

**UNITED STATES OF AMERICA
DEPARTMENT OF COMMERCE**

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U.S. TRAVEL AND TOURISM ADVISORY BOARD

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MEETING

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**TUESDAY,
OCTOBER 6, 2015
3:00 P.M. CT**

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Moderator: Archana Sahgal

- 1 Coordinator: Thank you. At this time today's conference is being recorded. If you have any
2 objections, please disconnect. I would now like to turn it over to your host.
3 You may begin. Thank you.
4
5 Archana Sahgal: Thank you (Lisa). I'm going to turn it over to our chair (Sam Gillman).
6
7 (Sam Gillman): Alright well thank you, Archana. And can you hear me okay, Archana? I had
8 to change phones because I got disconnected.
9

1 Archana Sahgal: The Department of Commerce folks can hear you loud and clear.
2

3 (Sam Gillman): Okay. Alright, perfect. Well good afternoon everybody and welcome to
4 today's call. I guess before we get started, Archana we ought to do a roll call.
5 Can you manage that for us?
6

7 Archana Sahgal: I will. Thank you so much. So with roll call I'll call the member's name and if
8 there's a staff representative that's standing in for them, please let me know
9 your name as well.
10

11 (Polly Aga)? (David Berg)?
12

13 (David Berg): I'm here.
14

15 Archana Sahgal: Thank you. Good afternoon. (Darrell Bryan)? (Henry Cruz)? I heard (Henry)
16 earlier. We'll wait for him to hang on. (Todd Davidson)?
17

18 (Todd Davidson): Here. Hello?
19

20 Archana Sahgal: Hello. Thank you. (Brad Dean)?
21

22 (Brad Dean): Yes, (Brad Dean) is present.
23

24 Archana Sahgal: Thank you. (Fred Dickson)?
25

26 (Fred Dickson): Yes, hi. (Fred) is here.
27

28 Archana Sahgal: Thanks (Fred). (Mary-Anne Ferenic)? (Elliot Ferguson)? (Don Freeman)?
29

30 (Don Freeman): (Don Freeman) is here.

1
2 Archana Sahgal: (Mike Gallagher)?
3
4 (Mike Gallagher): Hi, I'm here.
5
6 Archana Sahgal: (Sam Gillman)?
7
8 (Sam Gillman): Here.
9
10 Archana Sahgal: (Steve Hagan)?
11
12 (Steve Hagan): I am here.
13
14 Archana Sahgal: (Barney Hartford)?
15
16 (Barney Hartford): Hi, I'm here.
17
18 Archana Sahgal: (Kurt Husel)? (Jeremy Jacobs)?
19
20 (Jeremy Jacobs): Here and I have (Katie Gorman) with me.
21
22 Archana Sahgal: Thank you. Hi (Katie). (Robert Lynch)? (Michael McCormick)?
23
24 (Michael McCormick): (Michael) is here as well as (Shane Downing).
25
26 Archana Sahgal: Thank you (Michael). Thank you (Shane). (Margaret McHeo)?
27
28 (Margaret McHeo: I'm here along with (Debbie Lipman).
29

1 Archana Sahgal: Wonderful. Thank you (Margaret). Thank you (Debbie). (Brian Mullis)?
2 (Rossie Relencotter)?
3
4 (Valerie Sigero): (Rossie Relencotter) is not here but this is (Valerie Sigero) on his behalf.
5
6 Archana Sahgal: Thank you (Valerie). (Olga Ramudo)?
7
8 (Olga Ramudo): Here.
9
10 Archana Sahgal: (Trudy Rosio)?
11
12 (Trudy Rosio): Here.
13
14 Archana Sahgal: (Steve Runyon)?
15
16 (Steve Runyon): (Steve) is here.
17
18 Archana Sahgal: (Terri Rupert)? (Don Sprawls)?
19
20 (Don Sprawls): I am here.
21
22 Archana Sahgal: Thank you. (Greg Stubblefield)?
23
24 (Greg Stubblefield): I'm here along with (Brian Rotheri).
25
26 Archana Sahgal: Wonderful, thank you. (Carol Wallace)?
27
28 (Carol Wallace): (Carol Wallace) is here.
29
30 Archana Sahgal: Thank you. And finally (Jonathon Zack)?

