">Page 75</p> <p>1 visitation creates.</p> <p>2 So I think there's really -- in</p> <p>3 addition to that big milestone of having our</p> <p>4 first National Travel and Tourism Strategy,</p> <p>5 so much that we're celebrating here, as we</p> <p>6 start to close in on the end of our term</p> <p>7 here on the TTAB, still a lot of good work</p> <p>8 to be done. But you look at the U.S./China</p> <p>9 ten-year visa, and now we have ten-year visas</p> <p>10 with all of the top countries with whom we</p> <p>11 have international visitation, which is really</p> <p>12 an important milestone.</p> <p>13 Also, the great progress on improving</p> <p>14 the customer experience, which really kind of</p> <p>15 is the organizing principle on everything</p> <p>16 we're trying to do here to stimulate that</p> <p>17 tourism. And then just generally the</p> <p>18 authorization of Brand USA and what that</p> <p>19 means to our country to really be marketing</p> <p>20 America as a destination. And then the</p> <p>21 recognition of our industry and what we</p> <p>22 really do to drive job creation and economic</p> <p>23 growth.</p> <p>24 So it's been really wonderful for me</p> <p>25</p>
<p style="text-align: right;">Page 74</p> <p>1 Orlando. And what a magical way to start</p> <p>2 that meeting with President Obama coming here</p> <p>3 in front of the Magic Kingdom announcing the</p> <p>4 National Tourism Strategy and also signing</p> <p>5 that Executive Order.</p> <p>6 It's really been a privilege in this</p> <p>7 second term to serve as your vice-chair,</p> <p>8 along side Sam, and to learn from his</p> <p>9 leadership as well Todd Davidson, who was our</p> <p>10 chair during my first term. Last night many</p> <p>11 of us had a chance to go to the Magic</p> <p>12 Kingdom. We were hosted by IPW, Visit</p> <p>13 Florida, Orlando, and really I think spoke to</p> <p>14 what this TTAB is all about.</p> <p>15 The park was filled with people from</p> <p>16 our industry but, also, a lot of</p> <p>17 international voices of those travel brokers</p> <p>18 and planners that are coming here to the</p> <p>19 IPW, and really what something like Orlando,</p> <p>20 the Magic Kingdom, our country has to offer</p> <p>21 for international visitation and how important</p> <p>22 that is to achieving our goal now of 2021 of</p> <p>23 those 100 million international visitors but,</p> <p>24 also, the tremendous exports that that</p> <p>25</p>	<p style="text-align: right;">Page 76</p> <p>1 to be part of this. And it's very</p> <p>2 bittersweet that I am announcing that this is</p> <p>3 my last in-person meeting of the TTAB because</p> <p>4 later this month I will be leaving Marriott</p> <p>5 International, pursuing a career in public</p> <p>6 service, in many cases inspired by the work</p> <p>7 that I've been able to do with the members</p> <p>8 of the TTAB.</p> <p>9 And so I look around the room and I</p> <p>10 thank you first, Madam Secretary, my co-chair</p> <p>11 and my chairman, but also every member around</p> <p>12 this table that has really inspired me around</p> <p>13 public policy and really what private/public</p> <p>14 partnerships can do for our country. And so</p> <p>15 I just wanted to say thank you to you for</p> <p>16 this opportunity. Thank you to the members</p> <p>17 of this board for serving with me.</p> <p>18 I'm so proud of what we've been able</p> <p>19 to accomplish together. And I know in the</p> <p>20 final six months of this TTAB you will do</p> <p>21 even more, and I think we've gotten a</p> <p>22 suggestion of that today. We've got five</p> <p>23 top priorities and you've given us permission</p> <p>24 to come up with five more, which is really,</p> <p>25</p>



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1
2 really exciting. So thank you very much for
3 this opportunity.
4 SECRETARY PRITZKER: Well, Kathleen,
5 first of all, let me speak on behalf of the
6 entire federal family and say a personal
7 thank you to you. We have been very
8 fortunate to be able to work with you. You
9 have been such an important voice not just
10 for Marriott, which obviously you do an
11 extraordinary job representing Marriott, but
12 also for travel in the United States and
13 tourism in the United States and for the
14 image of the U.S. abroad.
15 And I think I could safely say on
16 behalf of everyone in this room that we're
17 very grateful for your service on the TTAB,
18 very grateful for your willingness to be such
19 an active participant and responsive to
20 questions, whether it's here or throughout
21 the entire process.
22 Deanne, all of us really wish you
23 good luck in your next set of exciting
24 endeavors. We're very excited for you and
25 will be sad to lose you in this milieu, but

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1
2 I know that you'll go on to do great things.
3 So thank you very much. We just really have
4 been so blessed to have you as a part of
5 our collective teams. So thank you.
6 MS. MATTHEWS: Thank you very much.
7 Thank you.
8 MR. GILLILAND: And I would just add
9 -- I know we'll have the opportunity to
10 voice our appreciation to Kathleen as the day
11 goes on, but I would add our deep
12 appreciation. She's been a great partner to
13 me and a great partner to everybody here on
14 the TTAB.
15 And I am sure that whatever you go
16 on to do, you'll be a great advocate for the
17 travel industry. And so we look forward to
18 that as well and look forward to your
19 continued support. We really do appreciate
20 it.
21 All right. Excellent.
22 SECRETARY PRITZKER: Terrific. Thank
23 you.
24 MR. GILLILAND: Well, thank you for
25 being with us today. We're just delighted

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1
2 to have the opportunity to spend time with
3 you.
4 SECRETARY PRITZKER: Well, you know,
5 it's my pleasure to be here. And it's my
6 pleasure, also, to work with all of my
7 partners in the federal government and with
8 you. And I'll just leave you with a final
9 thought. Together we can do a lot,
10 separately it's not so much. So we have to
11 keep up this really good work. Thank you
12 very much.
13 MR. GILLILAND: Thank you. Okay.
14 So with that we have -- with that we will
15 wish you good travels. I'm sure they will
16 be good. And, again, I appreciate your
17 being here. So we already worked on a
18 little bit of logistical work here, and then
19 we'll resume with some of the other items.
20 Okay. With that we're continuing
21 our fluid schedule, and we're going to move
22 to Chris Thompson to provide an update on
23 Brand USA. So, Chris, take it away.
24 MR. THOMPSON: Thank you, Mr.
25 Chairman. Members of TTAB, always great to

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1
2 be with you. I want to personally thank you
3 for all that you do to shape policy related
4 to travel and tourism. It's immensely
5 helpful to our ability to be able to reach
6 the goal of the National Travel and Tourism
7 Strategy and do what we do on a regular
8 basis on behalf of the United States.
9 Our Reauthorization that happened a
10 year ahead of time had us instead -- instead
11 of focusing on September 30th and wondering
12 whether we're going to be around, I actually
13 had nine months to plan for the next five
14 years, which is a great -- a great situation
15 to be in.
16 Talk a little bit about IPW. This
17 event I say on a regular basis is our one
18 time a year we invite the world to travel --
19 buyers who are representing the travel trade
20 and travel media and all the support around
21 that to the world to the United States to
22 learn everything that there is to see and do
23 about this great country, and certainly the
24 host destination being in Orlando this year.
25 Just to give you some quick numbers



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1
2 that -- just to put it in perspective, the
3 enormity of this event and how it's grown.
4 The last time it was here was I believe
5 2010, five years ago. The number of booths
6 we had there in that year was 914. And
7 it's grown to 1,350 this year, which is a 48
8 percent growth.

9 The number of buyers that year was
10 1,113 and that's grown to 1,330. That's a
11 19 percent growth. The number of total
12 delegates was 5,049, and this year they're
13 thinking it will be a record number of
14 6,400.

15 So the show continues -- and we have
16 the largest delegations from China and the
17 U.K. ever. So that was -- it should be a
18 great show. It's certainly a great
19 opportunity for to us tell the story about
20 the United States and to promote this great
21 industry.

22 At lunch today we will have a sizzle
23 reel that is four minutes and 17 seconds,
24 which will do the best job of being able to
25 tell what we have accomplished in the last

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1
2 what that means to -- but I think, as I
3 understand it, when that occurred in November
4 of last year, since then visa processing in
5 China is up over 50 percent. And so we all
6 knew that it would be a big increase to our
7 ability to bring more Chinese, certainly for
8 those that have been coming for a long time,
9 and then those that may have thought just
10 doing it for a year wouldn't -- didn't make
11 sense.

