The meeting was convened, pursuant to notice, at 2:04 p.m., MR. TODD DAVIDSON, Chairman, presiding.

APPEARANCES:

MEMBERS OF THE BOARD

MR. TODD DAVIDSON, Chairman
Chief Executive Officer
Travel Oregon, OR

MR. SAM GILLILAND
Chairman and Chief Executive Officer
Sabre Holdings, TX

MS. HOLLY AGRA
President
Chicago's First Lady Cruises

MR. ADAM SACKS
Managing Director
Tourism Economics

MR. GREG STUBBLEFIELD
Executive Vice President and Chief Strategy Officer
Enterprise Holdings

MR. JOHN SPROULS
Chief Executive Officer
Universal Orlando Resort
and Executive Vice President
Universal Parks and Resorts

MS. MAUREEN BAUSCH
Executive Vice President of Business Development
Mall of America, MN

MS. LINDA CARLISLE
Secretary
North Carolina Department of Cultural Resources, NC

MS. MARYANN FERENC
Founder, President and Chief Executive Officer
Mise en Place, Inc., FL

MR. ELLIOTT FERGUSON
President and Chief Executive Officer
Destination DC

MR. KIRK HOESSLE
President
Alaska Wildland Adventures, AK

MR. MICHAEL GIBBONS
President, Mainstreet Ventures, MI

MS. CAROLINE BETETA
Brand USA

MS. OLGA RAMUDO
President and Chief Executive Officer
Express Travel of Miami, Inc., FL

MR. JONATHAN ZUK
Founder
Chief Executive Officer and President
Amadeo Travel Solutions, NJ

MR. MARIO GONZALEZ-LAFUENTE
Executive Director
Puerto Rico Tourism Company, PR

MR. CHANDRAKANT "C.K." PATEL
President, BVM Holdings, Inc., GA

MS. CAROL WALLACE
President and Chief Executive Officer
San Diego Convention Center Corporation, CA

MR. STEVEN THOMPSON
Chief Executive Officer
Johns Hopkins Medicine International, MD

EX-OFFICIO EXECUTIVE BRANCH MEMBER
REPRESENTATIVES

MR. DOUGLAS SMITH
Assistant Secretary for the Private Sector
Department of Homeland Security

U.S. DEPARTMENT OF COMMERCE

DR. REBECCA BLANK
Acting Secretary of Commerce

MS. NICOLE LAMB-HALE
Assistant Secretary for Manufacturing & Services
U.S. Department of Commerce

MS. JENNA PILAT
Deputy Director
Office of Advisory Committees
CALL TO ORDER, OPENING REMARKS & INTRODUCTIONS
Todd Davidson, Chair

REMARKS (DEPARTMENT OF COMMERCE UPDATE AND TOURISM POLICY COUNCIL UPDATE
Ken Hyatt, Acting Deputy Under Secretary for International Trade

BRAND USA UPDATE
Caroline Beteta, Board Chair, Brand USA
Chris Thompson, Board Member & Incoming CEO, Brand USA

GLOBAL ENTRY - SABRE'S MOBILE ENROLLMENT EXPERIENCE
Sam Gilliland, Vice-Chair

USG UPDATES
- Department of Homeland Security Update
  Douglas Smith, Assistant Secretary for the Private Sector
- Department of Transportation Update
  Frederick Eberhart, Acting Deputy Director Office of International Transportation and Trade
- Department of State Update
  Ed Ramotowski, Deputy Assistant Secretary for Visa Services

SUBCOMMITTEE REPORTS AND ISSUES FOR DISCUSSION
- Business Climate
  Maryann Ferenc, Subcommittee Member
- Advocacy
  Stephen Perry, Subcommittee Chair
- Infrastructure and Sustainability
  Jonathan Zuk, Subcommittee Member
- Travel Facilitation Subcommittee Report & Discussion
  John Sprouls, Subcommittee Chair
- Research Task Force
  Rossi Ralenkotter, Research Co-Lead
  Laura Mandala, Research Co-Lead
CALL TO ORDER, OPENING REMARKS & INTRODUCTIONS

Todd Davidson, Chair

CHAIRMAN DAVIDSON: All right. Jenna will probably have a fit that I'm going to start this meeting and she's not in the room, but I've got the gavel. We'll call this meeting to order.

I hope you'll start by joining me in thanking Elliott. For those of you that were able to be at -- and see --

(Appause)

CHAIRMAN DAVIDSON: We saw Natitude. We had a chance to see Douglas Smith kind of do his super-hero routine where he ran out of the room in his suit, came back in dressed as a Nats mascot.

(Laughter)

MR. SMITH: Not Teddy, for those of you who -

CHAIRMAN DAVIDSON: But Elliott made sure that this -- was presented to the Travel and Tourism Advisory Board for Excellence in Travel and Tourism Promotion, National Park, October 1, 2012. Elliott, thank you for what was a really, really memorable evening for all of us.
(Applause)

MR. FERGUSON: You ended up bringing us luck even though we lost the game. So what, you know?

CHAIRMAN DAVIDSON: To the thank-you notes are going out to Pittsburgh for beating the Braves. Just checking.

Well, my name is Todd Davidson and my day job is -- I have the privilege and pleasure of serving as the CEO of Travel Oregon. I also am privileged during this charter to serve as the chair of the U.S. Travel and Tourism Advisory Board. It's my pleasure and honor to welcome all of you here today to one of our regularly scheduled meetings.

I would like to start by doing some self-introductions. Sam, we will begin with you, sir.

(Whereupon, the attendees introduced themselves.)

CHAIRMAN DAVIDSON: We also have several guests that have joined us, which is very encouraging as a board. Steve, if we could, we'll start with you and can do introduction around the room.

(Whereupon, the guests introduced themselves.)

CHAIRMAN DAVIDSON: Thank you all for joining us here today. It's great to have you all here.
appreciate it very much.

I'd like to thank all of you as members of the TTAB, both the sitting members and our Federal partners, for just the sheer level of engagement. I don't know about you guys, but the excitement in the industry right now is unprecedented, in my opinion.

What we had a chance to experience with two Cabinet Secretaries coming in, as well as a number of other high-ranking appointed officials and the content that was there, it was rich. So thank you very much to everybody at the State Department for what was a very informative global summit this morning and your attention to the travel and tourism industry. We truly, truly appreciate that.

We've seen that engagement with our friends at the State Department, we've seen our colleagues with the Interior Department, as you heard today, recreation.gov, and the complete facelift that has happened there and their commitment to making that data portfolio, the itineraries that they're putting on recreation.gov that are originating in some of the major international gateway cities, but making sure that folks are getting out and exploring the rural parts of our state and our great national parks as well, and of course, being able to recently be in
Tokyo for the Japan Association of Travel Agents’ Travel Showcase and participate in a signing ceremony for a Memorandum of Understanding with our friends at Brand USA and the Japan Association of Travel Agents, but to be able to walk the Brand USA pavilion and to see every destination, every corporate U.S. business there represented within that brand, embracing the brand, having the brand prominent within their booth.

Their colleagues at Homeland Security, CBP, Stepping Right UP, all their information is well entrenched within that Brand USA pavilion and the Brand USA branding elements that were in their booth as well. I mean, there was no doubt that the Brand USA presence had arrived at JADA this year and it was obvious to everybody that was at the show.

For those of you that may not know, we were facing a situation last spring where we probably had about 12 booths registered for JADA. We typically had had many, many more booths than that, but there just hadn't been perhaps as strong a push to have the presence from the U.S. side.

Then Brand USA announced that Japan was going to be one of the major markets that they were going to launch their advertising campaign in, and several
folks picked up on that theme and realized that JADA was going to come at the culmination of a 90-day consumer-directed advertising effort. Why would we not want to be present at the show? Long story short, we wound up with the largest delegation the U.S. has ever had at JADA and the largest delegation period of any country present at JADA this year.

I give a lot of credit to the work of the Brand USA team for making sure that the U.S. businesses and destinations knew that there was an opportunity there for them to be able to leverage.

Of course our friends at DOT that just provided us with the NextGen briefing, that is such a critical element as we move forward. I really appreciate the time you put into compiling that NextGen briefing for us so that we can as a board help move that forward, as I know Sam had asked in the meeting specifically: what can we do as a board? What can we do as the private sector to help bring awareness to this particular project?

So our Federal partners have been deeply, deeply engaged, and you as members of the TTAB have been as well. Many of you know that Drew Baer has left us and decided to try a career in retail.

(Laughter)
CHAIRMAN DAVIDSON: Nancy, I know you're in the room so I'll be kind. Although she did share with me that as he departed Carlson to actually get his kind of foot in the door with the good folks at Best Buy, he actually worked on the floor at the Best Buy in St. Cloud, Minnesota, so he got a feel -- before he moved to the C suite he got a feel for what it was like on the retail floor. So those of us that know and love him know that he's a turn-around strategic export and he will do great things for Best Buy.

But into that vacuum, John, who had been serving as our vice-chair of our Travel Facilitation Subcommittee has stepped up. Kathleen has stepped in as the vice-chair of our Travel Facilitation Subcommittee.

So, I really appreciate the two of them readily and willingness succumbing to Jenna's kindness and pressure and agreeing to -- you didn't have to get the bat out for that one, but we do appreciate you two volunteering in that capacity.

And again, many of you are engaging with Sam and I in between meetings as well. Olga has reached out to me with questions and concerns that could be brought forward to the Travel Facilitation Subcommittee for consideration. Other members have as
well. I love that level of engagement. As we unleash you in between meetings to work within your subcommittees to generate those kinds of recommendations, that's where the really important work of this board is obviously going to happen.

I also want to take a brief opportunity, although I'm going to take a little bit longer one perhaps a little bit later, to thank one of our members who is going to get even more engaged, but perhaps in a different level, because he has agreed to come in and serve as the new president and CEO of Brand USA, and that's our very, very good friend, Mr. Chris Thompson, who is currently the president and CEO of --

(Applause)

CHAIRMAN DAVIDSON: I'll tell you, from a very personal perspective you couldn't have picked a better guy and I couldn't be more excited for the future as we move into Brand USA 2.0, as you two are affectionately referring to it. So we look forward to your update that you're going to be bringing to us in just a little bit.

So today's agenda. We are going to have some key updates. We'll hear from our partners at the Federal, with our U.S. Government partners, and then
we will hear from our subcommittee chairs as they bring some of the discussions forward that they've been having in their subcommittees and hear about that work.

We're going to make sure that we've got time at the end for discussion. It's probably going to ensue as we start bringing some of these ideas forward from some of our different subcommittees, and there may be asks that they bring to us as that broader board.

So as we open today's meeting and as we listen to the updates from our Federal partners and from our subcommittees, I would just ask that as we move forward you just kind of recall the encouraging words and the statistics that we've all heard this morning.

You contemplate the contents and the vision that are contained in the National Travel & Tourism Strategy and begin to deliberate in your own mind what some of the recommendations that this TTAB can, and must, bring forward to the Secretary to not only sustain the momentum that we're enjoying right now, but to accelerate it, to amplify it.

We talked a lot about the three-legged stool in the U.S. travel and tourism industry and that
there's a marketing role that is fulfilled by our friends at Brand USA. There's an industry advocacy, a lot of work being done on the Hill by our colleagues in the trade associations, most notably U.S. Travel.

There's the policy arena, and that's ours. That's where we have an opportunity to bring policies forward that are going to help direct the future for travel to and within the United States.

This board's recommendation is built on a legacy. When you look at the President in January of this year and the executive order that was issued and the national travel and tourism strategy that has now been borne out of that effort, a lot of the foundation for that was the work of the previous board that was chaired by our friend Rossi.

We, as a board, have a similar charge. So I would just ask that as we move forward, we stay true to that charge, that we bring that industry perspective to help prioritize many of the objectives and goals that are contained in the national travel and tourism strategy and help our Federal partners make that plan actionable as they move it forward.

In that regard, it is my pleasure at this time to re-introduce to everyone Mr. Ken Hyatt. Ken is currently the Acting Deputy Under Secretary for
International Trade at the Department of Commerce.

Ken has been as committed to the success of this industry as anybody I've had the pleasure of working with here in the Department of Commerce.

When my phone rings about 3:30 in the afternoon I can usually look down and see that it's Ken and it means he's beginning his drive home, and I usually talk to him as he's commuting home. He's been thinking about travel and tourism all day as he's moved in and out of different meetings, and I seem to be this opportunity to kind of decompress.

MR. HYATT: Hands-free.

CHAIRMAN DAVIDSON: Always hands-free. Always hands-free. Then he drives up the driveway, his wife says hello, and it's time for him to hang up.

So Ken, it's great to have you here. Thank you for your support of the industry over the past many, many months.

MR. HYATT: It's been my pleasure.