1
2 (Sam Gillman): I think (Jonathon) sent a note and said he couldn't be on the call. I think he's
3 on a flight.

4
5 Archana Sahgal: Yes, he did. Thanks so much (Sam) and with that, I turn it back to you
6 Chairman (Gillman).

7
8 (Sam Gillman): Alright well thank you and again good afternoon everybody. I am - I'm sure
9 you had an opportunity to take a look at the agenda but I'll run through that
10 fairly quickly. We'll hear from (Kelly Craighead) first to give us an update on
11 the NTTO - the National Travel and Tourism Office - and then the main event
12 for the call today will be the presentation of the draft infrastructure
13 recommendations.

14
15 We'll have the opportunity to deliberate on that draft letter, also offer the
16 opportunity for public comment and then we'll - we'll take that to a vote and
17 then we'll have the opportunity to hear from some representatives from the
18 TSA on the TSA Tiger Team findings and then I'll close things out with a
19 preview of the November 20th TTAB meeting.

20
21 Before I turn it over to (Kelly Craighead) I wanted to make - I wanted to make
22 an announcement - an important announcement. I am pleased to announce that
23 Secretary (Prisger) has designated a new vice chair for the TTAB and that
24 would be (John Sprawls) and so I want to welcome him into the vice chair
25 role.

26
27 I know many of you know (John) very well but I should just say as an
28 introduction of him into the new role, I think most of you know that at nearly
29 every inflection point on key prioritized issues (John) has been instrumental in
30 really driving the work and the mission of the TTAB forward.

1
2 He and (John McReynolds) and really the resources of universal have been
3 made available to us to support a lot of the initiatives that we've had
4 underway that, you know, that goes to all the way from things like line
5 management which universal is so very good at and using some of their
6 practices and improving the experience in our ports of entry.

7
8 You'll recall a lot of the early work on visa wait times. (John Sprawls) had his
9 fingerprints on a lot of that very good work and success and more recently the
10 executive order around the airport entry process and improving the arrival
11 experience for international travelers - as you'll recall - (John) led the working
12 group that set forth recommendations for as a part of the executive order.

13
14 And I think (Kelly) will have the opportunity to update us on many actions
15 already underway as a result of those recommendations when we get together
16 in November but I know all of you will join me in congratulating (John) and I
17 know we all have huge appreciation for his contributions to date and what I'm
18 sure will be his contributions going forward. So welcome to the new role
19 (John) and with that anything - (John) any comments that you have before we
20 move on in the agenda?

21
22 (John Sprawls): Thanks. I just wanted to say thanks - thank you to you and to (Kelly) and to
23 the secretary. I'm honored for the appointment even though it will be fairly
24 short term but we've spent a lot of time on this committee with fairly short
25 terms and gotten a lot of things done so I'm looking forward to it and thank
26 you for the confidence that everyone has in me.

27
28 (Sam Gillman): Alright well excellent (John). We're really pleased. Okay well with that, I will
29 turn it over to (Kelly Craighead) to provide an update on the National Travel
30 and Tourism Office. (Kelly)?

1

2 (Mary-Anne Ferenic): (Sam) this is (Mary-Anne). May I just say that I have joined the call?

3 Thank you.

4

5 (Sam Gillman): Oh, okay. Thanks (Mary-Anne).

6

7 (Mary-Anne Ferenic): And welcome (John).

8

9 (John Sprawls): Thank you.

10

11 (Kelly Craighead): And I also want to thank you (John) for accepting this assignment. You
12 know, the TTAB has been such a critical input to Secretary (Prisger)'s tenure
13 and our ability to execute against the national strategy and I agree whole
14 heartedly. We have only a little bit of time left for this board and I know that it
15 will be a very productive period of time and we're grateful for your support.
16 So just remember no good deed goes unpunished so thanks for what you've
17 already done and thanks for what I know you will do.