12 I think you're aware of the fact we
13 have a China and U.S. leadership summit that
14 occurs every year in China and then here.
15 This year it's -- we're hosting it in the
16 United States. And we just announced
17 recently that we're going to do that in
18 partnership with Los Angeles and the State of
19 California and it's in September.

20 So we (inaudible words) and the
21 leadership of the China industry to the
22 United States and continue to collaborate
23 with them in ways that U.S. Travel has done
24 over the last seven years, and now that
25 we've inherited that event we look forward to

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1
2 year. So I won't try to do that today
3 because I couldn't do it as well anyway. So
4 I -- and I think most of you will be at
5 lunch so we invite you to see that.

6 One of the main things that is a
7 focus of ours over the last year has been
8 our support of National -- of the Centennial
9 of the National Parks. MacGillivray Freeman
10 we partnered with to produce an IMAX film,
11 and they've been around the country filming
12 for the last nine months. We anticipate to
13 see -- we're looking forward to seeing our
14 first rough cut of that very soon. And
15 we'll be debuting that around the world in
16 February of next year.

17 So it's going to a tremendous
18 story-telling opportunity about the United
19 States of America through the filter of the
20 national parks, and we think it'll go a long
21 way to help Department of Interior and our
22 National Parks Service to celebrate that
23 historic event.

24 We talked about visa ability for
25 China. I wouldn't dare speak for Ed and

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1
2 hosting that.

3 The last thing I'll leave you with.
4 A year ago we came out with our ROI numbers,
5 which were the broad stroke of looking at
6 what have we done around the world in
7 partnership with the suppliers here in the
8 U.S. that represent the brands and the
9 destinations that deliver on the experiences
10 and create the memories, and then our
11 partners in market, which are the travel and
12 trade that facilitate travel and traveling to
13 help us tell our stories.

14 And our ROI study that came out a
15 year ago in March I think had a huge impact
16 on putting some meat to the bone and
17 actually gave us some credible back-up, which
18 I think contributed (inaudible words) to our
19 Reauthorization. So we just are announcing
20 the results here in our second year.

21 And we can say that in two years,
22 over the two-year period that we've been
23 looking at these results, incrementally we've
24 contributed two million visitors, incremental
25 international visitors. 6.5 billion dollars



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1
2 in Internet spend. 15 billion dollars of
3 overall economic impact. Nearly two billion
4 dollars in federal, state and local sales
5 tax. And it's contributed support of --
6 greater support of over 50,000 jobs each
7 year.
8 So that tends to be a really
9 compelling message of what we're doing in
10 partnership with many of your businesses and
11 certainly with our travel industry nationwide.
12 And so we're excited to report those numbers
13 and want to continue to do what we can to
14 deliver on the promise and the hope of the
15 Travel Promotion Act.
16 And I thank you for the opportunity
17 to be able to come and spend some time with
18 you. I look forward to visiting with you
19 individually, particular over lunch.
20 Oh, one last thing is last year we
21 ended our lunch with a group called the
22 Classic American Rockers. And they were five
23 members of individual bands, famous bands,
24 that now -- what a great gig -- run around
25 the world playing each others' songs, and it

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1 really brought the house down. It's in the
2 theme of before there were brands and
3 destinations that are doing what they do,
4 people understood the United States of
5 America through our pop culture, which is
6 movie and music, which are still compelling
7 platforms.
8
9 So we kind stayed in that theme, and
10 this year the final closing act is going to
11 be Foreigner. And they're going to play
12 five of their top five songs and probably
13 really bring the house down again. So
14 hopefully if you're there at lunch you'll be
15 able to share that with us and enjoy that
16 with us, otherwise it should be a great
17 opportunity.
18 MR. GILLILAND: All right. Well,
19 that's an exciting update, great progress.
20 Any questions for Chris?
21 MR. THOMPSON: I apologize, I have
22 to run. I have to get go ready for lunch.
23 MR. GILLILAND: All right. Okay.
24 Thank you, Chris. Okay. With that then
25 we'll go back to Bob, and provide us an

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1 update on your letter.
2 MR. LYNCH: Great. And, Jerry, do
3 you want to say a word?
4 MR. GILLILAND: Oh, I'm sorry.
5 MR. JACOBS: No, it's all yours.
6 MR. GILLILAND: Okay.
7 MR. LYNCH: So this is the other
8 part of the -- of the Culture and Nature
9 Committee, which was the arts and culture
10 sector letter that we had submitted.
11 Let me say a couple of words first.
12 I want to thank Jerry and the whole
13 committee because there has been really
14 terrific ongoing input, whether it's phone
15 meetings or -- we had a nice phone meeting
16 this morning at 8:00 a.m. And I want to
17 thank my own vice-president, Narric Rome, for
18 all of the help that he's given on this work
19 in this letter. But I'd like all to the
20 committee members and all the staff members
21 just raise their hands for our committee.
22 So it's a great team and I thank them.
23 This -- at the last meeting we had
24 this letter on the agenda and it was fully
25

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1 gone through, and then there was some
2 discussion, but we decided not to move
3 forward with it in that last meeting because
4 it needed a little tweaking and, also, we
5 started to work on the prioritization letter.
6 We've had good input up till today.
7 You've had this letter in front of you for
8 several weeks, but we are not going to bring
9 it forward -- also, likely like the domestic
10 letter, we're not bringing it forward for an
11 adoption or vote today because we have a
12 little more work to do so we'll do that in
13 the fall. But I wanted to just say a few
14 words about it to remind you about it and
15 talk a little bit about what we're going to
16 be working on.
17 So the first thing is that our
18 committee, we like to think of it as the
19 products committee. There are so many other
20 parts of what TTAB is working on that is
21 about process, about getting here, about
22 impediments, but once you get to America,
23 what is it that you engage.
24 And so our committee is diversity,
25



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2 broadly rich, and we have some work yet
3 happening on Hispanic culture, Hispanic
4 tourism and traveling. Tribal culture, we're
5 working on that as well. Culinary work and
6 culinary tourism, along with the work that is
7 about arts itself and nature. So all of
8 that content is what we focus on in this
9 particular committee.

10 Now, in the letter that you have
11 before you, I just want to highlight what
12 the issue is that we're looking at and why
13 we need this -- the help that we're asking
14 for. And the issue is basically it's a good
15 news story and a challenge story. So the
16 good news story comes right from the
17 Department of Commerce and the Bureau of
18 Economic Analysis and it shows this massive
19 growth in the arts and culture sector, huge
20 growth.

21 You see the figures in there, 698.7
22 billion dollars, 4.3 percent of gross
23 domestic product. That's fabulous. And when
24 you put it in context that's actually bigger
25 than travel and tourism or many other

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1 industries. It's quite astonishing. And
2 that's the entire industry, all the things
3 that Chris was just talking about. Foreigner
4 is part of our industry, as well as all the
5 non-profit organizations that are out there,
6 which is about one-seventh of that industry.

7 So the growth is important as
8 destination, as content destination, and --
9 but the issue that we're dealing with, the
10 challenge is this. The non-profit piece of
11 that is very under-capitalized. It teeters
12 constantly. The 100,000 non-profit
13 organizations that are out there, they
14 survive, they grow, but they're looking at
15 about 40 percent of them being in deficit on
16 an annual basis. So there's risk there.

17 And the other thing is that this is
18 a business of many, many small business.
19 Not one big thing that you can look at, many
20 small businesses. And so, therefore, it's --
21 there's a great lack of visibility. So the
22 idea of having some help with visibility
23 about the industry and urging other investing
24 in the industry is an important part of what
25

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1
2 you were talking about to keep this content
3 destination in front of everybody.

4 And, you know, it's interesting when
5 you look at it because if you came in, you
6 know, through the airport today or the last
7 couple of days, you'd see an investment in
8 public art throughout that airport, if you
9 looked, that is site specific to market as a
10 destination.