CHAIRMAN DAVIDSON: The floor is yours, my friend.
REMARKS

DEPARTMENT OF COMMERCE UPDATE
AND TOURISM POLICY COUNCIL UPDATE

Ken Hyatt, Acting Deputy Under Secretary
for International Trade

MR. HYATT: Thank you. Thank you. It is actually unusual to actually see Todd as we speak. I'm so used to those calls back and forth.

Welcome, on behalf of Acting Secretary Blank, from CISCO. Nicole and I tend to trade off as to who comes to the TTAB. Everyone is on the road. As a couple of us were even talking this morning, they are jealous that I'm here. But on the other hand, they are supporting your industries. They are traveling somewhere, so they're staying in hotels, they are renting cars, they've been on airplanes. But I do welcome you here.
Being in the meeting this morning, and I understand there were sets of meetings yesterday, the level of energy, the level of commitment is pretty obvious. I think it's also fair to say that this board, thanks to both of you, has been a model for how these boards work. I think both the strategy itself reflects some of the thinking, but just the commitment to this board and actually the fact that everyone is here, just look around the room.

But I want to again thank you for everything you've done so far and, for those people who were at State this morning, there's just no question though that the energy must continue, right? It is great and wonderful to put plans on paper and articulate some goal out there in the distance. We have these little work plans for the strategy which we hope to share.

Secretary Salazar was traveling yesterday so we couldn't do it, but we still have now that continued challenge going forward about how you implement this, whether it is innovating in Douglas's space and/or Ed's space, how we continue to innovate. But there is still this continued need going forward.

The team, as we were preparing for it, gave me a quote from Taleb Rifai, who many of you know--and I probably didn't pronounce his name correctly. Was
that correct? Close enough—who I met as well. There's this great quote about tourism being a -- has evolved into a global phenomenon, one of the most important sectors and social activities of our time. He talks about the percentage of GDP, et cetera.

Although we are about the U.S., I was with sort of the Vice Minister of Burma--of Myanmar. To our State colleagues, Burma, to those from the country, Myanmar. We are still working through how to call it--but we were talking about -- and if you've been tracking there's been democratization in Myanmar over the last couple of years, right? There's a Nobel laureate who helped lead the transition and they are an economy, a country, and a government in transition.

I was in Egypt a couple of weeks ago, actually on 9/11, another government in transition. In both the countries, the conversation went to tourism almost immediately, in both countries. Obviously Egypt was the more developed tourism sector, but recognizing the importance of the sector globally.

So again, I think it's extraordinary to be here, and the work that people are doing here -- as people have said, the industry continues to be strong, up 9 percent this year in terms of international dollars, up 6 percent in terms of visitation through
July. So we continue to get very, very strong performance. Again, let me briefly update you on a couple of topics and then let me turn it to Brand USA.

Actually, I did want to also thank Brand USA, because I think that -- I was speaking with Roger Dow before the meeting today and thinking about conversations we had 60 days ago or 90 days ago. I think both the progress you've made as an organization, but also industry support in the organization, has been extraordinary, because again we had conversations 60, 90 days ago, where are the contributions going to come from, how do we value them, how do we take advantage of this two-for-one match.

So I really think, both to you the industry who did step up and to the organization, just a great thanks because I think the progress has been really extraordinary. Literally, I think 60 days ago I don't think this conversation -- I don't think the update you're about to give would be the update you're about to give.

That being said let me give three brief updates: tourism strategy, in-flight survey, and National Tourism Office. Some of you heard this earlier, but let me at least go through it quickly.
The tourism strategy. We created four working groups to take the words of the strategy and turn it into a work plan.

Again, we've sort of now been spending weeks with, how do you take an objective, translate it into tasks, assign responsibility dates, et cetera, et cetera? We were hoping to have this done yesterday, but again, Secretary Salazar was traveling.

Our hope is to lock down this plan within the month, hopefully. At least, we're trying to schedule it for October. It is in four different pieces. There is a set of activities on marketing and promotion, a set of activities on travel facilitation, a set of activities on visitor services, and a set of activities on research and metrics. Within each of those we have very senior folks within the government leading each of those subcommittees and we have, I think, a pretty robust plan.

Again, the hope is that we lock it down within the month, and then we're going to share it out and get your feedback. What else do we need to think about on the comment that came this morning on metrics? We'll make certain that that is imbedded and we consider that. So, that's number one.

In-flight survey, number two. If you have
been tracking Washington, a continuing resolution was passed on Friday. For those of you who are not in Washington, that at least means we get to keep working for a period of --

MR. SMITH: We'll still be working. The question is whether you can be paid for it.

MR. HYATT: And the continuing resolution is from yesterday to the end of March, a six-month continuing resolution. The implication of that for the in-flight survey is it means there is funding for the in-flight survey through March. All right. We've even spent the last 24 hours on that topic: are we really sure? Are we, like, really, really sure? That's been sort of confirmed up and down the board here.

So number one implication: critical -- we're funded through the end of March. Post-March, we are excited to hear the output of Rossi's and Laura's committee on research and how we're thinking about research and how we're going to fund it, but at least I can say we're funded through March. If you've been tracking the goings on here, it is very hard to say, talk about April 1st from the government perspective on this topic, right? But what it does say is we're funded through March 31st. All right.
And part of the issue is, you don't know, will there be another continuing resolution? Will the President's budget be passed? What will happen between the House and the Senate? The continuing resolution will actually prevent a fair amount of conversations on some of those issues short term, but we are good through the end of March.

The last comment, and I mentioned it this morning, on the National Travel and Tourism Office. One of the implications of the CR is that we cannot start something new, so it again pushes the -- likely pushes the creation of that office back. We are separately having conversations with the Office of Management and Budget and with the Hill, which could lead -- in the broader reorganization of the ITA, which could lead to something happening more quickly.

But again, it's very hard to predict. We need approval for something like that because under the CR you can't start something new. So that's, I think, the highlights.

If there's a question from anyone --

CHAIRMAN DAVIDSON: Any questions for Ken?

MR. HYATT: On that or other topics?

(No response)

CHAIRMAN DAVIDSON: All right.
MR. HYATT: Thank you. Thank you.

CHAIRMAN DAVIDSON: Thank you, Ken.

MR. HYATT: I'm excited to hear the Research Committee.

CHAIRMAN DAVIDSON: We'll save them for last then. That'll just be the tease. All right. Well, Ken, thank you very, very much.

It's my pleasure now to turn it over to our colleagues who are here to give us an update on Brand USA. I already took the liberty of recognizing Chris as one of the current TTAB board members who is now moving into this new position. I want to now take the opportunity to thank, as generously and graciously as I can, the very selfless efforts of Caroline Beteta, as the president and CEO of Visit California.

(Applause)

CHAIRMAN DAVIDSON: When Jim stepped down in June, Caroline stepped in as interim CEO. Her board supported that move. She has been bi-coastal. Probably felt a little bi-polar.

(Laughter)

CHAIRMAN DAVIDSON: But time zones are irrelevant to her right now. I get emails from her at all times, voice mail messages, anytime day or night. She has no clue where she is. She brought some of
her team in. Matt Sabatini is joining us here. Matt
is one of her key staff in California and he's become
instrumental with the Brand USA during this
transition. Matt, it's great to have you here as
well, sir.

But Caroline has really exemplified the
spirit of hospitality that makes the U.S. travel and
tourism industry so wonderful. So, Caroline, thank
you very much for your leadership and for your service
to this country, not only to our industry. So I
appreciate it very, very much and we look forward to
the update that you and Chris have for us today.

So, it's all yours.
BRAND USA UPDATE

Caroline Beteta, Board Chair, Brand USA
Chris Thompson, Board Member & Incoming CEO, Brand USA

MS. BETETA: Thank you, and everyone in this room. It's really gracious and it really couldn't have been done without all of us as individuals working together as one unit. Just as Ken said, we started 60, 90 days ago and we were in a completely different place, and a fantastic place.

Brand USA -- the first meeting I had with Ken I said, you know, launching a start-up in a Federal Government environment is -- I don't even know if there's an adjective to describe such a thing. But nonetheless, we all took that bold step and started
in. Like any start-up, speed to market is really
important, and to show traction and results is
critical.

That's really what that first phase was about
with Brand USA. But I likened it to interval
training. I think the first week I got here, you know,
you start out with that sprint and you can only
sustain that so long and then you've got to level out
to bring the oxygen back into the red blood cells and
deeply inhale. That piece of it was really some of
the things that, as I came in at the first part of the
summer, were to focus on five key areas, to talk about
where we got to. It truly is a "we". First,
maximizing resources and looking at cost containment
and efficiencies. So within the first day, walking
over to the Department of Commerce, sitting down with
Ken Hyatt, I thought it was going to be a meeting of
just the two of us and there were about 12 people in
the room.

So working in a larger fishbowl, so to speak,
which turned out to be a benefit and gift truly, and
being able to create structure around really the
operating protocols to enable Brand USA to maximize
the revenue that was needed in order to put together a
world-class national tourism commodity board, is what
it really is, a lot like what Chris and I have in Florida and California. We were able to do that because of incredible professionalism and leadership of Ken.

Many of you around the table, and of course TTAB, I think that was the first call. I never went home. I was in Holland when the call came and didn't get to go home, so I think I was texting Todd as I was landing at Dulles, going, can you help navigate some of this?

So you guys have been incredibly teaching me. You really have shown incredible results and relevancy in this process. Chris and I talked about just sitting in that room and the State Department this morning, as well as Rossi, saying, wow, we're no longer standing outside the room. We're not only in the room, but we're at the table.

Two Cabinet Secretaries? A dialogue that has now resonated in the very fabric and DNA? It's incredible, and for a justified reason: its revenue and jobs. But it was a monumental moment. We've worked with many of you around the room and there's been this kind of one-dimensional -- which is a compliment to all of you as individuals.

I saw that coming together today and it
really is in the -- when we looked at it from the
private sector vernacular, I say a three-pronged
stool: the TTAB board, U.S. travel, as well as Brand
USA. I'm pleased that a four-pronged stool is much
steadier, and that's our government partners that we
value so much, all the people in this room.

So we looked at cost efficiency, which we
were able to obtain, of course maximizing resources.
It's really important as you finish that first spring
in your leveling out and building an operational
infrastructure, so really digging in deep and creating
accounting systems and creating IT systems and
implementing policies and procedures and alignment
between staffing and resources, all the stuff that we
all have to do and go back home every day, but we
never talk about to our respective boards or
constituencies, but it's the essential ingredients to
ensure that you are able to sustain a long-term rate
of success. You've got to have a foundation. That
was what we attempted to do. Todd, thank you for
recognizing that. He's just been an incredible -- for
us.

We have an incredible operation at home in
California. I know that between us and our board that
embraced that, and with what Chris is bringing to the
table, you will have an exceptionally strong foundation. We are fierce competitors here, and he beat me on this one, but I had said in a meeting yesterday, Visit California has 15 years of unqualified audits with no management opinions. We will have that with Brand USA. It's tough medicine, but we will be strong and transparent. Chris says I have 16.

(Laughter)

MS. BETETA: So with that, we continued on to work with all of you in restoring relationships and communications and strengthening those on the Hill, as well as this administration. I thank you for embracing us on that because that really made the difference. I appreciate the support of this incredible board. David Lim is here with us today from Amtrak, who has also now taken on the responsibility as the vice-chair of Marketing, a very important position obviously.

Mike Gallagher introduced himself under two entities. We also liked the loaned executive so much with myself and Matt, I thought, well, let's just keep going. We brought in Mike Gallagher, who's on a three-month assignment, to really work with industry and continue to put together strategic relationships that
are meaning from beginning to end, along with the highly professional team at Brand USA, of course.

Finally, looking to the future, we have this first time where the board started to turn it over. Now, I remember, having been the first executive at Visit California, the first time the board turned over. Steven, as chair, did a great job at creating a start-up. It's a messy process. He, as an entrepreneur, I think thrives in that type of environment.

Other people like to then look at deepening and enriching operations as you go forward. We have turnover now. Arnie Sorenson has joined that board, the CEO of Marriott, and it's exciting to see that first turn of the new leaf. Then of course, Chris Thompson. I can't think of a better talent that could take over this organization this time.

I'm smiling ear-to-ear because I know between this board, the Brand USA board, our four-strong stool, and now with Chris, we are just in a position to continue that great traction and those results that we have seen through the summer. So I'm not leaving entirely. I'll spend the next year as chair and it will be absolutely my pleasure to work under Chris's leadership and umbrella with all of you. So, thanks
for your patience.

We will be bringing -- right up to the table as we have in our respective organizations as we go forward next year and -- enriching the planning process now that we have a better idea where our resources are. So I appreciate the support and want to recognize Aaron down at the end of the table as well. He's just been an incredible, stable entity within Brand USA, helping us and staffing us.