18

19 And as (Sam) said, I'll provide a much more kind of robust update of all the
20 many, many things that we've been doing at the national travel and tourism
21 office as well as a great deal of feedback from our June 1st meeting but I
22 didn't want to let this opportunity pass without flagging a very important
23 announcement that was made two weeks ago as a result of President Obama's
24 meeting with President (Gee).

25

26 If you had a chance to take a look at your email, we did announce that 2016
27 will be a year of tourism between the US and China. We see this as an
28 exciting opportunity to promote and further open travel between the two
29 countries, expand market access, advance initiatives to insure a quality visitor

1 experience and otherwise drive that cooperative relationship with China that
2 we've enjoyed through travel and tourism.

3
4 And what I'm excited about in part is that so much of this has come about
5 through the dynamic discussion we had last December in Chicago around the
6 JCCT. So the JCCT - as you know - is the Joint Commission on Commerce
7 and Trade and at the beginning of September we were able to sign a two year
8 work plan with the Chinese and part of that work plan is this gear-up towards
9 it.

10
11 So there isn't a lot to say about it yet. There will be a very large component
12 for the private sector - the US private sector to play in it. I don't at this
13 moment see a role for the TTAB as a formal body but each of you in your
14 individual capacity representing your individual companies I think will play a
15 really important role in it. So as soon as we have more information about that,
16 I look forward to sharing that with you.

17
18 But given - given what we know about the market potential for cooperation
19 with China, we're very excited about this announcement. And that's all I got.
20 Back to you.

21
22 (Sam Gillman): Okay, alright. Well thank you (Kelly) and that is - its cooperation with China
23 on tourism is obviously very exciting to the TTAB and the broader travel
24 industry so we really appreciate the work there and the continued progress.

25
26 Alright so moving onto the next agenda item - that is the presentation of the
27 draft infrastructure recommendations and to lead us through that - (Margaret
28 McHeo) will you take the - take the helm of the meeting now?
29

1 (Margaret McHeo): I will. Thank you (Sam). On behalf of the entire infrastructure committee
2 that included myself and my very assisting co-chair (Greg Stubblefield) along
3 with (Mary-Anne) (David) and (Jonathon) and (Brad) we're pleased to be at
4 this juncture today to be making this recommendation to the full TTAB board
5 for consideration on today's agenda.

6
7 The full TTAB may recall that back in November when the TTAB submitted
8 their letter - our letter to Secretary (Prisger) we identified some priorities on
9 behalf of the infrastructure committee and at that time the feedback we
10 received from the secretary expressed some interest in us pursuing a particular
11 recommendation that we had made sooner versus later.

12
13 And so today as a committee recommending to the full TTAB board that we
14 send a letter to Secretary (Prisger) advising her on how travel and tourism
15 should be integrated into a US Department of Transportation draft 30 year
16 framework report that they've been working on for several months now and
17 that report is entitled beyond traffic 2045.

18
19 I think importantly as background for today's deliberations I want to remind
20 our fellow TTAB members of what that US Department of Transportation
21 plan is attempting to address. It's actually not a plan per say in terms of
22 recommending specific actions with specific policy decisions but rather this
23 report that is out in the community for public comment is a report that defines
24 a framework on issues that are impacting transportation in the United States
25 and it identifies critical issues that need to be addressed through further
26 transportation policy discussions.

27
28 So today in this letter that we're recommending we are asking the secretary to
29 consider submitting formal comments that would incorporate into this draft

1 plan the important provisions on how travel and tourism need to be addressed
2 in this draft to the US transportation plan.

3
4 The TTAB and the Department of Commerce are uniquely qualified to offer
5 perspectives on how critical our nation's infrastructure is through growing
6 travel and tourism and to influence that need to be recognized in the report
7 that I referenced.

8
9 The United States must make needed infrastructure investments if we together
10 as the tourism industry are going to compete for international travelers for
11 other nations. We must make significant investments in the travel
12 infrastructure.

13
14 As currently drafted, the US Department of Transportation report does not
15 identify issues, challenges or strategies for insuring that our nation's
16 transportation infrastructure will be able to help achieve the 2021 goal of
17 accommodating 100 million international visitors to the United States.