11 We just had a conversation about
12 what makes a good arrival experience. Well,
13 that makes for a good arrival experience.
14 And mayors and city councils and local
15 government across the country are seeing that
16 and investing in it. If you rode the tram
17 in from the terminals, you'd hear the mayor
18 on the loudspeaker in the tram talking about
19 vibrant cultural sector as a reason for
20 tourists to come to this city.

21 And so we see that. And when you
22 see that customer experience we were talking
23 about at airports, if you go to airports
24 like San Francisco or Seattle or Denver or
25 if you look at the floors in Miami or

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1 Washington Reagan, you'll see what localities
2 have done to make their place a little more
3 special to keep customers, tourists coming
4 through those places.

5 So that's what we're up against and
6 that's also what some of the opportunities
7 are. And we ourselves benefited from it.
8 At the Magic Kingdom last night those people
9 running around are actors, dancers, musicians,
10 designers, all that. There are some
11 bartenders, too, but -- and so it's -- we
12 think the secret weapon for America's tourism
13 industry and the job here is to make the
14 secret weapon less secret.

15 So that's the premise behind this
16 letter. So what we did with getting ready
17 for this meeting, along with all of you, is
18 we worked on prioritization. And our
19 priority, which is in the addendum, basically
20 in recognition of the fact that a lot of
21 interesting things are going on, like the
22 50th anniversary of the National Endowment
23 for the Arts, the National Endowment for the
24 Humanities, right along with Parks, that's an
25



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1
2 anniversary that's happening, a very
3 significant one.
4 And if you look at the non-profit
5 National Endowment for the Arts piece of it,
6 that supports 61 billion dollars worth of
7 non-profit arts offerings, cultural destination
8 in America, so that's why we think that
9 that's important.
10 And our bullet was for the
11 Department of Commerce and the Secretary to
12 simply champion support, champion the
13 industry, champion increased investment in
14 programs, in other federal agencies that
15 actually secure content, cultural content in
16 this case. So that was the bullet and
17 that's the lead in this letter, as you can
18 see here.
19 What I'll say just to close, since
20 we're not asking for a vote or for adoption,
21 is that in the last meeting Sam and team
22 were very good at helping us think through
23 how our letter could be more specific. If
24 you're asking for more investment in the
25 arts, who should invest, we put that in

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1
2 there. What should they invest in, we put
3 that in there. When should they invest, we
4 put that in there. How much should that be,
5 we put that in there.
6 But we have a little more work to
7 do on how -- for what, what's that increased
8 investment going to be used for, for example.
9 And we want to also make sure that our
10 letter fully reflects the content, cultural
11 art values that are in our diversity areas,
12 in our travel areas and so on.
13 So we go back to some final
14 tweaking. But what I'll remind you is that
15 we're supported in this in that we brought
16 this up to 85 national arts service
17 organizations representing the 100,000 content
18 destinations, all 50 states. And we brought
19 it out to -- through our National Art
20 Centers that's going on right now, 5,000
21 local arts agencies, their mayors and their
22 city councils.
23 So we have some pretty good input
24 coming in, and we'll have even more over the
25 summer to put in this letter and make it

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1
2 tighter, as Sam has suggested, and we'll come
3 back to it at that point. So thank you.
4 MR. GILLILAND: Yeah. And I think
5 just process-wise, on both your letters and
6 also on the Brand USA recommendations, our
7 intent will be to have one or several board
8 calls where we go through these. And my
9 goal and intent is that when we get to the
10 fall meeting, we will have letters that are
11 ready to go that we've kind of fully
12 debated. And there may have been, you know,
13 a few minor edits that we make during the
14 meeting, but we're in a good shape for
15 getting fully consensus from the group and
16 vote on those at that fall meeting.
17 So, again, I really appreciate the
18 work. And we've been tweaking a lot, I
19 know, which can be -- lead to some
20 frustrations, and you've been very patient
21 with us. So thank you for that.
22 Okay. So with that, I will then go
23 back to Brand USA and the sub-committee that
24 Todd chairs. So, Todd, could you provide us
25 with an update on where we are there?

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1
2 MR. DAVIDSON: Gladly. And let me
3 -- let me begin, as has proven to be the
4 practice today, by beginning with some thank
5 yous. And first and foremost, Sam, to you
6 and to Kathleen for your leadership to the
7 Travel and Tourism Advisory Board.
8 Kathleen, it's bittersweet to hear
9 your announcement, but the industry has been
10 served so well by you in your role as our
11 vice chair and, obviously, in your work with
12 Marriott, but I know we will continue to be
13 well served as well. So thank you very
14 much. It just -- it just means a lot to
15 all of us. And you've been very selfless in
16 your dedication of time and wisdom, and it
17 means a great deal to all of us.
18 Also, to Shannon and Niara for
19 shepherding this wonderful group that we call
20 the TTAB and keeping us on track. Thank you
21 for your work very, very much in that regard
22 as well.
23 MR. GILLILAND: Todd, your time is
24 up.
25 MR. DAVIDSON: Thank you. I did



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<p style="text-align: right;">Page 97</p> <p>1 2 this just for Sam's benefit because he wanted 3 to do that. So thank you all for coming. 4 You heard Chris's update, and you 5 know that the work in the Brand USA 6 Sub-Committee has been ongoing for several 7 months in looking at drafting some 8 recommendations, specifically looking at the 9 ESTA submission, the matching fund submission 10 and review process. 11 You know, when Brand USA was first 12 stood up -- we're in the fifth year of 13 existence, fourth year of operation. There 14 were several policies and procedures that 15 were established early on to guide the ESTA 16 matching fund submission process between Brand 17 USA and specifically the Department of 18 Commerce who had been, I guess I will say, 19 delegated the authority to oversee the ESTA 20 submission process. 21 During the past several months, as I 22 mentioned, the sub-committee has worked on 23 drafting recommendations in consultation with 24 our colleagues at the Department of Commerce. 25 And with great gratitude to Ken Hyatt, Kelly</p>	<p style="text-align: right;">Page 99</p> <p>1 2 review process for each ESTA submission. 3 Many of them you may see in this room but 4 there are many that you do not, the lawyers 5 and accountants that also work within the 6 Department of Commerce that are reviewing 7 these ESTA submissions. 8 So we want to and have asked for an 9 audience with them so that we will have the 10 opportunity to sit down and review our 11 recommendations with them and then adapt 12 those recommendations as appropriate and then 13 -- and warranted, and then bring those 14 forward to the full board later this summer 15 or earlier in the fall so that we have an 16 opportunity to fully vet them with the board. 17 So with that, Sam, I'll turn it back 18 over to you. 19 MR. GILLILAND: Perfect. Questions 20 or comments for Todd? Okay. Oh, go ahead. 21 MR. GALLAGHER: I think Todd's doing 22 a really good job. And I just -- sometimes 23 I can be impatient, but I'm not going to 24 apologize for that. I just believe this 25 Brand USA is a great thing and Todd's</p>
<p style="text-align: right;">Page 98</p> <p>1 2 Craighead, to Isabel Hill, you know, they 3 have been terrific in providing us counsel 4 from Congress's perspective as well as the 5 team at Brand USA. 6 And we've been working on drafting 7 recommendations that are going to reflect the 8 competence that has been established with 9 Brand USA's procedural controls that are in 10 place currently. We want to make sure that 11 we're creating efficiencies and savings in 12 time and money for the submission process for 13 both parties. And we also want to ensure 14 that we're maintaining the fidelity and 15 accountability of the procedures for 16 requesting and releasing the ESTA matching 17 funds. 18 So our plan this summer is to 19 basically borrow a page from the hymnal of 20 John and Trudy in the continuation of giving 21 thanks. In meeting with our federal 22 partners, who are really making this happen 23 on the ground on that frontline, and there 24 are somewhere between 12 and 14 folks at the 25 Department of Commerce that may help in that</p>	<p style="text-align: right;">Page 100</p> <p>1 2 leadership is outstanding. There's no 3 problem, there's nothing wrong. Everybody 4 works together as well. So I'm happy to 5 follow your lead. 6 MR. GILLILAND: All right. Well, 7 thanks for that, Mike. 8 Okay. So we are going to now -- I 9 think having all the sub-committee updates 10 completed, we're going to move back to the 11 U.S. government updates. And we'll start 12 with Department of State. And to lead that 13 discussion will be Tom Engle, who is Deputy 14 Assistant Secretary of Transportation Affairs. 15 So, Tom, take it away. 16 MR. ENGLE: Thank you, Sam. And 17 good morning, Ladies and Gentlemen. It's a 18 pleasure to be here. I'm just going to give 19 a quick update on our efforts to continue 20 negotiating Open Skies Agreements to ensure 21 that the legal frameworks are in place in 22 our bilateral aviation relationships so that 23 we can ensure that there are airplanes 24 available to bring those hundred million 25 travelers, international travelers, to the</p>