But he put up on the board, and I'll close with this--Todd opened with it--we have 260 partners that we are currently engaged in so we are no longer start-up and adolescent. We are a fully functioning and operating organization, thanks to all of you. This is just a snapshot of those. The list continues. But this organization now has institution behind it, and that's all of you. We look forward to help bring about creating jobs and revenue for America.

So, Chris?

MR. THOMPSON: Well, thank you. She's wearing three hats now so I'm having a hard time figuring out how to address her. I keep reminding her that she is the interim president and CEO of Brand USA until November 1, when I will have the opportunity to take over full-time. And of course, she's the chairman.
of the board as of yesterday. So I can't say enough.

I knew Caroline from a distance as a competitor, a friendly competitor. I really got to know her when I was given the opportunity to be the president and CEO of Visit Florida, I guess, about three and a half years ago. I can tell you that she is being very humble and he had no idea what her summer's been like and wearing all the hats she's wearing. We owe her a debt of gratitude beyond anything that anybody could know. I'm only -- the appreciation for that -- started yesterday and over the next couple of days.

I've been processing this opportunity for quite some time now with -- and I'll just be very candid and honest with you. You'll notice of me as you get to know me, it took every bit of courage I could muster up to stand at the edge of this cliff and jump because Visit Florida is a 16-year-old organization. We've had a tremendous track record. We've had a great run over the last three or four years. I really saw myself riding off into the sunset.

Steven, Rossi and Caroline, you know these jobs aren't -- you never can take it for granted. You
never can be too comfortable in your position. But when you have your industry at the table and you're doing the things that you should be doing, you feel somewhat secure.

But I think the thing that really pushed me over the top, having been at the table here in this board, involved in the industry for so many years, aspiring to something like a Brand USA type opportunity, that is what really drove me to want to be part of this. It's the industry-defining opportunity that we have as an industry, with tremendous support. I have to echo what Caroline said.

I leaned across her and said to Rossi, you've been at this a lot longer than I have. Have you ever seen this kind of momentum? Have you seen the public/private partnership exemplified any better than right now, and he said never. That was his one word: never. So for those of us that have been around for a while, that is unbelievable, not the least of which happened this morning.

But certainly there's been summits and there's conferences and it just reinforces and demonstrates what we have going here. I'm excited about jumping from one leg of the stool to the other.
I can tell you the only way we're going to be successful is all legs being strong and holding this industry up high in this unbelievable stage that we have now to do what we're doing.

We've talked a lot at this table about the public side of the equation, which is all the things that are, each in their own right, unprecedented as it relates to focusing on the President's export strategy, which raised pretty a high-level goal, obviously with travel and tourism being the number-one service export.

We have a huge play in that and in the passage of the TPA, his executive order at Walt Disney World back in January, the national travel and tourism strategy, which is an amazing document, and as we actually implement that that's going to be a tremendous help. So the public side has stepped up, so it's time for the private side to step up.

Caroline and I have been referring to it as Brand USA 2.0. We're going beyond a start-up organization. The way I like to define it is we're going from a start-up to a fully functioning, cooperative destination marketing organization, and that is going to be the DNA that is going to carry us to the new heights that we all hope that this thing
can achieve.

    One of the core marketing principles that we have in Visit Florida is, how do we add value and create value to the industry proposition because Steven, you know, being a local GMA, you're once removed from the product, we're twice removed from the product, and now you look at an organization that's three times removed from the product and solely focused on international, and that's a pretty distinct challenge to try to find that value proposition. So that's our job, is to find that.

    One thing I learned early on is we were trying to put the Visit Florida model together is we tried to be everything to everybody. It doesn't matter what you do, we can't ever be everything to everybody, but we can be something to everybody. We ought to have some relevance today.

    Every tourism entity in the entire country that raises their hands and says they want to be part of this amazing industry-defining effort, I can tell you that we will be something to everybody and that will be for each and every business in this country to determine what is that that's relevant to that. If we're doing our job, we'll put up enough things that everybody will find some relevance --
The magic of a fully functioning, cooperative destination marketing organization is can take the public resources that we're entrusted with and take one of theirs, add one of ours, and turn it into actually not just two, but three and four or five. That's the magic of cooperative marketing.

People say why will the industry step up and do what they've already demonstrated that they'll do? It's because those of us that have been in the cooperative destination marketing world know that that's the magic of what that's all about. So the key partners that are on that team understand that and are doing that in their cities and in their states, and are now stepping up to do that in conjunction with the national destination marketing effort.

So I am honored and awed to be given this opportunity. I don't take it lightly. I can tell you I'm also not shy, so all of you that I don't already call friends, just know you're going to be receiving a phone call from me if you're not on that list already.

(Laughter)

MR. THOMPSON: And for those of you that I've just gotten to know, I look forward to getting to know you better in my new capacity. Those of you that I don't know, I also -- for me or somebody.
With every opportunity there's good and bad that comes with every opportunity, I would say. One of the down sides is that I actually have to step off of this board, but I do understand why that's the case. I understand I'm jumping to a new leg of the stool. But trust me, I will be in and around everything that you're doing.

What you're doing here is critically important. I can't thank Ken Hyatt enough, and his leadership. He and I have had lots of conversations before I had even entered into this role as we define ways for us to access the -- and do it in a cooperative and productive way so we can deploy the resources and -- productive uses and achieve the levels we want to achieve.

So with that, I appreciate all the kind words and support. Just know it's going to take every bit of that and more for us to take this thing from start-up to a fully functioning Brand USA 2.0 and for us to get reauthorization and beyond. Once we get to reauthorization and beyond, that's when it's going to look exactly like -- whatever your wildest dream was that this is going to look like, that's what it's going to look like once we get there. Thank you for your support. I'm happy to be beside my colleague.
Actually, three and a half years ago, the very first thing I had the privilege of doing was to come up here for a travel leadership summit sponsored by U.S. Travel. I don't know how it came about, but we brought our two delegations together. We said, hey, the two largest tourism -- in the country, let's bring our delegations together. I'm only like four months into the job and she introduced me to both our delegations and both of our industry heads --

(Laughter)

MR. THOMPSON: So that's what started the relationship back then and it's been nothing but a very productive -- relationship. What you've done and what you'll do in the year ahead -- as the chairman of the bring, and bringing people like David onboard, our industry is well represented and we have got a very bright future ahead of us.

CHAIRMAN DAVIDSON: Well, you can be honored and humbled. We're going to be thrilled and excited in joining Caroline in grinning ear-to-ear with how excited we are.

(Appause)

CHAIRMAN DAVIDSON: Steve, did you have a comment or question?

VOICE: Chris, can you assure us
unequivocally that this will not become the international -- symbol of American tourism?

(Laughter)

VOICE: Friendly SEC rivalry going. Our team is playing his team this weekend.

MS. HEIZER: I hate to tell you, you're in Nats country. This is our guy.

MR. THOMPSON: Actually, I'm looking forward to establishing here in Washington. I've actually never lived in an urban environment. I'm looking forward to living right downtown and being part of what makes DC -- so I'm looking forward to that.

CHAIRMAN DAVIDSON: Okay. Well, thank you both for being here. I know your schedule is amazingly packed, so if you need to slip out, by all means feel free to do that. I had a chance to peek at your itinerary so I know you're headed to the Hill and other places as well. But thank you for being here, thanks for the update, and most importantly, thanks for your service.

MS. MATTHEWS: Could we just do a quick question before they move on?

CHAIRMAN DAVIDSON: Sure.

MS. MATTHEWS: The honeymoon is over.

(Laughter)
MS. MATTHEWS: Between the two of you and Ken, can you kind of give us an update as to where we were on that critical, I think, October 1 match date on kind of working through -- because you talked about all the great productive meetings you've had, working through some of the funding. Is there some good news?

MS. BETETA: We see exceptional news on the horizon. I think it's more appropriate that Ken responds to it because we obviously have pushed our last bit of submissions to Commerce and we're working collaboratively.

MR. HYATT: So we have seen extraordinary progress and would anticipate--and I'm trying to be incredibly careful here--very good news. But we have to review the submissions, so as you can imagine, all these things came in in the last, literally, four days, three days, six days, et cetera.

MS. BETETA: Yes. So think the Federal Government in terms of submitting. We really didn't even start submitting until mid-July, but really late July when we were able to establish kind of an MOU and rules of engagement. I mean, I've worked in Washington. I started my career in Washington. I've never seen Washington pivot like this team did when we
were able to sit down and say, let's put some clarity
and structure around it. It's amazing.

Perhaps what I could impart is that, as of
our deadline, Brand USA pushed forward just over $100
million for ESTA submissions. Now, those are looked
at and really go through a filter, and respectfully
so, we're well aware, but at least it gives you an
idea of where we might end up. Is that fair?

MR. HYATT: That's fair.

MS. MATTHEWS: And tell me the time table for
sort of potentially announcing the good news or being
able to tell us --

MR. HYATT: Well, that's, again, a joint
thing that we need to work through because if you can
imagine it, some of the submissions came in without
some of the documentation that is required.

MS. MATTHEWS: Right.

MR. HYATT: So part of the answer to that
depends on how fast things get in, but I would
anticipate --

MS. BETETA: Three weeks.

MR. HYATT: Yes. Fifteen to 30 days would
seem to me to be a reasonable time by which everything
is in, because part of the challenge was, get it in so
that it qualifies. Then even if the documentation
isn't there, it enabled us to then talk to Treasury and say, set it aside. So what we're in now, is let's get the documentation, let's let them all catch up and then we can roll it through. But it seems to me, 15 to 30 days would be a reasonable time.

MR. SMITH: You can roll 2012 dollars into 2013?

MS. HEIZER: Under the accrual process. You're not rolling, we accrue.

MR. HYATT: Correct.

MS. HEIZER: It is accrued based on the submissions.

MR. SMITH: So you lose out money.

MR. HYATT: Correct. That's what we worked out, was that we --

MR. SMITH: You're bearing a lead because that's a big -- you didn't lose out on the initial crutch of money.

MS. HEIZER: Right. That's correct.

MR. HYATT: Nor did we therefore lose the two-for-one. That was what we have all been focused on.

MS. MATTHEWS: And the critical point time for you is, you don't have money to spend until that is all resolved, right?
MS. BETETA: Right. By the time we went through the transition and really, again, at the end of June had no idea how this was going to be shaped or formed and actually had done a good job with those burst campaigns and we're sustaining that through digital and social, and of course now we've got representation in offices and a very robust trade show calendar that Todd mentioned earlier, is that we thought it was better as we were working through this to look at it as we turn to fiscal year 2013, the success coming on board now, to engage in some very in-depth planning with the industry of really how we shape this program for the 12-month period of this year, and then three years after the reauthorization.

MS. MATTHEWS: Thank you.

VOICE: Just a follow-up question. That number that you said, was that factoring in the two-to-one match, or that's the amount you submitted to get twice that amount in total?

MS. BETETA: Right. No, it was factoring in the two-to-one match. That's an excellent question. That was asked eight times a day the first week I was here. Let's get on the same page. So it was more like $15 million.

CHAIRMAN DAVIDSON: All right.
MS. BETETA: So, because we were here this morning, we were going to step out for 20 minutes, but I would love to also hear the industry updates if that's okay, if we can come back.

CHAIRMAN DAVIDSON: Oh, you're welcome. Please, you're welcome to stay. I also just know that you may have some conflicts as well.

MS. BETETA: Okay.

CHAIRMAN DAVIDSON: So stay as long as you can, you are most welcome.

MS. BETETA: Actually, with Mark, if it's new I'm right here. If we're competing, because we are trying to work three times over, but I'd love to stay and hear what's going on.

CHAIRMAN DAVIDSON: All right. Awesome. You are more than welcome.

So moving forward in our agenda then I'd like to turn it over to Sam, as our vice-chair, to provide us with an update on how Sabre is using mobile enrollment for their global entries.

Sam, I'll turn it over to you.

GLOBAL ENTRY - SABRE'S MOBILE ENROLLMENT EXPERIENCE

Sam Gilliland, Vice-Chair

MR. GILLILAND: All right. Well, good.
Before I start I should extend my appreciation and
congratulations as well to Carol, to Chris, and to the
entire Brand USA team. We really do appreciate it.

And to Ken and Todd, whose dogged
perseverance on evaluation and funding issues. It's
been just fantastic, so we really do appreciate it.

MS. BETETA: Tom Kleinder sits on the -- that
works for --

MR. GILLILAND: Nice to hear.

So one of this board's recommendations, for
those of you that have been around for your second
round on this board, you know that one of this board's
recent recommendations was to move to risk-based
aviation security and border protection programs.

So the Advocacy Subcommittee of the last TTAB
made this recommendation the centerpiece of its work
and it was featured in a final report presented to the
Secretary in 2011. I can recall a spirited debate
with Douglas during that session, although very tight
alignment as we have moved forward together.