18
19 The letter that we're recommending today for the board's consideration
20 clearly states a TTAB view that we cannot afford to neglect our travel
21 infrastructure especially in light of the significant contribution international
22 travel makes to the nation's GDP -- \$220 billion alone in 2014.

23
24 Let me progress into the substance of the content that's recommended in
25 today's letter. First and foremost the letter recommends that the goal of
26 attracting 100 million international visitors by 2021 formerly need recognized
27 in the Department of Transportation 2045 report and identifying trends that
28 drive transportation decision making. We're recommending that a section of
29 the report actually be inserted entitled how we move international visitors.

30

1 This section would describe key land, sea and airport ports of entry for US
2 international visitors, the need to move international visitors beyond entry
3 gateways to national parks, rural and tribal land and also recognize Amtrak,
4 high speed rail, transit, cruise and commercial aviation all will need to grow
5 along with highway improvements to accommodate our tourism growth.

6
7 Another recommendation being made in today's letter is to recognize that our
8 nation's aviation system needs include not only updating our air traffic control
9 system but also airport facilities.

10
11 As the board may recall, when we met with Secretary (Prisger) back in June
12 we discussed with her the fact that no US airport makes the Sky Track list of
13 world's best 24 airports. US airport facilities need to be upgraded to
14 accommodate the expected influx of international visitors.

15
16 Also included as a recommendation in the letter is the need to emphasize that
17 surface transportation access to airports from passengers needs to be
18 improved. We need to add a focus on the importance also of intermodal
19 connections for international travelers.

20
21 Also included in the report is a discussion about shaping our future for
22 transportation by adding more about the challenges that face passengers -
23 facing passenger air travel including the needs of small and medium sized
24 communities and the role of second and third tier airports and the role that
25 they play in addressing tourism needs in addition to the next shared cost of
26 equipment operators and the ability of the air traffic control system to
27 accommodate projected traffic growth.

28
29 Let me spend a few moments summarizing how our recommendations came
30 together. Our committee had a number of meetings and discussions and

1 diverse points of view introduced and all of those are reflected in the
2 comment. I want to also thank our fellow board members for the time that
3 they have taken to review the draft letter and provide comments. We endeavor
4 to include all of them.

5
6 Where there were policy differences we were able to develop consensus
7 language. We also greatly appreciate the contributions from the Department of
8 Commerce in assisting us by providing relevant source data that we could
9 incorporate through our references to further support the recommendations
10 that we are making.

11
12 We received a lot of comments that were aimed at strengthening the message
13 that adequate infrastructure investment is critical to travel and tourism and we
14 appreciate all the support that we did receive in developing this letter.

15
16 We added into the letter source data and references as I mentioned that could
17 help strengthen the particular arguments and justifications that we were
18 making. We added a very important reference as I also mentioned about the
19 role of second and third tier airports in serving international air service and
20 connecting air service.

21
22 Always in developing recommendations like this, there are - there are a few
23 presented that don't always receive consensus and we do have that experience.
24 We had a robust discussion about how to address needed investments in the
25 aviation system - a subject that's currently being debated in congress right
26 now.

27
28 We chose as a committee to further acknowledge that the aviation system
29 including airports need to be upgraded but we felt it was most appropriate as
30 to align not only with the purpose of what this transportation study is but

1 different points of view that exist about what's the right funding to not
2 necessarily engage in specific recommendations about funding.

3
4 The US Department of Transportation's report does discuss the airport and
5 airway trust fund but it doesn't address the funding needs of the aviation
6 system. There were a lot of different points of view on that as well in our
7 committee and so we decided that the best thing we could do was to leave - at
8 this point in time - was to leave the level of needed investment and had to pay
9 for those investments for further deliberation consistent with what the
10 fundamental objective of the framework study is.

11
12 We advocate for a discussion of those financial challenges facing the aviation
13 sector in further - in future meetings - in order to best inform the public
14 discussion. And with that, I'd be happy to address along with my committee
15 members any questions that the TTAB may have.

16
17 (Sam Gillman): (Margaret) maybe I could just start it off just as a point of clarification. I think
18 one of the reasons that - certainly one of the reasons that we're having this call
19 in advance of the next meeting is because of a time requirement in terms of
20 the comment period, correct? Is that...