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1
2 United States.
3 Since the last time we met with you
4 all, I think we've signed two or three more
5 Open Skies Agreements. Recently signed --
6 we're up to about 117, 118 now. Recently
7 signed with Serbia and Barbados. We are
8 close to signing an Open Skies Agreement in
9 Azerbaijan.
10 We also, as you know, for some
11 countries that aren't quite ready to
12 negotiate Open Skies, which is sort of the
13 gold standard for liberalization, we will
14 negotiate a bilateral air transport agreement
15 that doesn't quite meet the standards of Open
16 Skies for important markets.
17 So in that vein we held talks with
18 China just a couple of weeks ago, obviously
19 a key aviation market, key country of
20 interest to your industry. So we're talking
21 with the Chinese government about expanding
22 the current bilateral agreement that we have
23 to ensure that it supports the market demand
24 that's out there.
25 And we also want to ensure that U.S.

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1 carriers are able to exercise the rights that
2 they have under the current agreement. So
3 we did not reach any breakthrough yet with
4 China, but we'll keep talking to them and
5 there will be subsequent rounds to these
6 negotiations.
7
8 With Japan we already have an Open
9 Skies Agreement, but there will be further
10 talks this month on ensure that the U.S.
11 carriers get expanded access to Haneda
12 Airport in Tokyo and that should, again, help
13 bring more Japanese tourists to the United
14 States.
15 And we are working to bring the new
16 U.S./Mexico agreement into force by January
17 1st, 2016. This one, again, is not an Open
18 Skies Agreement. It's fairly close, though.
19 We initialed this agreement in November.
20 Does represent significant liberalization over
21 the current agreement. And when it comes
22 into force there, too, it should be a
23 vehicle for bringing more Mexican tourists to
24 the United States.
25 And I just wanted to mention briefly

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1
2 the work that we are doing on this very
3 thorny issue of Gulf subsidies, subsidies
4 provided by -- alleged Gulf subsidies
5 provided by some Gulf governments to Gulf
6 Airlines. There's an international -- an
7 Interagency Working Group that's been
8 established to review the subsidy allegations
9 that have been made by some American
10 carriers.
11 We are making sure that we tap into
12 the very wide range of stakeholder views that
13 have been expressed on this issue. And I
14 wanted to ensure that the -- this Board that
15 we have heard loud and clear the views of
16 the U.S. tourism industry in that regard.
17 We understand the linkage that you
18 -- that you've brought to our attention,
19 linkage between, you know, the prosperity of
20 your industry and some of the recommendations
21 that have been made about how the U.S.
22 government should react to these alleged
23 subsidies, and those views will definitely be
24 taken into account as the U.S. government's
25 review continues.

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2 So I'm trying to take a very
3 careful, deliberate approach and make sure
4 that we've gotten all the stakeholder input
5 on this issue. So it created an Internet
6 portal for stakeholder comments at
7 Regulations.gov. Lots of helpful comments
8 are coming in and that portal remains open.
9 It's not too late to put additional comments
10 in.
11 So, again, this is a tough issue.
12 We got a real wide range of views, but we're
13 going to try our best to take all views into
14 account as we develop options for possible
15 U.S. government action, and it will go up to
16 senior level review in due course.
17 But our -- in that process we're
18 also doing our best to make sure that we
19 preserve the benefits of the Open Skies
20 policy that we believe has been so valuable
21 to, you know, a wide range of U.S.
22 stakeholders.
23 MR. GILLILAND: Thank you very much.
24 All right. Thanks, Tom. Questions for Tom,
25 comments?



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<p style="text-align: right;">Page 105</p> <p>1</p> <p>2 MR. ZUK: Do we have a timetable on</p> <p>3 that?</p> <p>4 MR. ENGLE: We're trying to be very</p> <p>5 careful and cautious about committing to any</p> <p>6 type of timetable for this review.</p> <p>7 Stakeholder input is still coming in. As it</p> <p>8 comes in, other stakeholders react to the</p> <p>9 input that has come in.</p> <p>10 So I'm going to dodge that one, I'm</p> <p>11 afraid, and be very careful but assure you</p> <p>12 that it is under very careful review, and</p> <p>13 we're doing our best to balance the wide</p> <p>14 range of stakeholder views.</p> <p>15 MR. GILLILAND: And, Sharon, just</p> <p>16 for your benefit, he was asking about the</p> <p>17 timeline for this Open Skies review he was</p> <p>18 talking about.</p> <p>19 Okay. All right. Thanks, Tom.</p> <p>20 And to continue the Department of State's</p> <p>21 updates, we have Ed Ramotowski, who is Deputy</p> <p>22 Assistant Security for Visa Services. So,</p> <p>23 Ed, take it away.</p> <p>24 MR. RAMOTOWSKI: Thanks, Sam.</p> <p>25 Secretary Pritzker already delivered all of</p>	<p style="text-align: right;">Page 107</p> <p>1</p> <p>2 they count for just a hair under 50 percent</p> <p>3 of our total global workload. So the</p> <p>4 results continue to be good. And we really</p> <p>5 appreciate the input and efforts of everyone</p> <p>6 on this Board but in particular the Visa</p> <p>7 Sub-Committee, Trudy and Don and the others,</p> <p>8 for their helpful support and suggestions.</p> <p>9 Because as I mentioned going forward,</p> <p>10 to cope with demand in the mean and the</p> <p>11 longer term, we're going to need some</p> <p>12 legislative changes in order to make sure</p> <p>13 that we maintain the good results that we've</p> <p>14 gained with so much effort. And those</p> <p>15 include the JOLT Act, or some version of</p> <p>16 that, to get more countries in the Visa</p> <p>17 Waiver Program, and also flexibility to waive</p> <p>18 interviews for first-time applicants where</p> <p>19 there is no identifiable security threat.</p> <p>20 We already have the ability to waive</p> <p>21 interviews for renewal applicants, as we did</p> <p>22 over a million of those last year, over</p> <p>23 660,000 so far this year, so I think we'll</p> <p>24 surpass that last year's total.</p> <p>25 So going forward we hope we can</p>
<p style="text-align: right;">Page 106</p> <p>1</p> <p>2 my keys points but that was good. The</p> <p>3 others are on this nice handout that my</p> <p>4 colleague Claire Kelly put together.</p> <p>5 You know, if you're a cardiologist</p> <p>6 these lines would be very concerning, but</p> <p>7 from my perspective long, flat lines are</p> <p>8 really, really good, long, low flat lines,</p> <p>9 particularly since we're right in the midst</p> <p>10 of our busiest application season of the</p> <p>11 year. And we take particular pride in the</p> <p>12 China line given, as the Secretary's</p> <p>13 mentioned, these demands skyrocketed after the</p> <p>14 Presidential announcement of the ten-year</p> <p>15 visa. This is up by 54 percent so far this</p> <p>16 year.</p> <p>17 We've done over 1.4 million visas</p> <p>18 already in China. They will certainly</p> <p>19 maintain their position as our busiest visa</p> <p>20 country in the world. And the service</p> <p>21 matrix remain really good and an average of</p> <p>22 seven-day wait times, despite the massive</p> <p>23 increase in demand.</p> <p>24 And if you look at the countries on</p> <p>25 the handout, the big four as we call them,</p>	<p style="text-align: right;">Page 108</p> <p>1</p> <p>2 continue to count on your support, both to</p> <p>3 maintain the progress we've made and to make</p> <p>4 further progress in the future. So thank</p> <p>5 you. Oh, and let me just add, again, if</p> <p>6 you're traveling abroad and would like to see</p> <p>7 the business side of an indicis, please do</p> <p>8 let me know and we can arrange that for you.</p> <p>9 MR. GILLILAND: Okay. Well, thanks,</p> <p>10 Ed. And it is stunning to look at a time</p> <p>11 graph and -- you know, as you think about</p> <p>12 over 50 percent growth in applications versus</p> <p>13 last year. So it's just terrific to see.</p> <p>14 I really appreciate the continued focus on</p> <p>15 wait times.</p> <p>16 Any questions for Ed before we --</p> <p>17 Holly, take it away.</p> <p>18 MS. AGRA: Ed, I remember at one</p> <p>19 time we had talked about building up some</p> <p>20 tourism information, especially with Brand</p> <p>21 USA, in some of that indices while people</p> <p>22 may be waiting for their appointments. Do</p> <p>23 you know where we stand on that and can we</p> <p>24 help?</p> <p>25 MR. RAMOTOWSKI: Yes. We continue</p>



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1
2 to work closely with Brand USA on just about
3 all of their initiatives. And also the
4 Department of Commerce and Foreign Commercial
5 Service is doing related activities like
6 that.