So in that report we highlighted research
suggesting that millions of travelers were avoiding
airline trips because of security hassles, resulting
in billions of dollars in losses to the U.S. economy.

We underscored the importance of increasing
efficiency and decreasing the hassle factor for consumers while maintaining the firm commitment, obviously, to world-class security.

In particular, we recommended expanding CBP's Global Entry program, including integration with a new Domestic Traveler Program. That's exactly what Douglas and the team at the Department of Homeland Security have done. Global Entry and TSA Pre-Check have been launched and expanded. They're fantastic programs. While they're posting some impressive metrics, there's still more work to do.

In my mind, job one is to get more eligible travelers using these programs. We talked about this yesterday at the Travel Facilitation Subcommittee. This is an ongoing focus for both the Facilitation and Advocacy Subcommittees and I am delighted to see that Jenna arranged for Global Entry enrollment opportunities for us around this board meeting.

However, it is clear to me that continuing to invest in the infrastructure around these programs, including the kiosks, the dedicated lanes, the people who build and run them, is only justified if a sufficiently large segment of the eligible population is using and benefitting from it.

I'll offer up my own unscientific research as
a frequent traveler, and my regular informal
discussions with CBP officers and with TSA workers at
airports reveals they don't yet have enough businesses
for these programs. That, as we talked about
yesterday, has to change.

Now, I am mindful that the government does
not have marketing and advertising budgets to get the
word out, but this is where the private sector--and
particularly those of us in the travel and tourism
sector--can make a difference. People in our industry
really need to become ambassadors for these programs
that make the travel experience better for our
customers.

So I asked for some time today on the agenda
to share what Sabre has been doing, and very recently
been doing, to promote Global Entry to our employees
and to the travelers we serve. We're just one
company. We're certainly not the only organization
that has supported Global Entry and TSA Pre-Check, and
certainly there are some among us that have provided
similar types of support. But I'm hoping that by
sharing our story we might inspire others to undertake
similar efforts to help Global Entry and TSA Pre-Check
grow and thrive.

So last week, on September 24 and 25, Sabre
had a mobile enrollment event on our campus. We had
four CBP officers come out to the campus in South
Lake, Texas, and signed up over 200 of our employees.
We subsidized the $100 enrollment fee for every
employee who routinely takes at least two
international business trips per year.

We also ran an educational campaign around
the program, its benefits. We worked closely with CBP
officials at DFW Airport and in Washington, and in the
process learned a lot about what's working well and
also some opportunities for improvement.

So first I thought I'd show you a short, 90-
second video that captures the spirit of what happened
on our campus last week and what some of our employee
ambassadors had to say about Global Entry. So I think
Jenna is helping me with this. Hopefully this will
work.

(Whereupon, a video clip was shown.)

MR. GILLILAND: So that's really the
celebratory part of what we did. As you saw at the
end of the video, we're also using a lot of our
marketing and social channels to raise awareness in
the program. We will continue to raise awareness of
the program with our employees. We will host regular
on-site enrollment for them. But as I mentioned,
there are also important lessons that we learned along the way. We have a fantastic global travel manager at Sabre, Michael Stewart.

She may now be one of the most knowledgeable private sector people on the planet with respect to Global Entry and TSA Pre-Checks and she's been spending all of her time answering questions around the program and the initiative. Those questions came from Sabre employees who are in general very savvy travelers relative to the population at large.

So I thought, in the spirit of offering constructive feedback to help improve the program that we staunchly support, here are really the top four things that we heard. I think the good news is that these are things that we can collectively solve. These are good things to solve from a private/public partnership perspective.

So the first was regarding the overall program clarity. There is a lot of traveler confusion about what's meant by Trusted Traveler, Global Entry, TSA Pre-Check, and how all those things come together, how they're related. Then you add to that the separate program that's called CLEAR that's run by a private sector company, and many employees were left scratching their heads, not really knowing what was
what.

Also, the Pass ID. For those of you that have participated in this program, you'll probably be familiar with what's called the Pass ID number. It's not well understood and it's referred to by varying names depending on where you're using it.

When we asked for our employees to provide their Pass IDs when they were registering for the on-site enrollment, we often get login IDs, we got passwords, we got all sorts of things that are not Pass IDs, and they probably shouldn't have provided us with their passwords, I suppose.

(Laughter)

MR. GILLILAND: There's a real opportunity here, I think, to better clarify the communications around such things.

The second thing, regarding the online application process, some employees were challenged navigating through this site. So, for example, some got caught in a loop, struggled to move forward in the process. They found the application a little bit stiff and they were really looking for a more intuitive and consumer-friendly experience. We talked about this last meeting. We talked about the opportunity to work with Global Entry on that.
Third, regarding our mobile on-site enrollment experience, we did get some conflicting information on how many officers could actually come for our enrollment days and how many hours they could work, how many interviews they can actually process during that time.

Some of the automatically generated messages after they'd gotten conditional approval were confusing to employees, particularly messages that threatened to deny applications if they didn't go through the interview process within 30 days. Of course, we had scheduled this out further than 30 days, so they were worried about that. A well-documented process for on-site enrollments would certainly be really helpful.

Then fourth, regarding feedback on using Global Entry, the process of using Global Entry seems to work well when coming back into the country. However, there have been challenges about using Global Entry to get through TSA Pre-Check lines. Again, another thing we talked about yesterday in the subcommittee.

So the integration of these two programs isn't really clear yet to travelers. Based on what we talked about yesterday, there seem to be opportunities
to consolidate participation across a number of like programs, so I think that's one of the things that we may have the opportunity to take up.

Many do not realize how critically important it is today for their name to be exactly the same as their Global Entry membership -- on their Global Entry membership as on their airline ticket to get through the pre-check line. So there are some idiosyncrasies that you just have to get right for it to work well. I think those are understandable things, they just need to be communicated.

So Michael Stewart, our corporate travel manager, is now a student of these programs, has a raft of ideas about how to make them better understood and more successful. She's busy, obviously, but I'm quite sure she'd be delighted to share more of what she's learned, Douglas, and I think we'll try to get more of that information to you.

There are a lot of private sectors Michaels out there who also can help, and there are many members of this board who will be offering their industry expertise and marketing savvy to you as they make further recommendations.

Finally, in addition to what we've done with our employees at Sabre, I wanted to let you know what
we're doing to get the work out about global entry to our millions of customers, which is where the dramatic enrollment numbers are ultimately going to be generated.

We're going to be using a longer version of the video that I showed earlier to raise awareness about the program among our thousands of travel agency and corporate customers so they can encourage their customers to sign up.

(Showing of slides)

MR. GILLILAND: But I wanted to talk a little bit about a few of the things we're doing. So, through Sabre's various brands we were able to start promoting Global Entry and its benefits to customers and their travel agents or corporate travel managers.

We promoted Global Entry as obviously the answer for faster, easier international arrivals. To travel agents and corporate travel managers we stressed really the great customer service they'd be offering travelers by telling them about this program, and even perhaps having similar programs to the one that I just described.

So this particular slide here, we sent emails to travelers, travel agents, corporate travel managers through the four brands that you see on this slide.
Our Travelocity email was delivered to more than 12 million travelers. In addition, the message of Global Entry was included, and will continue to be included, in other emails when the brands are promoting international travel.

(Changing of slides)

MR. GILLILAND: So as we move to the next slide, our promotion is on the go, if you will. Message are included on smartphones when travelers are using Trip Case, which our mobile app that's used to organize and stay up-to-date on both personal and work trips.

So as you see here, you see some international itineraries here, or one. If an international itinerary is presented, the Global Entry message is triggered to show on the screen and they have the ability to click through and get more information and apply for the program.

(Changing of slides)

MR. GILLILAND: On the next slide you see digital web band. These have been presented on four branded websites. This one here is Travelocity Business. We also included the message in our travel agent portal, where in a month's time we're looking at more than about 5.5 million impressions to those
travel agency customers.

(Changing of slides)

MR. GILLILAND: I think as we get to -- I'm getting near the last slide. I'll be done in just a minute, Todd. We're very active with social media, obviously, at Sabre and we included a promotion in a few different vehicles. We have two corporate blogs that posted stories, and we also discussed it on two different Facebook pages and four different Twitter accounts.

Last, this is maybe the result of all the work here. You see a fairly long list of work that's been done to promote the program and will continue to promote global entry in the future. If you total that all up for the month, that's where you get to the roughly 18 million impressions in a month.

So we think there's a lot of opportunity here, both in the consolidation of some of these programs but also in getting the word out to a lot of people that simply don't know or may be a bit confused on what the benefits are, how it works across programs.

So thanks for allowing me the opportunity to tell the story today. I hope that the next time we meet, or maybe the time after that, we'll have...
exceeded our most optimistic expectations for us of Global Entry, the domestic pre-check lanes, and I'm really just hugely appreciative of this program. We've just got to get a lot more people using it, as we've talked about. So, thank you.

CHAIRMAN DAVIDSON: Sam, let me ask you, as we go forward as TTAB members and others that are here in the room and want to be able to kind of evangelize the work that you've done, using Sabre is an amazing example, I mean, 18 million impressions and getting folks signed up and getting the word out to a number of your current and existing customers. Who would you like us to work with? What would be your advice for kind of the next best step if somebody wanted to reach out to you and kind of replicate it corporately?

MR. GILLILAND: Well, yes. It's easy to get in touch through Bruce and Tasha and they can set you up with the folks that they worked with to get this done.

CHAIRMAN DAVIDSON: Perfect.

MR. GILLILAND: Happy to do it.

CHAIRMAN DAVIDSON: Other questions for Sam?

MS. MATTHEWS: Most of that is actually customer facing too. For example, Marriott, two years ago, did a Global Entry sign-up.
MR. GILLILAND: Yes, that's right. That's right.

MS. MATTHEWS: We put it out to our rewards members. But it seems like the program is at so many more airports and it's so much easier to get onto so we can actually look at yours and sort of see what your messaging is, because I think there's an opportunity to leverage the same messaging rather than for us all -- it should be the Global Entry brand as opposed to our own personal brands.

MR. GILLILAND: Yes. And we were careful in how we executed this to make sure customers knew this is Global Entry, this is not necessarily Sabre. This is Global Entry. But we were able to put the envelope around it, if you will, in all these different programs that we pushed the message out through.

MR. ZUK: I have a question. Can you expand a little bit on the connection between the TSA Pre-Check and Global Entry and how you migrate from one to the other? Can you --

MR. GILLILAND: Sure. You want me just to start or do you want to see if there are any more questions?

CHAIRMAN DAVIDSON: I'm next so I can -- within the context of Sam's comment about last year's
spirited discussion, we put Douglas immediately following Sam so -- so if there aren't any other questions for Sam specifically, Douglas, yes. I'm not seeing any, so Douglas, we'll start our partners' report with your rebuttal.

(Laughter)
MR. SMITH: So first of all, Bruce, Suzanne and Jay should all get bonuses.
(Laughter)

MR. SMITH: Bruce, Suzanne and Jay, Christmas bonus time. Remember that.
(Laughter)

MR. SMITH: First of all, thank you. Actually, I wrote down a lot of notes. There's some great stuff there. But I would be remiss if I didn't publicly thank Jenna for coordinating the global enrollment here.
(Applause)

MR. SMITH: And in fact, all the work that Jenna does. It makes all of us look good and keeps us all honest, so thank you, Jenna.

MS. PILAT: Thank Brianna.

MR. SMITH: Well, I have to thank her every day.

A couple things. First of all, let's start with your question because it blends into your question of branding. It's a giant issue for us. One
of the challenges with DHS is there are a lot of legacy programs and we are desperately trying to pull them together and we are working diligently to try to get a single brand, much like a member of the Star Alliance, or a member of the One World Alliance. We're trying to create -- working towards an umbrella brand that pulls all of this together, because you're absolutely right. Nexus, Century, Global Entry. I won't really touch on CLEAR, only to say that it is a private enterprise. It's a completely different approach. It's got nothing to do with security. It all has to do with, pay us money and we'll bring you to the front of the line, but we have no -- despite a former member of the head of Homeland Security being on their board, we have no part in it.

What we are trying to do though, and this is where you guys could be really helpful, is get the word out to better explain it. In terms of your point, Kathleen, on recording the message, we actually put together some pretty good stuff, which we don't have the capacity, the money, or the ability to push it out the way you can, but you can take it. I will give you my permission and you can have an IPR infringement on us any day.
One of the things we've done, which is really neat and you could probably do it—I didn't say this, but I'm not going to come after you either—we put out these bookmarks, which is, I guess, kind of an out-of-style things, because who reads books now? Maybe we should call it a Kindlemark or an I-Padmark.

But it's a tag, it's about this big, and on one side it's TSA Pre-Check, the other side is Global Entry, and we have one of those smart tags where if you put your smartphone up to it and take a picture it automatically routes you to the enrollment page. It's a really cool thing. We try to hand them out at all the airports. But we have a lot of that in the language and the art all built. Take it. Use it. Link to it. I think it would help a lot. If you come back with ideas that can help us improve it, it would be great.