21
22 (Margaret McHeo): Yes, the Department of Transportation is interested in concluding the public
23 comment period and deliberating and revising the plan for formal publication.

24
25 (Sam Gillman): Okay, okay. So we'll - we will - presuming this receives approval today -
26 we'll submit this here fairly quickly to insure that it makes it into - makes it
27 into the record as a part of the public comment period. Is that correct?

28
29 (Margaret McHeo): Yes.

30

1 (Sam Gillman): Okay, alright. Other questions for (Margaret) around the contents of the letter?

2

3 (David Berg): (Sam) this is (David Berg) at A4A. I just wanted to say I think the letter
4 turned out very well and I'm very comfortable with it and I think (Margaret)
5 and her team did a great job separating this through.

6

7 (Sam Gillman): Okay, great. Thanks (Dave).

8

9 (Greg): Yes (Sam) this is (Greg). I'll second what (Dave) just said. I think - as you
10 know - working through these subcommittees sometimes there's a lot of
11 different views and a lot of different points all relevant but trying to narrow it
12 down to a good tight recommendation - especially with Secretary (Prisger) -
13 becomes challenging sometimes and I want to thank (Dave) and (Brad) and
14 (Mary-Anne) and (Debbie) and (Brian) and (Margaret) on the leadership to
15 get us to this spot.

16

17 (Sam Gillman): Alright, thanks (Greg) and any other comments or specific questions or even
18 potential edits for the letter?

19

20 (Brad Dean): Hey (Sam) this is (Brad Dean) and I'm on the committee that support the
21 leadership. I think it's a good letter. But one thing I would add just to add the
22 emphasis and importance to this and I'm not alone on this but I know when I
23 speak to a lot of my peers, I represent a destination where my single biggest
24 competitor is my infrastructure system. It doesn't work for us. We work for it
25 and our needs are somewhat unique in Myrtle Beach but I hear this more and
26 more and I think it's becoming an even greater impediment.

27

28 I think, you know, the comments earlier allude to that. So I just - I can't add
29 enough emphasis to the importance of this I think as we look to the future of

1 growing travel and tourism and this is important for domestic visitors as well
2 as international visitors.
3

4 (Sam Gillman): Yes, absolutely. Thanks (Brad).
5

6 (Trudy): (Sam) this is (Trudy). I thought the letter also was very good and I wanted to
7 complement the team on the process that they used for editing this time. From
8 my perspective that worked really well and you could see all of the changes as
9 you went through it so I thought it was really helpful.
10

11 (Sam Gillman): Yes, I think that is a process - as we talk a little bit towards the end about the
12 agenda topics for next meeting - I think it's one that we'll employ here going
13 forward certainly for the remainder of the term. I think Archana, this was your
14 idea to manage this this way. Am I right on that?
15

16 Archana Sahgal: We are very excited to pilot this - this new way of a FOCA compliance
17 process that allows folks to see other peoples' recommendations and edits and
18 so yes, we're so pleased and delighted that the system is working for
19 everybody. Thank you.
20

21 (Sam Gillman): Okay, any other - any other comments on the draft letter?
22

23 (Bruce): (Sam) it's (Bruce). Can I ask a quick question...
24

25 (Sam Gillman): Sure.
26

27 (Bruce): Just on the process of this? So if the board approves this letter today, the
28 request in the letter is for the Department of Commerce to forward this letter
29 to the Department of Transportation onto their docket. I guess the question is

1 to the Department of Commerce folks. Are you prepared to move the letter
2 forward pending today's approval?

3
4 Archana Sahgal: Hi, this is Archana. In fact we are. So we are so grateful as many of you
5 know. We are - this is a deadline oriented piece and so we are working very -
6 the moment this letter is deliberated and hopefully approved by the full
7 TTAB, we'll be able to move this and transmit it to the secretary and with that
8 we'll be able to share it with the Department of Transportation colleagues.

9
10 (Bruce): Excellent.