7 And, Ms. Hill, I don't know whether
8 you or Kathy want to talk about the target
9 efforts generally in the U.K.

10 MS. HILL: Yes. This is Isabel
11 Hill. I don't really need a microphone.
12 Holly, thank you for the question. I think
13 that the success of the build-out in the
14 U.K. was extraordinary in that partnership
15 and I think we have moved that out. The
16 ambassador in Germany immediately looked at
17 that and said, wait, we want some of that,
18 too.

19 And I think what is happening now
20 specifically on that issue, but I think
21 related also to the overall issue of
22 integrating Brand USA at the local level in
23 our major markets, is that we are -- we, the
24 federal government, are pushing out the
25 development of integrated country plans, very

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1
2 Department of Interior. So John Blair, who's
3 representing Intergovernmental and External
4 Affairs, can speak here.

5 John, can you update us?

6 MR. BLAIR: Sure. And thank you
7 very much. I'll be brief 'cause I know you
8 are hungry and tired. First of all, it was
9 a very exciting day in April, the first day
10 President Obama visited his first national
11 park in his official capacity and went to
12 the Everglades to talk about conservation and
13 climate change.

14 As a part of that, there was a
15 highlight of this Every Kid in the Park
16 Program which will be launched this fall,
17 which is an initiative that we give every
18 fourth grader in the country and his or her
19 family free pass to public lands across the
20 United States to encourage the next
21 generation of Americans and their siblings
22 and parents to get back outdoors in America.

23 Clearly we are very focused on
24 building upon the Centennial. We had an
25 extraordinary (inaudible word) in April as

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1
2 much like we have as sort of a national
3 strategy, to look at what are the strategies
4 for each of those markets; how are we going
5 to work across federal agencies in those
6 markets, how are those agencies going to be
7 working with Brand USA and with Visit USA
8 committees in the private sector in those
9 lines to ensure unity of efforts towards the
10 common goals and to take those kinds of
11 assets and make sure that they are actually
12 shared.

13 And so we went there actually
14 developing a cloud-based system for the Brand
15 USA assets that are available to be licensed
16 for the use of those embassies and those
17 partners. So I think we're making great
18 progress in that area.

19 MS. AGRA: Okay. Thank you.

20 MR. GILLILAND: All right. Thank
21 you. And then -- now we will circle back
22 around to a few of the updates that we
23 didn't have the opportunity to cover earlier.
24 And so that first one would be -- let me
25 get my notes here. Coming back to the

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1
2 well. We spent a day in New York City.
3 We focused on Times Square in the morning,
4 took over -- took about four or five of the
5 large billboard signs with the Find Your Park
6 branding, which when you visit federal roads
7 today you see similar branding as well.

8 Second events were held in
9 Washington, D.C., and in Los Angeles. And
10 while I don't have exact numbers, I know
11 from the Parks Service that they are seeing
12 really significant growth in visitors to the
13 websites for not just FindYourPark.com but
14 for the individual national parks and
15 national monuments across the country as
16 well. Interest in the area is growing
17 substantially.

18 As part of the kick-off in April, we
19 were able to announce one of the key
20 components of that campaign, which is the
21 public/private partnerships that are going to
22 help the Find Your park campaign effort.
23 American Express, Disney, Budweiser, REI,
24 Subaru, Ramada are all key players in helping
25 us make sure that we are able to have our



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<p style="text-align: right;">Page 113</p> <p>1 2 parks ready for all of what we hope will be 3 a large increase in visitors this next year 4 as well. 5 A key component of that as well is 6 that it always comes back to money, and we 7 are also looking at a time of sequestration, 8 is that the Parks Service has initiated its 9 Congressional -- excuse me, the Centennial 10 Challenge Fund, which they're reaching out to 11 Congress to ask for funding. They are then 12 going out and matching with private dollars. 13 Last year they asked for ten million 14 dollars that Congress appropriated. They 15 were able to match that with 16 million 16 dollars as well. And so for this current 17 fiscal year, the National Parks Service is 18 asking for 100 million dollars over the next 19 two years to match with private donations. 20 And that money goes towards a number 21 of special projects, parks all across the 22 country, you know, the Yosemite that you 23 think about, and the smaller local parks as 24 well, to make sure that they have the 25 funding to do upkeep of the facilities, the</p>	<p style="text-align: right;">Page 115</p> <p>1 2 sign in February a joint statement regarding 3 operation for development of an International 4 Expedited Traveler Initiative with Peru. We 5 signed a similar joint statement with 6 Colombia in April. These joint statements 7 formalize the collaboration between the United 8 States and both countries towards coming to 9 an agreement on Global Entry. 10 These statements in themselves do not 11 signify each country's entry into the 12 program, just that we are now beginning the 13 formal process of inking a deal. So now 14 we're working on IT infrastructure, vetting 15 requirements and all those kinds of things. 16 So, you know, we'll hopefully have both 17 countries in the program, you know, over the 18 next meeting 12 to 18 months. Don't really 19 want to put a timeframe on it but just kind 20 of give you a sense. 21 I can also tell you that we're 22 having sort of early conversations. The 23 government of Chili has reached out and with 24 Japan. And we talked about this -- is it 25 very close, Dan?</p>
<p style="text-align: right;">Page 114</p> <p>1 2 roads, everything that we need to ensure that 3 these visitors are having an extraordinary 4 visit when they come to the United States 5 and come to these parks, that we are 6 providing the best services that we can. 7 And then all I have to say beyond 8 that is #Find Your Park. 9 MR. GILLILAND: Great. Thanks, 10 John. Questions for John? Okay. Then 11 we'll move on to Redlinger and DHS. 12 MR. REDLINGER: Thank you very much. 13 And I'll try to be quick here, I think we're 14 trying to wrap this up. But quickly, our 15 Trusted Traveler Programs, over 3.8 million 16 people have access to DHS Trusted Traveler 17 Programs, including our largest program, which 18 is CBP's Global Entry. 19 We have reciprocal agreements now 20 with nine nations; Canada, Mexico, South 21 Korea, Netherlands Qatar, Germany, the U.K. 22 And most recently we began an agreement last 23 -- we reached an agreement and started the 24 program last year with Panama. 25 Earlier this year we were able to</p>	<p style="text-align: right;">Page 116</p> <p>1 2 MR. TANCAR: It's very close. 3 MR. REDLINGER: We've been saying 4 that for a while. I guess I could say 5 we're very close and we mean it this time. 6 I guess we'll just say we will have it -- 7 you know, probably next time this -- we'll 8 just leave it a close, very close, looking 9 at dates close. 10 MR. TANCAR: Yeah. 11 MR. REDLINGER: So we're very 12 excited to hopefully drag that across the 13 finish line soon. 14 Pre-clearance. So through 15 pre-clearance the same immigration, customs 16 and agricultural inspections of international 17 air passengers upon arrival to the United 18 States actually happen (inaudible words) at 19 departure airports. 2014 was 16 million 20 travelers went through one of CBP's existing 21 pre-clearance locations in Canada, Ireland, a 22 couple of spots in the Caribbean -- Caribbean 23 and in the UAE, which accounted for 15 24 percent of actual international air arrival 25 passengers.</p>