We have been working but we need to light a fire under it, sticking with our Trusted Traveler program, with the GOES site. We refreshed it. It definitely needs some more help. Steven, before he left, had said that he was going to show Len and some people how to do that.

So that would be an area, maybe, John, in your new capacity, you could help drive, or Sam, help
us—Suzi Shepherd, and John Wagner, who you saw today—we'll take all comers on this. They know they need to continue to improve it, particularly with the staggering numbers of increases.

People have realized that it is the fastest back way door into TSA Pre-Check. So once again, you run a multi-national global technology company. We don't. So the rebuttal is, help. Bring it on. We'll take it. We absolutely need the help on that.

We talked a little bit yesterday and a little bit more today that TSA Pre-Check is taking off like wildfire. It's been a huge, huge success. Along the way though, we have definitely had some technology glitches. Each of the carriers, as you know, have different -- systems.

Ironically, today I found out that one of the big glitches actually is the government booking system, so SATO, who does a lot of our stuff, their system isn't syncing in properly with the TSA Pre-Check system. So if you are a government employee and in TSA Pre-Check and book your ticket, unless you manually enter it into the U.S. Air site day of travel, it doesn't work. That was kind of a wake-up call when I discovered that one.

So, I mean, working towards that, I think our
goal as a department is to continue to work to
consolidate and to better bring all these under one
umbrella so people better understand and there's a
single point of entry where to go to add more
countries and reciprocal treaties, to get more
benefit. I mean, this is the grand bargain.

If you are willing to share with us your
life, in return you're going to get a lot of
privileges out of it. We're working on a Global Entry
light, if you will, if you don't travel
internationally, so there's still -- you get the
vetting purposes but a slightly faster way. So one of
our challenges right now is the backlog on the
interview side.

The online, we are under five days. The
fulfillment side though, we're at capacity. The
challenge is that for those in the airline business
here, every person that I put out to do an interview
is a person I'll pull off the front line. With the
gap between what I have and what I need, it makes it
challenging.

I mean, we could -- what we're trying to do,
is we keep looking for a lull. If there's a little
bit of downturn--not economic downturn but just a
slight lull--in travel schedules where we can then add
a bunch of agents and try to clear out the queue, we're going to do that.

DC was supposed to open already, but our friends at GSA are a little slow, a downtown office here. We're going to look to open up enrollment at Customs houses in downtown locations across the country to try to catch up on the backlog on that. In some locations, like in Boston right now, you're into December. Easily into December. So, we are sensitive to that.

We are, Sam, working towards if we can get assurances from the hosts in Asia to send teams to Asia and do on-site enrollments there. That is going to be hugely—as you and I have talked about—dependent on the numbers of pre-enrollments being there. We can't afford to send it for 139, but if we could go over there and in the course of a 10-day swing capture 5,000, all of a sudden the return on investment for us absolutely makes it worthwhile, so we're going to work aggressively towards that.

You know, the last thing—and I'll allow a little time here for questions—is something that came up this morning and it's been alluded to here. It's just the challenge of the budget atmosphere right now. It is challenging. I mean, there are a lot of people...
clamoring for slices of that pie and the pie doesn't have enough slices to feed everybody. I think, as you look down your list of all the things out there that -- I need help on this, I need help on that, you need to self-police a little bit.

I mean, it's one of the reasons that I tried to talk to the folks -- I talked to Roger Dow and others as often as possible so we can sort of strategize a little bit, where do you put all that energy, where does it make the most sense? Does it make the most sense to put all the eggs in the push for VWP? Does it make the most sense to add officers?

I would just offer a bit of unsolicited advice in a very challenging and political and economic environment in DC right now, is be very strategic. I mean, this is what you do, return on investment. If I spend $100 million to build Harry Potter, when am I going to get that money back? More than that? Wow, you blanched when I said that number. It's phenomenal. If you go down there, you should go.

But I can't emphasize enough because I am unfortunately in this seat on the Hill all the time, testifying and singing for my supper. My colleagues
are up there all the time doing the same thing. The climate is challenging at best, caustic at worst. My editorial comment would be sort of amongst the board, to really be selective. Really decide, these are our top three things that we're all going to get behind and whether it's helping State, us, whatever, you guys pick. I'm not going to tell you what to pick. But be very strategic, because the ability for you to get it over the end line -- we've come so far and now is the time to narrow the funnel, narrow the funnel. What are the things that have the greatest achievement?

Did I get your question answered?

MR. ZUK: No.

MR. SMITH: All right. Ask me again.

MR. ZUK: Can you explain a little bit about the migration or the opportunity to use your Global Entry enrollment to enroll in TSA Pre-Check.

MR. SMITH: TSA Pre-Check. Okay. Yes. All right. So Global Entry was the legacy program that came out of Customs and it was designed for international travelers, hence the collection of your passport, a lot of extensive biometric data tied into that. When TSA Pre-Check came online there were two avenues in the Pre-Check.

One, was if you were a Platinum member on one
of the original legacy carriers that came in, either American or Delta, so we had a pretty high understanding and we saw Rossi's travel patterns back and forth to Vegas over 20 years, twice a month he was doing these flights, you know, a lot of history there. The carriers would invite that customer in. So they would invite them in based on their -- now, working with us, but based on a whole set of criteria that they would look at. One path.

The second path was, if you were in Global Entry and had gone through the extensive criminal background check that we do to get you in that, you could waive into it. The way you would have to do that had a couple of challenges. One, is privacy concerns, one is collusion amongst the airlines, which would have the Department of Justice coming after them. You had to opt into the program.

So you could log into Delta, into your profile, and say -- there's a thing in there, "Do you have a Trusted Traveler number?" Well, yes, I do. To your point on what is -- is it the thing on the back of the car, is the GOES? I wrote that down, too. Very confusing, you're right. The GOES thing disappears once you get your -- so you're able to enter that in and that has been saved.
You give Delta, American, United, or Alaska, U.S. Air, you give them the right to store that data. So when you go online in a week, a month, to go book your ticket to fly to Universal Orlando to take your kids to see Harry Potter, it's in your passenger name record. So it is tied into your ticket, so when your ticket gets issued and you go to an airport with Pre-Check, it is imbedded into your ticket. So that's how that works.

MR. ZUK: Not to belabor the point, and obviously my personal situation does not apply to everybody, I enrolled in Global Entry before there were cards two years ago.

MR. SMITH: Yes. The card is irrelevant to the air domain environment.

MR. ZUK: I was a member of United, but I started getting -- I went online, I filled out the forms and all that, and since then it's just not --

MR. SMITH: Well, you don't apply to TSA Pre-Check.

MR. ZUK: Well, they have on the website some --

MR. SMITH: Yes. You store -- you would go to your United -- I can't remember how United has it laid out, but you'd go under your profile in United
where you put your name, your birth date, all of the 
information that you would automatically have to put 
in anyway every time you fly, and there is a spot 
there.

Most of them have, on the left side, a 
redress number, meaning you've had a challenge and 
we've knocked you out a few times and now we've given 
you a number to prevent that from happening, or your 
Trusted Traveler number, the Trusted Traveler number 
being your Global Entry number. You put that in and 
save it into your profile.

MS. MATTHEWS: And I think this is the 
problem a lot of us have had, is we just can't find 
that number and we don't know how to get it. So that 
goes to your issue of --

MR. SMITH: So the Global Entry number -- if 
you still have your login for when you first did your 
GOES enrollment, you would login to your account and 
there would the number be.

Now, you should have also gotten one when we 
first emailed you and said you have been conditionally 
approved. In that email should be that number as well. 
But I will -- I have not had to go search, but I will 
take that on, Sam, to go look at the site to see if 
there is a "Help" icon where --
MS. MATTHEWS: Very difficult. But we're unique. There are not that many of us that signed up that early, so it's a legacy early problem but it is --

MR. SMITH: But I think a fixable --

VOICE: Douglas, isn't it also true that you cannot use Pre-Check if you are flying global out of the United States into a different country?

MR. SMITH: Right now, yes. It is our hope -- we are in the final throes of PNRs, Passenger Name Records. The data that the carriers share with us before your flight ever takes off from Stockholm to come here, I know every single person on that plane, I've checked them against every single list. It is how we keep planes secure. Last fall, after a very, very long multi-, multi-, multi-year effort, we successfully signed the PNR treaty with the European Union, which is a huge breakthrough.

Why that is so important, one, is to keep us all that much safer; two, that much more efficient; but three, inspirationally, that we will be able to get to the point where we will have programs that we recognize each other. So if you were eligible for Pre-Check in the United States and you go through Frankfurt, you'll be able to take advantage of the
same thing there. That's where we are going. So when
that happens you will be able to do that
internationally.

Assuming you are going to a flight -- see?
Look at that. He's so organized. He has it. It's
right there on your GOES form. It has your number.
Actually, no. Sorry. See, this shows you why this is
so screwed up.

(Laughter)

MR. SMITH: No, this is not yours.
MR. ZUK: That's the only number you get.
MR. SMITH: Okay. I'm taking this on.
(Laughter)
MR. SMITH: Point proven. I acknowledge
that.

MR. ZUK: I'm sorry, but --
MR. SMITH: No, no, no. It's a good point.
I will -- look, we're in the process of once again
updating the SS site, but also looking at this. I'm
delighted to get a smart team of people who are guinea
pigs and say, here's where it's wrong, here's where
it's wrong, and do that.

CHAIRMAN DAVIDSON: That would be great.
MR. SMITH: No. No fly list. Sorry.
VOICE: I just wanted to mention that -- we
get a lot of these questions as well -- over to TSA to meet -- and they've agreed to work with us on a webinar hopefully this month, so we'll invite whoever is interested. Even Roger has questions about, how does he use -- I've had questions about it as well. I think probably all of us have. So I thought, one, for the people who are pretty knowledge about Pre-Check, do a webinar and they can skip the What is Pre-Check and just get to the meat, and then have a broader one for the bigger industry. So sometimes we'll send it around and we'll work with them to make sure we get --

CHAIRMAN DAVIDSON: Thank you, Patricia, and thank you, Douglas, very much. We appreciate the update. Your comments specifically about this board's role in prioritization, thank you. It goes back to my opening remarks where we're looking at the national travel and tourism strategy within our subcommittee infrastructure here on this board. Part of our role, really, is to help lend some focus and prioritization to those so we can think about it strategically. So, thank you. We appreciate that very much.

I want to just remind everybody of the time as we move forward with our continued updates.

Frederick, I will turn it over to you, sir.
USG UPDATES

DEPARTMENT OF TRANSPORTATION UPDATE

Frederick Eberhart, Acting Deputy Director
Office of International Transportation and Trade

MR. EBERHART: Sure. And I think I can save you a lot of time, because we've dominated a good part of the day with our NextGen presentation.

CHAIRMAN DAVIDSON: Which was awesome, by the way. Thank you.

MR. EBERHART: We're glad that we could do that.

CHAIRMAN DAVIDSON: It was great.

MR. EBERHART: Let me just focus in. First of all, Susan Kerlin sends her deep regrets. I say that honestly. She considers this program to be one of the highest priorities she's got on the table. As my boss, she's talking about this all the time and she
really cracks the whip over us to keep things moving.

What I'd like to do, and she mentioned during
the last infrastructure meeting in July, the new
surface transportation legislation, MAP 21, which
stands for Moving Ahead for Progress in the 21st
century. I think that's a pretty good acronym and our
acronym office gets a lot of credit for that. I'm
just joking. We don't have an acronym office.

(Laughter)

MR. EBERHART: It sure beats ICET and SAFET
as far as I'm concerned. Yesterday, October 1, MAP 21
did go into effect. I have to say that I can give you
sort of an overview of the high level provisions in
MAP 21, but we're right now still developing guidance
for the program. Many of the details are still out
there and we'll keep you abreast.

In fact, I think that's something we see as a
major issue, is continuing to keep you informed as new
developments come up. I think the bottom line is that
MAP 21 does continue to move forward our ongoing
efforts, focusing on key issues.

I mean, we've got core objectives, which
include maintaining a state of good repair of our
infrastructure, maintaining safety, ensuring that we
are economically competitive. I think at DOT we see
travel and tourism as a critical element of economic competitiveness. So we see MAP 21 as a program that will continue and enhance our ability to be responsive to the travel and tourism industry.

I think that maybe rather than getting into too much detail, let me just focus in one particular area. We have programs through the Federal Highway Administration, focusing on Federal lands and also tribal transportation programs. We know that's an important area to the travel and tourism industry.

We're going to continue to implement programs that improve connectivity, intermodal transportation, rail, highway connectivity, to improve the infrastructure to our Federal lands and our tribal lands. We are working very closely with the tribal communities to do that, to find out what their requirements are and to advance those issues as much as we can.