11
12 (Sam Gillman): Okay, unless there are any other comments from the board then I'd like to
13 open the call up for any public comment. So any public comment as it relates
14 to this draft recommendation letter?

15
16 Woman: Mr. Chair, there are no public comments.

17
18 (Sam Gillman): Okay, alright. Well then why don't we move onto the vote and perhaps the
19 easiest way to do this is to seek any objections from any of the board
20 members. So are there any objections to adopting these new
21 recommendations? Any objections from the board? Okay well hearing none
22 then I will proclaim the recommendation adopted by the TTAB and again
23 appreciate all the great work that the infrastructure subcommittee put into this
24 and also the comments that were made by the larger board through this
25 process over the last week or two.

26
27 So thank you for that and again thank you to the infrastructure subcommittee
28 on all the great work here.
29

1 Alright well with that, I'd like to turn - turn the call over to (Allen Metzler)
2 and (Kenneth Fletcher) who have joined the call from the Transportation
3 Security Administration. You may have seen the materials that were sent out
4 by Archana earlier - the bio on (Allen Metzler) and on (Kenneth Fletcher) -
5 and you would have seen that (Allen Metzler) is a senior counselor to the
6 administrator for the Transportation Security Administration and (Kenneth
7 Fletcher) is the chief risk officer for the Transportation Security
8 Administration.

9
10 And they are going to provide us with an update - with a briefing on the work
11 they've been doing and on the findings from the TSA Tiger Team. So I'll turn
12 it over to (Allen) and (Kenneth).

13
14 (Allen Metzler): Well good afternoon everyone and (Sam) thank you very much. We sincerely
15 appreciate the opportunity to talk with this group. Again I've looked at the list
16 here and there's a lot of very impressive folks on it and it's talking to the right
17 audience that we really wanted to have the opportunity to talk to today. So
18 thank you very much for carving out this time for us.

19
20 You know, I think I'll go into a little bit of the background about what
21 happened and what we found and what we're doing about it and then
22 hopefully answer the question why are we talking to this group and what are
23 we asking for. And I'll end with that and we can hopefully go to some
24 questions.

25
26 (Sam) I know we had about 15 minutes so I will try and hit the high points
27 and then turn it over to (Ken) to talk a little bit about our ideal future state for
28 our trusted traveler programs and then open it up to your questions.

29
30 (Sam Gillman): Okay, great.

1
2 (Allen Metzler): Very quickly the - the department TSA - the inspector general frequently does
3 covert testing and covert testing is a way for us to look at the intelligence, to
4 look at the threat vectors that we face to try and replicate those types of threat
5 vectors and then to test ourselves and we test ourselves in two ways - to assess
6 the procedures that we have in place to make sure they actually are adequate
7 and can defeat or disrupt the threats that we anticipate to protect the traveling
8 public. And also to find out if there are threat vectors that can beat us.

9
10 And so we've done this for many years. Our intelligence and our testing has
11 allowed us to field a lot of capabilities that allowed us to improve for many
12 years so covert testing is not something that's surprising. And again we do it
13 to confirm and to check ourselves.

14
15 The inspector general in April of this year did covert testing at eight airports
16 and their intent was to do exactly as I just described. Those results were
17 reported to the secretary and the secretary gathered a team of leaders from
18 TSA and said here are the results from these tests and we need to insure that
19 we've got the right system in place so we can fulfill our mission of providing
20 protection for the traveling public particularly in the aviation sector where
21 there is a very persistent threat from enemies who are targeting transportation
22 and aviation in particular.

23
24 The challenge that many of you may know is that those test results were
25 leaked and they were reported on ABC News and they were picked up widely
26 and reported across the country. That's unfortunate not because necessarily
27 what they said but the effect that that has on the enemy and we think that
28 potentially could have caused our enemies maybe to be a little more confident
29 that they could beat our system.

30

1 We want to tell you right up front that it is safe to travel. We've been asked
2 that question many times. This - the tests really only tested a discrete part of
3 the system and there are a lot of capabilities that we have in place to detect
4 threats, to disrupt threats, to detour threats long before they ever get to the
5 checkpoint and actually walk through one of our machines.