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<p style="text-align: right;">Page 117</p> <p>1</p> <p>2 Just on Friday -- so last November</p> <p>3 you probably heard us discuss before we got</p> <p>4 interest from 25 international airports around</p> <p>5 the world interesting in expanding</p> <p>6 pre-clearance locations. We went through a</p> <p>7 very exhaustive -- CBP went through a very</p> <p>8 exhaustive process to review all those</p> <p>9 applications.</p> <p>10 And working with our friends at the</p> <p>11 Department of State and others in the</p> <p>12 interagency, on Friday Secretary Johnson</p> <p>13 announced that we were going to begin</p> <p>14 negotiations with nine countries and ten</p> <p>15 airports to expand pre-clearance over the</p> <p>16 next five years.</p> <p>17 And so the lucky nations and</p> <p>18 airports are Brussels Airport in Belgium,</p> <p>19 Punta Cana Airport in the Dominican Republic,</p> <p>20 Narita International in Tokyo, Japan, Schiphol</p> <p>21 in Amsterdam, Oslo International in Norway,</p> <p>22 Madrid Barajas Airport in Spain, Stockholm</p> <p>23 Arlanda Airport in Sweden, Istanbul -- I'm</p> <p>24 going to butcher this name -- Ataturk Airport</p> <p>25 in Turkey, and London Heathrow and</p>	<p style="text-align: right;">Page 119</p> <p>1</p> <p>2 that travel to the United States and to</p> <p>3 conduct even more effective security</p> <p>4 screening.</p> <p>5 I think some of you may have noticed</p> <p>6 last week the Secretary alluded to a coming</p> <p>7 announcement. And so he certainly challenged</p> <p>8 DHS over the last several months to continue</p> <p>9 to look at ways to enhance the security of</p> <p>10 the program. We have been certainly having</p> <p>11 conversations at the interagency level within</p> <p>12 the U.S. government about potential</p> <p>13 enhancements.</p> <p>14 And so, you know, I think the</p> <p>15 Secretary is not quite there yet. I don't</p> <p>16 know where he's at, but he's close enough to</p> <p>17 say that in the next I would say weeks, not</p> <p>18 months, we'll have an announcement. And sort</p> <p>19 of, I think, broadly here some of the --</p> <p>20 sort of what we're looking at.</p> <p>21 Through the high volume of foreign</p> <p>22 fighters traveling to Syria and Iraq and the</p> <p>23 different standards by which countries address</p> <p>24 terrorist travel make improved border</p> <p>25 management, better use of law enforcement</p>
<p style="text-align: right;">Page 118</p> <p>1</p> <p>2 Manchester, both in England.</p> <p>3 So we'll be getting those</p> <p>4 negotiations with all ten -- nine of those</p> <p>5 governments to enter those airports</p> <p>6 immediately. And, you know, over the next</p> <p>7 hopeful -- you know, several years likely</p> <p>8 beyond my term here at DHS we'll see some of</p> <p>9 those airports start to come on-line.</p> <p>10 Did want to highlight a little bit</p> <p>11 about the Visa Waiver Program. So as you</p> <p>12 know, at present there's 38 nations in the</p> <p>13 Visa Waiver Program that do not require --</p> <p>14 their residents do not require visas for</p> <p>15 entry into the United States for travel or</p> <p>16 tourism purposes. Should know -- I think</p> <p>17 we've gone through the security requirements</p> <p>18 a lot before so I'll kind of get to the</p> <p>19 meat and potatoes.</p> <p>20 Given the recent attacks in Paris,</p> <p>21 Brussels, Sidney and elsewhere, there's keen</p> <p>22 attention on Capitol Hill, as you all know,</p> <p>23 and for the travelers here for that matter,</p> <p>24 to ensure that the VWP is a secure program.</p> <p>25 Overall our goal is to know more about those</p>	<p style="text-align: right;">Page 120</p> <p>1</p> <p>2 tools, and the sharing of travel information</p> <p>3 on known and suspected terrorists is an</p> <p>4 essential undertaking for all states pursuant</p> <p>5 to UN Security Council Resolution 2178.</p> <p>6 We've encouraged countries in the</p> <p>7 Visa Waiver Program to engage in more</p> <p>8 effective security and law enforcement</p> <p>9 cooperation with the United States, and</p> <p>10 certainly with the (inaudible word) rule on</p> <p>11 that. And certainly in light of the</p> <p>12 unprecedented threat from foreign terrorist</p> <p>13 fighters, it is prudent that DHS closely</p> <p>14 review how it can expand security cooperation</p> <p>15 with countries in the Visa Waiver Program.</p> <p>16 And so, naturally, DHS will consult</p> <p>17 with each Visa Waiver Program country over</p> <p>18 security enhancements and will consult with</p> <p>19 external stakeholders as far as -- you know,</p> <p>20 we're certainly looking for a little more</p> <p>21 flexibility in our (inaudible word) programs</p> <p>22 that are within the Visa Waiver Program.</p> <p>23 So, again, I would expect an announcement</p> <p>24 from him over the next couple of weeks.</p> <p>25 So with that, I'm certainly happy to</p>



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2 answer any questions. I know I blew through
3 that pretty quickly.
4 MR. GILLILAND: Great. Thanks,
5 Steve. Questions or comments for Steve?
6 Okay. All right. Excellent. So
7 at this point we move to the public comment
8 portion of the meeting. And this is where
9 we provide the opportunity for anyone from
10 the public that's not a part of the Board to
11 make a comment or ask questions. So I would
12 ask if -- is there anybody either on the
13 phone or in the room that would like to make
14 a comment?
15 Okay. Seeing and hearing none, then
16 we will move to, really, the final part of
17 the agenda. And we're a tad bit behind
18 schedule. We'll try to get through this
19 fairly quickly.
20 MR. BERG: Sam, I'm sorry, before
21 you go on, I did have one question for
22 Steve.
23 MR. GILLILAND: Oh, okay. Go ahead.
24 MR. BERG: So the Secretary seemed
25 to suggest, and you seem to suggest, that

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1
2 there may be changes to the Visa Waiver
3 Program. So are we at risk of losing some
4 of those current participants?
5 MR. REDLINGER: I'm certainly not in
6 a position to talk about whether or not, you
7 know, certain participants are -- we're going
8 to lose them. I mean, I think from the
9 Secretary's standpoint, you know, he's trying
10 to stay ahead of the curve.
11 There's been a lot of debate,
12 especially with all of the high-profile
13 incidents we've seen all around the world.
14 I think a lot of members of Congress have
15 noted that they are hesitant about this
16 potential for foreign fighters that may enter
17 through the Visa Waiver Program countries in
18 Europe and travel over to Syria and Iraq,
19 say, and then return, and then they have
20 this, you know, easier time of traveling to
21 the United States through the Visa Waiver
22 Program.
23 I think we've consistently suggested
24 that the information sharing and the security
25 agreements that we have with the Visa Waiver

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1
2 Program countries really give us a head start
3 sort of knowing, you know, who those folks
4 are. But, you know, it is Congress so we
5 want to be mindful. So we're certainly
6 looking at, you know, more ways that we can
7 stay ahead of the curve and know more and
8 more about travelers to the United States.
9 MR. BERG: Thank you.
10 MR. GILLILAND: All right. Thanks.
11 And so just a couple of things, and then I'm
12 going to pass the baton to Kathleen for a
13 few minutes. Just again another reminder
14 that the June 17th call around the National
15 Goal is at 11:00 a.m. Eastern time. I
16 mentioned before that you need to be present
17 to -- you as a Board member need to be
18 present, we won't have proxies.
19 So that -- and then since Kathleen
20 is -- as she's announced she's leaving the
21 Board, she wanted to leave us with plenty of
22 work to do. So she wanted to solicit ideas
23 from the group as to whether there are
24 additional topics beyond those which we
25 already know about for the fall meeting,