I think the other thing that people are always interested in is, where's the money? How much is there? I think probably from our point of view one of the strongest points is that we are able to extend the solvency of the Highway Trust Fund for another two years.

I think obviously it's in everybody's
interest to have a much longer duration so that the states and stakeholders can actually plan more effectively for transportation infrastructure. It's a long planning cycle to build infrastructure, so I think we continue to work to move the horizon out much longer than the two-year horizon.

Probably the most important aspect is $82 billion in Federal funding in FY 2013 and 2014 for road, bridge, bicycle, walking improvements, many of which support the travel and tourism industry. A program that we think is increasingly important is the TFIA program, which is essentially our innovative financing, our biggest innovative financing mechanism which provides loans which leverage public/private partnership financing for important projects.

This year we have funds which would leverage, I think, about $17 billion over the next two years. So, that really significantly increases the clout that we have through our TFIA program. Again, it would have potentially a strong impact on travel and tourism.

Specific programs that also you may be interested in. First of all, MAP 21 does create a new discretionary program, the Tribal High Priority Project program. Our acronym office calls it the
THPP. It essentially continues to follow current discretionary programs, but again focuses in on how we can help in our native communities to enhance the tourism impact.

We also have maybe a little bit on -- I wouldn't say down side, but MAP 21 does consolidate things and so you're going to see fewer discretionary programs within DOT. The National Scenic Byways Discretionary Program -- the program is -- and I have to be careful how I frame this.

I think the eligibilities for that program have been pushed out to the states, if I am correct, so we don't have that discretionary ability anymore, but it still remains an important issue in pushing out to the states. I think maybe that is important in terms of marketing the objectives of this group to key stakeholders that spend money.

I think in future briefings we'll talk a little bit more about who takes over those, where the specific pots of money are, who has the responsibility in making those decisions. Much of this has moved to the state and local level, so Oregon, for example, would probably be very interested in knowing how you can have an influence on spending these funds.

Let me just, in closing, say that we are
working with the Commerce to schedule more modal
briefings similar to the briefing that you got with
NextGen--it may be in the form of a conference call--
clearly, highways, railroad, maybe maritime, other
topics of interest. So we'd like to continue to reach
out to you, particularly as we get a better handle on
how we're going to implement MAP 21 and really hone
in.

I think the interest from our point of view
is getting your feedback: how can we do a better job?
Susan Kerlin wouldn't let me out of the room if I
didn't ask you that. She wants to hear where we're
doing well, but even more importantly where we could
do better. So we'll look forward to continue to
participate and to get that feedback.

I hesitate to give it to you there, so if
you're interested in MAP 21 there's a fairly simple
website that you can access if you're interested in
writing it down: www.fhwa.dot.gov/map21. That's
probably the best place to stay right on top of what
the developments are with MAP 21 and descriptions of
the specific programs. I think I'll leave it at that.

CHAIRMAN DAVIDSON: Thank you, Frederick. I
appreciate that. I also appreciate members of the
transportation team that were able to participate in
the Infrastructure Subcommittee meeting yesterday.
That kind of engagement not only from Transportation,
but from all of our Federal partners, really helps
move those subcommittee discussions along.

So, there will be opportunities, I know, for
additional briefings, especially as you develop
guidance around MAP 21. That's where a lot of this
great work can happen in the interim between our major
board meetings, so thank you for your engagement there
as well, Frederick.

MR. EBERHART: Thank you.

CHAIRMAN DAVIDSON: We appreciate it very
much.

Ed?
MR. RAMOTOWSKI: Thank you. Most of the board was present this morning. I heard directly from the secretary. For those who weren't, let me just recap quickly your three main points. First, the Department has already achieved the objectives of the President's executive order. We have a 40 percent increase in visa capacity in China and Brazil and we have 88 percent of all these applicants worldwide being interviewed in three weeks or less. The interview wait times in the
key target markets are all in the single digits. So the President gave us a year and we've achieved that in eight months.

Second, the Secretary gave her commitment, and this is an institutional commitment, to continue and expand the travel facilitation efforts. This is not something that's going to depend on the results of the election in November or who is in the Secretary of State position, it's an institutional commitment to work with you and our governmental partners to continue to make progress in this area.

Three, the Secretary committed the Department of State to the public/private partnership which is exemplified by the committee meetings here. The President did not just pick the names "China" and "Brazil" out of thin air.

It goes back to the point that Todd made and that John made yesterday in the committee meetings that the private sector is able to help us focus. By pointing out that China and Brazil were the key areas of interest to the travel industry, you were able to leverage governmental resources to achieve success in those areas. So, we want to continue to maintain and expand these things. So again, thank you for coming to the State Department this morning, and thanks for
your support.

CHAIRMAN DAVIDSON: Thank you, Ed, very much. It was fabulous this morning, and I appreciate your recap now.

Moving into our subcommittee reports and issue updates, we will start with Maryann.

SUBCOMMITTEE REPORTS AND ISSUES FOR DISCUSSION

BUSINESS CLIMATE

Maryann Ferenc, Subcommittee Member

MS. FERENC: Thank you very much, Todd. I want to thank Todd for bringing up this strategy again, the five-year strategy, and the opportunity that it brings to us. I think that is something that we really need to stay focused on and it's very important for our particular committee, which is Business Climate, to stay focused on because that is where our first and most important work lies.

As Douglas was mentioning, really using the private sector in ways that we can and already
existing programs to bring some of those strategies forward and to bring some of those programs to capacity is where the Business Climate Committee really sees themselves.

As we mentioned in our last meeting, we've broken our initial efforts into three areas: workforce development, small business, and taxes that affect our industry and its potential growth. Most of our work right now is being done in the first two, workforce development and small business. I will keep the entire report brief, but give a brief update on the small business aspect of it.

Again, our strategy really reminds us of the importance of small business to the travel and tourism market because it creates a place, and place is very much what travel is all about. So small businesses have a very important role there, and what can we do within that realm?

In our conversations with the Small Business Administration, one of the things that they have identified as a challenge that we can help them with is that many small businesses that are a part -- that come under the travel and tourism umbrella don't even know that they're under the travel and tourism umbrella and don't see themselves as travel and
tourism businesses, and how can we help to make them understand that and add value to their world by showing them what's happening within the travel and tourism industry for small business and what new possibilities might be there for their business, whether that's in terms of education or whether that's in terms of funding.

So the couple of things that we're working on there is to bring that message to our industry, such things as the National Tourism Association has already done a webinar. We're looking for greater opportunities to do that. I know that Chris has left the room. I just recently joined Chris -- and began working with him on this program, and he immediately left -- board.

(Laughter)

MS. FERENC: But -- continuing to work with Visit Florida and -- is taking over as interim director, to use Visit Florida, as well as our two CPBs in my local market in Pinellas County to look at using the destination marketing organizations to really bring that message out to the small businesses.

So we're going to pilot it there to see whether we can talk to other DMOs and say this is
really working, this is really value added to your members, this is one of those things that there can be something for everyone. This can be somebody's something.

So that's an area where we're going to start right away, also looking at whatever private sector opportunities there might be, whether it's Visa, American Express, or something like that where we can again get this message out to the small businesses, tell them that they're a part of this movement, and help them to bring, again, educational opportunities as well as funding. So that is what I will say about that.

In terms of the workforce development, one of the things that we started with there was research. Obviously, U.S. Travel has just done a tremendous bit of research on this with some really fabulous reports, so we did a bit of a deep dive on that with the folks from U.S. Travel. Laura and her team, with Ginny, are helping us to now aggregate research beyond that, as well as government research, as well as some other research and look at, what does that research really tell us about what we need to be doing in workforce development.

Is it simply bringing programs together? Is
there a program that's missing? That kind of thing.
Laura has already done some research and looked into
the Canadian programs there that are going to inform
us of possibly some things that we could do that we
could do very quickly. We have invited the Department
of Labor and the Department of Education to -- or at
least on future conference calls so that we can move
forward in that area as well.

On the taxes issue, the only thing that I
will say is that -- agenda is in almost every
conversation that you have in any area of this, with
county, state, whatever, and looking at the things
that need to happen in communities. People are always
looking to the tourism taxes to pay for those things,
so it's something that -- in a matter of business,
certainly it's something to be aware of. That's what
I will say about that.

I think, Todd, that was our report, outside
of thanking Caroline and her staff, and Steve, and
certainly Greg and Bryan, who have done a tremendous
amount of work already in terms of bringing us this
far --

CHAIRMAN DAVIDSON: Thank you, Maryann.

Great report.

MR. HYATT: Do you need any help with
speaking with the right people at either Labor or Education? It sounds like you're good with the SBA.

MS. FERENC: Yes.

MR. HYATT: Do you need any help?

MS. FERENC: No, we do need some help. We have brought that up to Jenna already, just making connections. But we will say yes, we still need help.

MR. HYATT: Okay.

MS. FERENC: And I think with SBA, what we need is just -- our initial conversations with them were, yes, yes, okay, and now we seem to be digging in to just any support there to say, yes, this could be really meaningful for what you're trying to do, would definitely be helpful to us.

MR. HYATT: Okay. Great.

MS. PILAT: We'll make sure that it's incorporated. Not to throw more acronyms into the room, but the National Export Initiative has an interagency group that focuses on travel and tourism being our largest services export. We'll make sure that it's highlighted in that way for our Federal agency partners in that context as well.

MS. CARLISLE: Todd, may I add one quick comment?

CHAIRMAN DAVIDSON: Yes, please.
MS. CARLISLE: Maryann, I thought I'd mention to you, when you talk about small business, I think also in this particular sector, we have a nonprofit sector that is small business, but it's the nonprofit. Many of our cultural and heritage resources are nonprofits or are public sector supporter, but they are, in the vernacular that you use, the entities creating that sense of place, that authentic experience. So we need to expand that from just small business to include that very significant nonprofit sector as well.

CHAIRMAN DAVIDSON: Thank you, Linda.

Mr. Perry, our Advocacy Committee?

SUBCOMMITTEE REPORTS AND ISSUES FOR DISCUSSION

ADVOCACY

Stephen Perry, Subcommittee Chair

MR. PERRY: We have an incredibly, in some ways, amorphous sort of task because it almost covers everything, and everything that we're trying to do in every one of the other committees. We've tried to break it down through a number of meetings and through the utilizations of not only the terrific work Sabre has done, and I want to specifically thank Bruce for a
draft getting really into the weeds and into some details of this with how advocacy can really impact and enable a lot of this to occur much more fluidly, much more clearly.

I just pulled out, for example, my last week's effort on Global Entry. The letter I got, compared to the one Kathleen got a couple of years ago, mine -- literally that number is the first line right at the top so that you can take it, use it, and it's just worlds more clear than it was just a couple of years ago.

So what we're looking to do, and to adjust as time goes on, is to come up with a set of pillars, if you will, about what we can accomplish that deals with recommendations specifically within the Federal Government, within specific departments, with communications between departments, but also with the private sector.

I mean, literally like the light bulb going off, Kathleen was thinking they did X two years ago with the rewards customers. Now it's really exponentially grown here in the last couple of years in terms of awareness, but that still hasn't translated into enough users, right? I mean, we're just starting to scratch the surface there.
So among the pillars, we feel the advocacy has got to communicate across multiple platforms simultaneously: 1) making sure that elected officials at Federal levels, state levels, and local levels grasp and understand in very comprehensible ways the value, the extrinsic, the economic impact, the job creation value of tourism, the role it plays in our export numbers, those kinds of things. So that's one element.

But also begin to imbed in the mind of the average American in the way that the First Amendment is imbedded and the way that some groups have done that with the Second Amendment, the ability, the freedom, and the power to travel and to travel smoothly and easily should be something that is considered among the most fundamental of all American rights.

So we're looking at that as a combination that is both specific, but also creates a palpable change in how we look at tourism. Obviously, part of that is going to be in definitionally changing tourism from this rather non-integrated, unknown sort of hard-to-understand business enterprise that is understood as easily as when you say the American automotive industry. U.S. Travel has done a tremendous job in
doing that.

I will tell you, from having been -- I think Rossi and I are probably the two longest-serving members on this board, what's happening here in the last year or two has been really exciting because it's parallel with what's happening at U.S. Travel. The same is occurring with the various departments and there's more meaningful dialogue than really has ever occurred.

So one of the focuses for us in the advocacy has got to be in how do we sweep away some of these impediments to the ease of travel, which other groups here are working on in terms of facilities, NextGen, all these types of things.

So we see our role is in crafting these elements in a way that we can literally harness from, Arnie and your company, down to those in the hotels, both a recruitment process for these types of things for Pre-Check or Global Entry to a deep appreciation for what travel is and does.