6
7 So the testers weren't exposed to a lot of those other capabilities and I'm
8 happy to talk about that a little bit later but we want you to know we have
9 high confidence that it's safe to travel and we have many capabilities in place
10 to provide protection but we also know that these tests show that we have
11 weaknesses that we need to solve and we take it very seriously.

12
13 One of the things that the secretary did - he established a ten point plan and in
14 establishing that ten point plan working with TSA and the department, he
15 appointed a team of leaders to oversee the implementation of that plan and I
16 was appointed as the leader to oversee the root cause analysis and the
17 implementation of that plan.

18
19 And so we've drilled into root causes and not surprisingly some of the things
20 we knew that were vulnerabilities that we needed to fix. But what we really
21 discovered is that this wasn't an officer problem. Our officers have the
22 knowledge and the skill to do the job. This was not a failure of the technology
23 as its unfortunately been widely reported.

24
25 The AIT or advanced imaging technology has greatly enhanced our ability to
26 disrupt threats, particularly nonmetallic explosive threats. So the systems
27 work but as with any technologies there's limitations to those systems and we
28 have to understand what those are and then most importantly we have to tell
29 our officers what those limits are.

30

1 When we really dig into the root causes, what we find is that it's a range of
2 things that led to the outcome that the inspector general found. It's, you know,
3 did leadership focus on the right things? Had we trained our people on the
4 limits of their technology? Had we properly motivated them to follow through
5 on the types of resolutions of alarms or were we really sending the wrong
6 message that it's really about speed and wait times? It's not about being as
7 effective as we can in performing our security duties.

8
9 And then I will tell you that we have layered on capability after capability and
10 procedure after procedure because of those threats for many years. It's
11 become quite a complex system. Our officers have a significant cognitive load
12 to deal with a range of procedures to make sure we address the needs of every
13 member of the traveling public almost two million times a day and we've got
14 to get it right two million times a day.

15
16 So I think part of the bottom line that I've shared with a lot of folks - what
17 we've focused on and what we measured is the outcome that we achieve.
18 We've focused very much on efficiency and effectiveness - on efficiency and
19 speed - and reducing wait times and improving the customer experience and
20 we think that we have significantly improved in all of those areas.

21
22 We didn't focus as much on security effectiveness and so now we're working
23 on striking the right balance and making sure that we do both exceptionally
24 well.

25
26 I will tell you that the department is absolutely committed to a risk based
27 approach. It was the right thing to do years ago when we went to our trusted
28 traveler programs to provide the kind of vetting that we're doing. We
29 absolutely believe that 99% of the traveling public, you know - see the

1 decimal points - are trusted and are legitimate travelers who just want to move
2 quickly through the system to get where they're trying to go.

3
4 And so by identifying trusted parts of the population, the unknown members
5 of the traveling public that we need to provide screening for and those small
6 numbers of known threats that travel every day who require additional
7 screening and require the support of federal air marshals and others. We need
8 to provide the right kind of screening for them as well.

9
10 So we've got to get the balance right. We've got to get our focus right. We
11 need our officers to believe that we want them to follow through to resolution
12 of alarms and when they do it, we want them to know that we're going to
13 support them in doing so and building the right kind of system that can make
14 sure that trusted travelers get through with competence and professionalism
15 and curiousness from our officers and the same for the unknown - those
16 unknown threats as well as those known threats.

17
18 We need to get it right two million times a day with competence and
19 discipline and professionalism in every interaction. So we're doing a lot of
20 things within TSA to make sure that we strike that right balance that we field
21 the right procedures that we close the technology gaps and to make sure our
22 officers know that we want them to perform that security mission very well.

23
24 We're also working very closely with the congress to make sure that we right
25 size and resource TSA appropriately. This is something that we're doing
26 within the department within the administration and working with congress.
27 I'm not sure if you saw the administrator's testimony last week but he
28 appeared before the appropriations committee and talked about the things that
29 we needed to do to stop and halt the production of the size of our workforce to
30 invest in training, to invest in our technology, to expand our intelligence

1 capabilities so we can be more effective while being as efficient as we
2 possibly can.