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1
2 which is Brand USA, the Brand USA
3 recommendations, and Cultural and Natural
4 Heritage recommendations, if there are other
5 things that we should be pursuing.
6 So take it away, Kathleen.
7 MS. MATTHEWS: Sure. So Secretary
8 Engle mentioned one of the hottest issues in
9 aviation and travel and tourism is this issue
10 of Open Skies. And just for those folks who
11 are either listening in in the public or
12 others that have not been really following
13 this carefully, Open Skies refers to those
14 aviation treaties that are negotiated between
15 the United States and other nations that
16 allow those other nations' carriers unlimited
17 market access to each other's markets and the
18 right to fly to all intermediate and beyond
19 points. And we actually have 100 of those
20 currently and continue to negotiate other
21 ones.
22 Essentially what makes this
23 controversial right now is because there is a
24 campaign that's been launched by our three
25 U.S. airlines; Delta, American and United,



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<p style="text-align: right;">Page 125</p> <p>1</p> <p>2 and the leading airline pilots' union that is</p> <p>3 questioning whether the Persian Gulf carriers,</p> <p>4 in particular Emirates, Etihad and Qatar, are</p> <p>5 being unfairly subsidized by their</p> <p>6 governments, which they would argue is a</p> <p>7 violation of the Open Skies agreements</p> <p>8 between their governments and the United</p> <p>9 States and the Emirates of UAE and Qatar.</p> <p>10 So the goal of the campaign right</p> <p>11 now appears to be freezing the flying rights</p> <p>12 of these carriers at the current levels, and</p> <p>13 then opening up bilateral discussions between</p> <p>14 the U.S. and these nations to determine</p> <p>15 whether those agreements have, in fact, been</p> <p>16 violated.</p> <p>17 Now, others have weighed in,</p> <p>18 including U.S. Travel, expressing concern that</p> <p>19 opening up these treaties could have</p> <p>20 dramatic negative consequences for aviation</p> <p>21 and for travel and tourism, especially since</p> <p>22 the U.S. airline market has seen dramatic</p> <p>23 consolidation over the years. They argue</p> <p>24 that opening up these agreements could</p> <p>25 inhibit our ability to actually reach that</p>	<p style="text-align: right;">Page 127</p> <p>1</p> <p>2 U.S. carriers so, you know, that's a</p> <p>3 consideration. But, of course, allegations</p> <p>4 of unfair competition also need to be taken</p> <p>5 very, very seriously and weighed. So we</p> <p>6 want to make sure we also have a very</p> <p>7 vibrant, healthy U.S. airline industry.</p> <p>8 U.S. government is taking this under</p> <p>9 advisement. We have potentially the</p> <p>10 opportunity to weigh in on this issue. And</p> <p>11 so the question is as representatives of our</p> <p>12 industry, are we interested in learning more</p> <p>13 about this in the coming six months. Are we</p> <p>14 interested in having the U.S. carriers come</p> <p>15 and actually be able to present their case</p> <p>16 to us, to have U.S. Travel come in and</p> <p>17 present their case and these Gulf carriers.</p> <p>18 And so the question I'd like to</p> <p>19 throw out to the group is is this an issue</p> <p>20 you would like to add to the plate, in</p> <p>21 addition to what we already have on the</p> <p>22 plate, which is pretty robust, around some</p> <p>23 future work on Brand USA and, also, some</p> <p>24 future work on the domestic tourism goal and,</p> <p>25 also, how we create more vibrant visitation</p>
<p style="text-align: right;">Page 126</p> <p>1</p> <p>2 goal of 100 million travelers internationally</p> <p>3 visiting the U.S. by 2021.</p> <p>4 And I think as we compete for more</p> <p>5 international travelers, a reasonable question</p> <p>6 is how are we going to get them all here.</p> <p>7 So our Board has been working on lots of</p> <p>8 issues. And we've been talking about</p> <p>9 infrastructure. We've been talking about</p> <p>10 branding the U.S. better. We've been making</p> <p>11 sure that our visa process is more</p> <p>12 streamlined. We are improving the entry</p> <p>13 process and making our cultural and natural</p> <p>14 heritage sites even more accessible.</p> <p>15 So the question is will we have with</p> <p>16 the current situation frequent and affordable</p> <p>17 service to the United States to make travel</p> <p>18 here to Orlando and other destinations like</p> <p>19 this a viable option when we're looking at</p> <p>20 numbers of 100 million travelers.</p> <p>21 The Gulf carriers are bringing</p> <p>22 passengers currently from all over the world</p> <p>23 to the United States, and in particular a</p> <p>24 lot of them are bringing them from India</p> <p>25 where there's not a lot of service from the</p>	<p style="text-align: right;">Page 128</p> <p>1</p> <p>2 to our cultural and natural heritage sites.</p> <p>3 So we really think this is important</p> <p>4 for us even to decide if we could take this</p> <p>5 on or not in sort of a formal conversation.</p> <p>6 And so this might be one new piece of</p> <p>7 business for us to consider coming up. And</p> <p>8 so I'd like to open that for some</p> <p>9 discussion, and if there are other issues</p> <p>10 that you think that we really responsibly</p> <p>11 should take a look at.</p> <p>12 MR. GILLILAND: Comments?</p> <p>13 MR. MULLIS: I think it would be</p> <p>14 good from a leadership standpoint for us to</p> <p>15 get more information as a Board serving</p> <p>16 alongside Kathleen on the World Economic</p> <p>17 Forum Future Travel and Tourism Council.</p> <p>18 It's coming up in there, and I don't know</p> <p>19 that everybody has all the information.</p> <p>20 So the more information I think</p> <p>21 leaders in our industry are equipped with,</p> <p>22 then the better I think we can engage in</p> <p>23 those important conversations.</p> <p>24 MR. FERGUSON: I agree. I've heard</p> <p>25 the U.S. Travel and respect it and totally</p>



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1
2 understand the concerns. I'm on the Board
3 of U.S. Travel and respect the position, but
4 I've not heard collectively from the
5 airlines. And I think that that may have
6 been maybe kind of a unilateral reaction in
7 terms of where we stand in terms of what we
8 do not know from the airline's perspective.

9 MR. DAVIDSON: Ms. Chairman, I would
10 agree. I think it's incumbent upon this
11 group to be prepared to make recommendations.
12 It may be that we hear from different sides
13 and we are not as a group, you know,
14 cohesive in our views, but I think at the
15 very least we should in this role educate
16 ourselves.

17 And the parties that you mentioned,
18 Kathleen, I think are the perfect ones to do
19 that. And then from there we can decide if
20 and when we shall take a position. So
21 that's --

22 MR. GILLILAND: Any other views?

23 MS. RAMUDO: Totally agree. I was
24 going to say the same thing.

25 MR. GILLILAND: Any different views,

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1
2 MR. GILLILAND: Don't need to?
3 Okay. All right. Okay. So --

4 MR. ZUK: I think maybe we should
5 collect a small Working Group, that way to
6 be approved or something like that, rather
7 than just to throw out the information in
8 some way.

9 MS. MATTHEWS: Yes, this is
10 something (inaudible word) was going to add.
11 I think if we want to bring this on, we
12 have heard that the U.S. carriers are
13 interested in coming and presenting to us,
14 that the international carriers are, U.S.
15 Travel is. So they would see this as a
16 good opportunity for them to get their
17 arguments on the record.

18 Then we have the ability to decide
19 that we can do something with that or we're
20 not in a position to do that, but there may
21 be some work required in that. And so I
22 think that in the same way that we've
23 created a special sub-committee on the entry
24 and customer experience, I think we would
25 probably want to get volunteers for this one

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1
2 any disagreement?

3 MR. BERG: I would add my support
4 for hearing the issue and learning about it.
5 There's a lot of misinformation, a lot
6 rhetoric, so I think a good educational
7 session would be helpful. I'm not --
8 haven't come to a conclusion in my own mind
9 whether it makes sense for this group to
10 actually make a recommendation, but I think
11 there are enough people from across the
12 industry that needs to know about this issue
13 that at a minimum we ought to hear from the
14 different viewpoints.

15 And as Tom said there's an open
16 docket still, so those who want to submit
17 comments I think will be able to do so.

18 MR. GILLILAND: Okay. All right.
19 Then so we will -- I guess what we'll do
20 process-wise -- oh, do we need to --

21 MS. MATTHEWS: I think we should
22 have a vote on it, that we want to take it
23 up, do you think? Do we need to?

24 MR. GALLAGHER: Yeah, I think we
25 should.

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1
2 to actually help take that work forward.