So in doing that, we feel like we're naturally going to build support for the kind of funding that's going to be required to keep NextGen moving apace or the kind of support that's come from what -- when you look at the accomplishments of State
right now with the President's executive order, I mean, those are truly the kinds of things that people out in the country feel like, wow.

They took a specific task with great metrics and they went and they did it. So those kinds of things from a communication perspective for us, just build more appreciation of what government does, and then also at the same time puts a little more pressure on because then people want to keep coming and doing more things.

What we're trying to figure out and what we're going to do in putting together two documents, and I want to really recognize Maureen Bausch from Mall of America who did a tremendous job in pulling together some of the organics from really a holistic viewpoint of a lot of this, and we're going to combine these two documents.

We've got almost 20 single-spaced pages already with broad strategies, very specific strategies. We're going to combine those and then send those to each of you so that we can identify the things that make Commerce or other Departments uncomfortable. Are there things where we can look in this public/private partnership model?

Really, what Sabre has done, if we could
figure out -- with that, from a microcosm, as big as it was, if we could make that spread across the entire world of business and of travel, then the impact of that is going to be phenomenal.

So what we're really looking to do is to draw on the work of our other committees. Every one of these discussions deals -- almost every single report deals with some element of advocacy, so we take that down and we refocus and channel that into two or three tiers of very specific strategies as a recommendation.

So we should have within a week these two documents that the committee members have worked so hard on, and particularly Maureen and Bruce, and provide those to you, one of which will give a specific blueprint, another of which will identify some bigger picture things.

But to give you an example of the depth that we're trying to go to for you, we're trying to look at -- you know, this is something that Maureen and I both happen to have the same public relations/communications company, Weber Shandling. I use the New York office and she uses the Minneapolis office.

We've done work with the two of them together and started to explore things like, what about having
an America's Traveler Twitter account where the
ownership of it sort of rotates among different ones
of us from time to time, even part of it going to you
guys at some point, where there are different elements
highlighted?

One of the things that we have looked at is
we always talk about the fact that travel is so
experiential, so we want to create this cadre of
national and global storytellers about travel, the
power of travel, the economics of travel, the things
in travel that are working that can help build a
publish push behind so many of the good things that
you guys are all implementing, and also specifically --
-- I know it's hard for you guys to talk about funding,
but of course you're going to have difficulties in
trying to figure out from now over the next 15 years
the funding strategies on NextGen with our so
incredibly bipartisan budget environment.

We've got some things that really are popping
up in numbers of ways. One of these things in
communication and advocacy is going to be in -- I
mean, can you imagine the very discussion that you had
here today, when we're a little bit confused about
something, you can imagine what a family in Iowa is
thinking. So that has got to be one of our tasks.
We've got to make this digestible down to the 9th grade level to where it's foolproof, it's easy to follow, it's easy to fill out, and it's transportable across the multiple platforms. So without going into any more detail, what we're going to do is pull these great documents together, give you a comprehensive plan with pillars, with strategies, with the organics that should flow from each one of them, with very specific implementation mechanisms and suggestions that will flow from private sector alone, Federal Government alone, but specifically from partnerships together.

If we do that and take advantage of where we've gone, I think it's going to play a tremendous role. Brand USA is another one of those areas where we want everyone in the universe to understand that America wants visitors, has a strategy to get visitors, is now funding that for the first time, that it's incredibly worthwhile, and we haven't quite gotten to that point yet.

That's going to be extremely important on the Hill for all of our executive committee and all of you and the things that you're working on. So we hope that we're going to be able to plow that ground for you and do it in an absolutely unprecedented way with
individual corporations, with all of our major trade associations.

CHAIRMAN DAVIDSON: Thank you, Stephen, very much.

Jonathan?

SUBCOMMITTEE REPORTS AND ISSUES FOR DISCUSSION

INFRASTRUCTURE AND SUSTAINABILITY

Jonathan Zuk, Subcommittee Member

MR. ZUK: Thank you, Doug. Infrastructure and Sustainability. During our deliberations that started obviously in LA and then -- yesterday as well,
we were looking at the major elements of what we're interested in -- rail sustainability, roads, and we ended up focusing on NextGen, surprise, surprise.

Last night when I was sort of trying to think how I was going to convince everybody in this room that NextGen is absolutely 100 percent important and we need to focus on it, and taking Douglas's suggestion of drilling down and focusing on an issue that is very, very important. NextGen fits exactly that bill. Thank you to the Department of Transportation. You did an amazing job and -- so thank you for that.

Obviously, half of what I wrote doesn't need to be explained because she explained it very, very well today, how the effect of the implementation of NextGen will influence basically every sphere of what -- advocacy to business climate, to facilitation, to everything we do because NextGen will have such far-reaching effects on all parts of the travel industry.

Now, just to summarize a little bit of what she said at lunch on how do we improve the travel experience and increase capacity, save fuel, safety, reduction in delays, enhance the flight experience, noise pollution, effective maintenance, all those
things that will be obvious and immediate. But more than that, it will influence much more than that.

We recognize that there is a problem because, other than the NextGen people and maybe the airlines, and now the people in this room, nobody really knows what NextGen is. I remember the first time somebody said to me, NextGen. I thought, Generation X, now it's NextGen.

(Laughter)

MR. ZUK: I was trying to figure out where we're going with this, NextGen. I think that is a situation -- we think that is a situation throughout the industry. People that live by the tourism industry, the majority of the people in the industry do not understand NextGen.

Definitely the public, that family in Iowa that Stephen was talking about before, they definitely don't know what NextGen is all about. On the other hand, the people who are administering the NextGen and implementing it and building it as we go along is the FAA, which is a regulatory agency. I'm sure they're doing an amazing job with PR -- prerequisites when they start.

To tell their story and to explain why it's so important and what it means for all of us, that is
something that we think is paramount to what we do.

As NextGen develops and as NextGen basically is implemented, it will translate into jobs and it will translate into enhanced travel.

If we increase the efficiency of the airlines, we'll increase passengers, but then that will put pressure on all of you government gentlemen here who are stretched to your max as it is.

Implementing would be good now. If we add 40 million people, you're going to have a problem at your borders, and so on and so forth.

That is something that we need to make sure that the administration and the Secretary, or whoever tells the story on the Hill with respect to financing -- everything else that is prepared for these people to arrive, because it won't do us any good to go and market with Brand USA and with all the other tools that are at our disposal and then implement NextGen and not be able to facilitate the people and have them bottlenecked at the airport, or have them bottlenecked getting out of the airport, or if they're in Customs, or wherever, whichever link in the chain that they need to be.

So part of what we see is the importance of our committee basically creating the story, both
for the public, for our industry, and for the people
who are participating in our industry to understand
that they need to support NextGen and get the story
out there.

But on the other hand, absolutely, to get the
administration and the Department of Commerce to get
behind the NextGen publicly and force legislators to
enhance and to secure the funding. We heard at lunch
that the funding is good for one year. One year is a
very short time.

Obama announced his initiative in January.
January is coming up very soon. It's very quick. A
year will go by and then you'll sit here and ask the
same questions, where's the money coming from? We
need to act on that now so we don't run into a work
stoppage, because at the end of the day, while NextGen
is implemented, it will help us reach the $100 million
-- 2021 and it will help us enhance our travel
experience.

We feel that this is a subject that we
absolutely have to get behind and -- again, I'm sorry,
twice -- but we need to focus on something that is
far-reaching for everybody around the table, and far-
reaching for all the committees. This is the subject
that we should get behind and make sure that it's done
right, and I think everybody will benefit from that.

CHAIRMAN DAVIDSON: Thank you very much.

Thank you, Jonathan.

MR. ZUK: I apologize. I just want to say thank you to you guys from DOC. You did an amazing job yesterday and gave us all the information we needed without --

(Laughter)

MR. PERRY: Now, think of what he just said and what we've all learned today, and then think about that from the advocacy side. How easy would it be to say that what we're going to do with NextGen is to make it safer for you to fly, we're going to make it easier for you to move through airports and to get on a plane, we're going to make it better for the airlines to keep costs down, thus keeping your ticket prices in better shape, and what we're doing is going to be better for the environment. We start translating these into these lower level messages and then we can start getting resonance in a way that's a little bit different from the more complicated explanations that sometimes we do.

CHAIRMAN DAVIDSON: Stephen, I think you're right. I think there's no doubt NextGen is certainly a priority for this subcommittee, and if as an issue
it were to pivot from being seen as an airline issue to being more of a consumer issue, it would totally change the dynamics for how it’s communicated. So Jonathan, thank you again. Stephen, thanks for that additional insight.

John, Travel Facilitation.
MR. SPROULS: Thank you. I will go very, very quickly. I do want to thank you for, yesterday, having the minister counselors in the meeting. We had those four minister counselors in our meeting for the entire subcommittee and it was a fascinating discussion. It really, really helped and it really helped us think about how we're going to go forward as a committee.

We're completing our data collection efforts but we think we've got a good handle on where we anticipate going. We anticipate a series of recommendations that are going to build on both the work of the previous version of this subcommittee, which led to some of the things that were included in the President's executive order and in the national travel and tourism strategy. The Travel Facilitation Subcommittee, the last go-round, a lot of that stuff we're now seeing happen.

A lot of the stuff that we talked about there, the State Department has made happen. So we'd like to build on that and go forward in a number of areas. One, we want to build on the model port initiative. We think we've cracked the code in Orlando as to how to make that happen.

As Doug mentioned yesterday, it's sort of a
restart of what had happened a few years ago. We want to identify the next five and we want to identify also how we take the knowledge gained in Orlando and bring it to the next five airports, and then beyond that.

Secondly, we want to work with DHS to understand and support their efforts in terms of reciprocity agreements for Global Entry, because to the extent we can make that happen, that again is going to improve the process at the border for more and more people.

Everything we've been talking about in terms of ramping up Pre-Check, including understanding how we can make it work better, how we can ramp it up faster, because to the extent it's a great lane but it's empty, it's not helping us. It's not changing anything that's going on there, including things like just identifying how it's easier for people to use it and to know that they have it.

We talked about, it's as simple as putting the Pre-Check trademark symbol on people's boarding passes so they know enough to ask, just those kinds of things, anything to keep the line moving. We've got to continue to streamline the visa process with Visa Waiver, exception to the interview process, outsourcing parts of it because even with all the
tremendous progress we know that there's finite
physical capacity, and if we achieve filling the top
of the funnel with the amount of visitors who want to
come here, we're going to fall backwards against some
of the progress that we've made.

So anything that we do -- I was pleased to
hear yesterday that there is a team from State and DHS
that are actively working on that and we look forward
to understanding what they're trying to do and see if
we can help that along with recommendations as well.

We want to further explore and then make
recommendations with respect to all of the fees that
are collected throughout the travel and tourism
process, be they ESTA fees, visa fees, et cetera.
There's a lot of money that's collected, there's a lot
of it that then goes back into the travel and tourism
process, but there's a fair percentage that does not.
So we'd like to better understand that and make
recommendations about how it ought to.

Again, if we're looking at where we expect
tavel to be in 2020 and beyond, we can't have --
there has to be a funding source for us to be able to
do what we need to do to keep all the parts of the
system functioning. If we have to be worried about
appropriation processes and what's happening in terms
of the economic climate, we're not going to be able to
do the things we need to do in terms of building
visas, improving the process, or improving the
websites.

    There's a lot of money that flows into the
process. There may be opportunities to flow more
money into that process, but we believe, selfishly as
the travel and tourism industry, all the money that's
flowing into that process will be flowing back into
the areas that are supporting that process. We're
building American jobs if we're increasing exports.
We ought to try to have as dependable a funding source
as we possibly can.

    We also, in terms of just talking about -- we
talked about Global Entry and Pre-Check and all of
those pieces. We collect a lot of data, and in some
cases with respect to individuals we collect it in two
or three different places. We'd like to see a way for
that to be a streamlined process, number one, and
number two, that those processes could better feed
them.

    We talked in the subcommittee yesterday about
the information that's collected in the visa process.
    It pretty much collects just about everything you
need to be part of Global Entry, but there isn't an
easy way for that just to happen automatically.
To the extent we can get the reciprocal
arrangements in terms of Global Entry, we ought to be
able to streamline that process and put more people in
the Global Entry lines as they start coming forward.
So that's what we anticipate. I think we would be in
position by the next committee meeting to at least
have a draft of the recommendations coming out of our
subcommittee.

CHAIRMAN DAVIDSON: That's great. That's
great. John, thank you again for stepping into the
chair position, and Kathleen, stepping into the vice-
chair position. Great report.

MR. SPROULS: Thank you.

MS. MATTHEWS: If I could just add on the
speed thing too, I think that this is really critical
because we've seen how successful a fee-based system
has been for the expansion in the consular affairs
area. To hear Douglas talk about the challenge he has
on coming up with the funding he needs for these CPB
officers and TSA officers, so right now we look at
something like the ESTA fee and that's targeted for
the marketing.