3 And so, you know, right now we could
4 take some volunteers with a raise of hands
5 or we could do that just through e-mail,
6 yeah. I mean, are there people here who
7 have particular interest in helping sort of
8 drive this over the summer months prior to
9 our November meeting?

10 MR. ZUK: I'll do it.

11 MS. AGRA: I'll do it.

12 MS. MATTHEWS: Good.

13 MR. GILLILAND: And if anybody else
14 would like to participate, certainly let us
15 know via e-mail. And we'll start -- I think
16 we'll start process-wise with educational-type
17 of sessions, and then we'll decide where we
18 might go from there.

19 Any other -- any other comments on
20 it?

21 MS. CRAIGHEAD: I have another
22 comment related to the next part.

23 MR. GILLILAND: Okay.

24 MS. CRAIGHEAD: Not on this part.
25 I do think it's -- you know, I think it's



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1
2 the province of the Board to seek education.
3 Obviously I think, you know, there's a fine
4 line between being asked for a recommendation
5 and what have you. So we look forward to
6 working with you as we go forward.

7 MR. GILLILAND: Sure.

8 MS. CRAIGHEAD: And would you like
9 me to add my next part now?

10 MS. MATTHEWS: Let me just jump in
11 and close mine since I can bookend it. When
12 I was giving all my thanks, I forgot to
13 thank all the folks from the government
14 agencies who have supported us. So not only
15 a pleasure for me to have worked for this
16 TTAB, but I have to say Secretary Pritzker's
17 comments, your comment, Trudy, about the
18 incredible inter-governmental cooperation on
19 this issue.

20 So just quickly thanks to State,
21 DHS, Commerce, Transportation, Interior. And
22 I've just been really grateful to work with
23 you, Ken, Kelly, Isabel, Ed. These are the
24 folks that I have worked with really on an
25 ongoing basis.

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1
2 And then more recently Niara over
3 here on the staff level. Also on the staff
4 level, Melissa Flood on my team and Bruce
5 Charendoff have been just really tremendous.
6 So thank you.

7 MR. GILLILAND: Okay, good. And so
8 I think we can wrap up with a couple of
9 comments. Kelly?

10 MS. CRAIGHEAD: Mine is just in the
11 spirit of what more on your recommend- -- I
12 heard one of the two options from the
13 Secretary was to get a sense of the
14 collective legislative preferences. So if we
15 can talk maybe offline about that we can --

16 MR. GILLILAND: Yeah. Yeah, I just
17 noted that. Okay. Fair enough. And then
18 I do think there are actually -- Kathleen is
19 departing us and leaving us with more work
20 to do. But I do think I've heard some
21 other ideas on areas that we might want to
22 spend some time.

23 And so the other thing I just ask
24 of you, if there are additional things you'd
25 like to consider us taking up -- and I

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1
2 heard, as an example, one was gas tax --
3 please let me know and we will see -- we'll
4 try to get a process underway and determine
5 what else we might cover here in the
6 remainder of our term.

7 I just should note that we do have
8 a fall meeting. I want to make -- I want
9 to be clear, though, do we also then have a
10 March meeting for this term or is the fall
11 meeting the last meeting? Okay. All right.

12 Okay. With that then, I will pass
13 it on to --

14 MS. RAMUDO: What was the answer?
15 Is the fall the last?

16 MR. GILLILAND: Oh, I'm sorry.
17 Yeah. She nodded her head.

18 MS. RAMUDO: Fall is the last
19 meeting?

20 MR. GILLILAND: Fall is the last
21 meeting, yeah, of this term. So with that,
22 to you, Shannon. Oh, to Niara. Niara, you
23 take it from here.

24 MS. PHILLIPS: Okay. Well, I just
25 wanted to let the Board know that I will

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1
2 actually be transitioning out of the
3 Department of Commerce at the end of this
4 month. I'm going to be attending business
5 school at Columbia University starting in the
6 fall.

7 But I also wanted to say thank you
8 all. It's been a true pleasure really to
9 work with all of you, you've been wonderful,
10 so thank you. It's been a great
11 opportunity, though it's been short, and I
12 hope that I can keep in touch.

13 And you'll be in great hands with my
14 replacement. She's great. She'll be
15 starting on the 15th, so we'll have two
16 weeks to overlap, so she'll be very well
17 prepared.

18 MR. GILLILAND: Well, we're
19 disappointed and we are very, very excited
20 for your opportunity. That's just terrific.
21 We really appreciate all your work on our
22 behalf here over these last number of months.
23 So we'll look forward to your successor but
24 -- and then wish you the very best of luck.

25 MS. PHILLIPS: Thank you.



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<p>Page 137</p> <p>1</p> <p>2 MR. GILLILAND: Okay. All right.</p> <p>3 Excellent. And then, Shannon.</p> <p>4 MS. ROCHE: Just a quick lunch</p> <p>5 detail. I just want everybody to know that</p> <p>6 there are two tables for TTAB members who</p> <p>7 are having lunch. They are in yellow</p> <p>8 section, table numbers 90, 117 and 122, ten</p> <p>9 seats each table.</p> <p>10 MS. PHILLIPS: And that's on our</p> <p>11 agenda.</p> <p>12 MR. GILLILAND: It's on the agenda?</p> <p>13 Okay. All right. Excellent. And is there</p> <p>14 anything else? What else?</p> <p>15 MS. RAMUDO: Quick question. Do we</p> <p>16 have a date and location for the next</p> <p>17 meeting, for the following meeting?</p> <p>18 MR. GILLILAND: Do we have a date</p> <p>19 and location for the next meeting?</p> <p>20 MS. MATTHEWS: I believe it's in</p> <p>21 D.C.</p> <p>22 MS. ROCHE: It's in D.C.</p> <p>23 MS. RAMUDO: I'm sorry?</p> <p>24 MS. ROCHE: It will be in</p> <p>25 Washington. We don't have a date yet.</p>	<p>Page 139</p> <p>1</p> <p>2 MR. SPROULS: Thank you.</p> <p>3 MR. GILLILAND: We really do</p> <p>4 appreciate it. All right. And with that, I</p> <p>5 think we're adjourned, unless there's anything</p> <p>6 else. All right. Thanks, everybody.</p> <p>7 (Whereupon, the Meeting concluded at</p> <p>8 12:14 p.m.)</p> <p>9</p> <p>10</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>
<p>Page 138</p> <p>1</p> <p>2 MR. GILLILAND: We don't have a date</p> <p>3 yet so -- okay. Any other -- any other</p> <p>4 business that we need to talk through? Yes,</p> <p>5 John?</p> <p>6 MR. ZUK: Yes. Just the Working</p> <p>7 Group that's meeting at 3:00 o'clock, the</p> <p>8 meeting is in Room 330H.</p> <p>9 MR. GILLILAND: Okay. 330H.</p> <p>10 MS. PHILLIPS: The Working Group</p> <p>11 meeting will be in 330H.</p> <p>12 MR. GILLILAND: So John wasn't here</p> <p>13 when we started the meeting. And so I</p> <p>14 wanted to express my appreciation again for</p> <p>15 hosting the dinner last night and, also, for</p> <p>16 chairing the Working Group on the National</p> <p>17 Goal around entry.</p> <p>18 You've been terrific in every way in</p> <p>19 terms of your contributions to the TTAB and</p> <p>20 we really, really appreciate it, really</p> <p>21 appreciate the work that your team has put</p> <p>22 into this and the work that they're doing in</p> <p>23 conjunction with a lot of our folks, a</p> <p>24 number of other folks in this room. So</p> <p>25 thank you so much.</p>	<p>Page 140</p> <p>1</p> <p>2 CERTIFICATE</p> <p>3</p> <p>4 STATE OF FLORIDA</p> <p>5 COUNTY OF ORANGE</p> <p>6</p> <p>7 I, SHARON L. TRAMONTE, R.M.R.,</p> <p>8 certify that I was authorized to and did</p> <p>9 stenographically report the foregoing</p> <p>10 proceedings and that the transcript is a true</p> <p>11 and accurate record.</p> <p>12 Dated this 24th day of June, 2015.</p> <p>13</p> <p>14</p> <p>15</p> <p>16 SHARON L. TRAMONTE</p> <p>17 RMR</p> <p>18 Commission#: FF 117479</p> <p>19 Expires: August 13, 2018</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>



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