But I think we've got to make some really
tough kind of -- we've really got to look at that
because we shouldn't welcome people that we can't
create a welcoming experience for, so we shouldn't be
inviting them to come if it's not going to be a nice
process when they get here.

So I think it really is -- well, ESTA fees
have been sort of targeted for this marketing with
Brand USA I'm sorry that they had to leave. I would
say that the extension of that experience is something
that should be on the table. Whether there could be
funds in the future or those funds could be looked at
to actually address some of those from TSA --

MR. SMITH: There is another pot. There is
money from the cap and above which has not been -- a
food fight over.

MS. MATTHEWS: This should be sooner than
later because you talk about the lead times it takes
to recruit, train. If we continue at the acceleration
that we're continuing now, if State continues to do
their job the way they've been doing, these 40 percent
increases, I mean, the bottleneck is happening as we
speak.

MR. SMITH: Patricia, do you know, have you
guys ever done an analysis across industry on all the
fees collected?

VOICE: We haven't done it across all of the
agencies. Just looking at CBP user fees, it's really complicated -- identifying the fact that -- just the fact that there are three fees that are shared with ICE and CBP, and it costs CBP money to funnel it all back to CBP. Not all of it gets back, so that's an issue of Congress not wanting to let go of their -- each committee has jurisdiction over one of the fees.

MR. SMITH: These are all legacy fees from when INS was -- and they've never cleaned it up.

VOICE: Right. And with regards to the ESTA funding, while not all of the money is going into Brand USA, the money that's not going goes into Treasury. For us to take that money you would have to find an offset. Congress would need to find the money to put back into -- if we take that money out. So it's not just sitting there, unfortunately.

MR. SMITH: We could take it out of Commerce's budget.

MR. PERRY: Should we go ahead and tell them? We got confirmation that you four have been booked on Hardball next Thursday --

(Laughter)

MR. PERRY: -- to join Todd and Sam, with the whole program being devoted to how they are saving travel in America. So I hope that doesn't put any
pressure on you. That would be great.

MR. SMITH: Let's play hardball. I know the host of that show. He's a real jerk.

(Laughter)

MR. SMITH: He's a Phillies fan.

CHAIRMAN DAVIDSON: Rossi and Laura, we're turn to you for our final subcommittee report.
Rossi Ralenkotter, Research Co-Lead
Laura Mandala, Research Co-Lead

MR. RALENKOTTER: We'll close. I'll take the funding part and Laura can take the methodology part. But just two comments, again, on today. I've been around the industry and around things for a long, long time. If you look at the last four years, what we have accomplished in the last four years, the advocacy efforts of United States Travel, the fact that we have Brand USA marketing the destination, the fact that this group here provided information to the White House that became part of the executive order, and then just what we've seen in the last two days, the conversation that we're in now, part of the conversation of the Department -- the government tourism is a part of the dialogue, and that's what have all been seeing and wanted to see over the years. That's why I said that to Chris. I've never seen this excitement for our industry in all the years I've been in it. So we truly have a seat at the table, so this Thanksgiving you don't have to sit at the kids' table anymore. So, remember that because we really have made some great strides.

I started out in research when I first
started at the convention center in Las Vegas, so I kind of have a feel for research. One of the things that we need to take into consideration though as we go through the funding, as well as the methodology, is we need to manage the expectations because we have to be very careful if we spend the money appropriately, whatever that is, to get the maximum return on that investment.

So I'll just use Nevada as an example. I would be very happy if the research, when it's all said and done, gives me the numbers -- the number of Brazilians coming to the State of Nevada, that come to Las Vegas, and that come to Reno. We may have to skip -- because we may not be able to drill down that far, but I think we really truly need to manage what we want to have from that standpoint. So I wanted to say that.

A couple of just real quick comments. One of the things that we are discussing, and this goes over to the methodology part, is the fact that we're mandated to this 1 percent sample size. Well, in some discussions with Ron it's really best effort to get to 1 percent, because we may discover that there's a methodology that allows us to get the information that we need without going to 1 percent.
So that's something that Laura and the group will be taking into consideration, because if you just go to the flat 1 percent we could be talking about a budget of about $10 to $12 million. So we have to be -- we need to look at that, but we have that opportunity. So that will be hopefully part of the results of what Laura is doing.

On the funding side, I am a total advocate for the Federal Government paying for this research because Brand USA has to use these methods to determine their success. So that should be one effort that we do make, that because the hundreds of thousands of jobs and the economic impact that our industry has on the country, both domestically as well as internationally, the small amount of money that will be required to get this research done is something that I think really should be coming from the Federal Government. So that will be one area that we will continue to explore to see what are those possibilities.

A couple of byproducts of that if we can't get to that level. We talked about the research capabilities on OTTI sites who expand their product line and to get marketing support from the industry, as being able to get additional dollars because they
are able to give more information out and sell that. So that's something that both short term, as well as long term, we will have a strategy for that.

Then the other side of it is, we can't get the total funding from the Federal Government. What are the opportunities that we have, with the alphabet soup of organizations that we all belong to, DMAI, U.S. Travel, PCME, ASAE, ASTA, NTA, and so forth.

So that would be some area that we might be able to get to their foundations to get some funding there. So it's so critical that we have this information as we go forward, that we might be able to go out and get a coalition of these organizations to provide the funding base for us to go forward.

So those are kind of the discussions that are happening. It's a great dialogue. The fact that we have the opportunity now to take a look at methodology, to take a look at funding, to get to the point where we need to be with this research information.

So with that, Laura?

MS. MANDALA: Thanks, Rossi. Just to refresh everyone's memory, we had started back in August by pulling together a very collaborative group of folks form the industry. We asked destinations, we asked
travel companies, we asked the best research minds in travel and tourism, including those outside of travel and tourism, and we have been working closely with our government partners here at OTCI.

We took this model of -- which I am now happy to say is actually mirroring the NextGen model, which is also very collaborative. We looked at pilots, looked at stakeholders, all coming together to understand what's the best way to move forward.

So we've kind of put the best and the brightest together. We're still in the phase of answering some questions. What's the best methodology? How do we enhance the sample to make it more beneficial to more users? There are a lot of questions to identify the methodology. If anyone wants to really dig in and go into the details, we'll be happy to do that with you.

But kind of the high-level take-away for you is that we've got all the industry partners at the table talking about the best way to do this, our research guru, Adam Sacks, participating as well. So we're really looking at this from all angles. We're getting close now to probably two or three approaches.

We think it's going to have to be multi-modal, that is using the current intercept approach
but combining that with possibly data collected from ESTA, if that becomes possible, possibly data collected through some airlines.

OTTI has just done a test with Lufthansa that had some success on the online approach. So we think that the ultimate conclusion is going to have to be multi-modal to get us what we need. We are going to have a discussion on, if not 1 percent, what does that number need to be in order to enhance the sampling?

We're coming close to kind of narrowing down the final questions and getting close to making a recommendation as to which of these two or three approaches should we then proceed with in a test. We've got to test this first. We can't just replace what's out there now. It would upset too many trending numbers from our destination partners who watch this over years and years. So we're going to test it.

Our recommendation to you the next time we see you—we're hoping we get a recommendation the next time we see you—will probably be for securing some funding for the testing phase and seeing the results of that. I don't know if you want to comment on the funding of the testing phase, but --

MR. RALENKOTTER: We will have to get a dollar amount for that. Again, we go back out to our
industry partners and see if there's an appetite to do that. But I think with the importance of this information for all of us, marketing plans and programs for international are based on these numbers. So we need to have it so we can get some support and twist some arms -- do that so we can fill out the industry standard.

CHAIRMAN DAVIDSON: Great. Well, thank you both. Ken, did you have any questions?

MR. HYATT: No. I think this sounds great. It sounds like, by January, we'll have a pretty good idea. Is that right? I heard you say by the next meeting we should be --

MS. MANDALA: Well, we're going to make a recommendation to get some funding for a testing phase. We'll try to get it for industry. So the next phase will be testing. We'll get the results of testing in January, but we'll be --

MR. HYATT: Right. But least in recommendations.

MS. MANDALA: -- hope we'll be identifying which approaches we're going to oversee in the --

MR. HYATT: Great.

CHAIRMAN DAVIDSON: All right. Before -- what was this, Julie? Just checking. Okay. It's an
East Coast red, Left Coast red thing. Okay. So that's Julie.

**DISCUSSION OF NEXT STEPS**

Todd Davidson, Chair

CHAIRMAN DAVIDSON: I just wanted to ask if there were any comments from any of the TTAB members before we adjourn. I want to give you that opportunity if there's anything that anyone would like to share for kind of the good of the order.

(No response)

CHAIRMAN DAVIDSON: Sam, anything?

MR. GILLILAND: No.

CHAIRMAN DAVIDSON: All right.

Well, Jenna, do you have any --

MS. PILAT: Ken, first.

MR. HYATT: I just wanted to make certain that any thanks that came to me also goes to Julie, to Ron, to Isabel, to Kurt, to Carlos back, there, because these are the folks who have been doing the work, not me.

MR. SMITH: We all know that, trust me.

(Laughter)

MR. HYATT: Thank you, Douglas. I just wanted to make certain that was clear.
MR. SMITH: That's a lot of people in your car when you call me each evening.

(Laughter)

MR. HYATT: And then obviously John. I wanted to make certain these folks were thanked.

CHAIRMAN DAVIDSON: Thank you, Ken.

MR. PERRY: We hope you really take to heart the things that Todd, Sam, Rossi, and I, and Kathleen, everybody has said today. Your partnership -- there is no partnership without what all of you guys in the different departments and Commerce have done. I think that's why it is so -- it says Rossi, but it's why it's so exciting, because we finally have something going on the private side with U.S. travel and you guys have just come on fire now working with us. It's just awesome.

CHAIRMAN DAVIDSON: Jenna, any final housekeeping items?

MS. PILAT: Yes. I know you all are anxiously awaiting your 2013 meeting dates and locations. We will aim to do two in DC, two out of DC, like we did this year--kind of did this year. We'll have those out to you. We're sharing them with the leadership here, as much as we know what the leadership here will look like for the next few weeks.
But we're looking to have those out to you this month so we can get them on the calendars and make sure you can join us.

CHAIRMAN DAVIDSON: Great. Well, let me just --

MS. RAMUDO: It's not important. Really quick, just on the Global Entry -- I promise it's not -- just on the Global Entry --

CHAIRMAN DAVIDSON: Don't make me get the bat, Olga.

MS. RAMUDO: On the Global Entry, if we can get our tourism organizations to jump on the bandwagon like Sabre has done -- I know we had the mobile come to an ASTA meeting and they're coming to NTA in Orlando in January. We're having them come to the Greater Miami Chamber of Commerce with 5,000 members. We're making that available to them. So if we can get the business organizations and the chambers' engagement, well, maybe that would be a good way to get this done.

CHAIRMAN DAVIDSON: That's great. That's great.

Well, let me just close then by thanking everybody, because this is -- I mean, again, as we've seen evidence of again today with our time at the
State Department, this is -- and as we've talked about, this is the time of unprecedented momentum for this industry. So we've got a chance now to just build on that momentum. As you go from this meeting and prepare for our subsequent meeting after the first of the year, this is that opportunity for our subcommittees to continue their work.

This is where the crux of the recommendations are borne. I'm thrilled to hear that we've got two subcommittees already that are at a point where they're going to be percolating up recommendations for the next meeting, that others are still kind of in that issue development/research/information aggregation phase. I totally understand that.

But as we move forward into recommendations, that's where it's really going to start to click for us. I don't want you to feel you've got to have all your recommendations baked to bring them forward to the group. By all, previously -- maybe have lengthy letters with several recommendations that were included in them.

If, within your subcommittee meetings there's a particular recommendation that you want to move on and move on now, bring that forward. We can do these one, two, or three at a time. It doesn't need to be a
fully fleshed out list of recommendations. Jenna and I have kind of consulted on this and we wanted to make sure we emphasized to you that you could bring these forward one primary recommendation at a time as we go forward.

I hope you realize how much you are each individually and collective driving the agenda. We have heard it from our Federal partners here today, how we've influenced the decisions to focus on Brazil and China and other places. So you've got that we're not only in the room, we're not only being able to sit down and eat at the table, the grown-up table, and it's a really beautiful place to be.

So everybody travel safely. Good to see all of you. Thank you so much for the work you've been doing and the work you will do until we get a chance to all be back together again. Travel safe.

(Applause)

(Whereupon, at 4:20 p.m. the meeting was adjourned.)
CERTIFICATE

This is to certify that the foregoing proceedings of a meeting of The Travel and Tourism Advisory Board, held on October 2, 2012, were transcribed as herein appears, and this is the original transcript thereof.

_ LISA L. DENNIS,

Court Reporter