3
4 One of the, you know, and then this really gets to the, you know, why are we
5 talking. You know, one of the things that we think we absolutely have to do is
6 reduce the stress at the checkpoint. We need to reduce the bags that go
7 through. We need to reduce the contents of those bags. We would like to
8 reduce the stress at the checkpoint again by getting more trusted travelers
9 through that expedited screening process where they don't have to divest.
10 They don't have to take coats and shoes off and we can move them through
11 the process much quicker.

12
13 So we have a strategy to expand our trusted traveler population and we think
14 that is one of the most critical things that we can do. We would like to see
15 50% of our daily travelers that move through the system vetted by TSA and
16 we'd like to see, you know, 25 million travelers enrolled in a DHS trusted
17 traveler program. That's where we'd like to get to and (unintelligible) global
18 entry - Nexus or Sentry or TSA pre-check - but that's the direction we're
19 moving towards.

20
21 We want to make it easier to use. We know there - that you have expertise in
22 branding and marketing across the travel and tourism industry, that you have
23 multiple places where you can receive applications - that there are multiple
24 locations where we should be receiving applications so we make it easier to
25 use. We want to simplify the application process. We want to make it a better
26 value to our travelers so we're looking at our price points.

27
28 We want to make it more secure so we think there's a lot of things that we can
29 do to improve our trusted traveler program to entice more people to enroll in
30 it. We think that helps the traveling experience but it clearly is an important

1 element of how we provide a more comprehensive and effective security
2 system.

3
4 There's probably a few things that I got wrong in saying everything there. I
5 may not have done it quite right exactly the first time through. I'm happy to
6 take any questions but I would offer an opportunity for (Ken Fletcher) to
7 briefly cover also what we're doing with our known traveler programs. And
8 again (Sam) thanks for the opportunity to have this conversation. I know it's
9 tough in a short period of time to cover what's a big and complex topic.

10
11 (Sam Gillman): We're pleased to have you on. So (Allen) should we go to (Ken) first and then
12 take questions for both of you or...

13
14 (Allen Metzler): How much time do we have?

15
16 (Sam Gillman): Let's see here. We've still got some time here so...

17
18 (Allen Metzler): Well why don't we take questions and I'm sure we'll be able to address those
19 things as we go through the questions.

20
21 (Sam Gillman): Okay. So questions for - questions for (Allen)?

22
23 (Holly Agra): This is (Holly Agra). I have a question, please. Have you had any
24 conversations about reducing the size of carry-on bags by the various airlines
25 so therefore to reduce the contents?

26
27 (Allen Metzler): So we have - this is (Allen). We have met extensively with our partners in
28 aviation and in the industry both from the terminal side and from the operators
29 and the associations and we have asked for their help in identifying solutions
30 and we think it's really important that we have that whole of government

1 approach, that whole of industry approach and we have talked to them about
2 those ideas.

3
4 There are bag sizers that are at every airport. Those are enforced by the
5 airlines themselves. We've talked about whether or not that is a means of
6 reducing the contents and the number of bags. There is already the one plus
7 one standard that's out there that's the, you know, one roller bag and one
8 additional carryon.

9
10 We have authority to regulate and to enforce that now. That is something that
11 we've asked the airlines to consider. So, you know, there is other things that
12 we can do at the checkpoint. We believe that one of the most important things
13 we can do is have a good communication with the passengers as they're
14 coming through.

15
16 One of the things that we've discovered in our root cause analysis is, you
17 know, a lot of folks want to figure out how to open more lanes. We've learned
18 that a more fully staffed lane with a really good officer out front that are
19 working with people to divest their property leads to a much better screening
20 process, a more efficient and a more effective screening process.

21
22 So there are a range of things we can do but at this point we're asking for their
23 ideas, their solutions and how we can cooperate in creating the conditions that
24 would reduce stress at the checkpoint.

25
26 (Holly Agra): Thank you.

27
28 (Sam Gillman): Are there other questions?
29

1 (Greg): Yes (Sam) I've got a question for (Allen). If I understood correctly that you
2 believe we've made some speed advancements and also some courtesy in the
3 friendly nature of going through that. We've made some great strides there but
4 we've got some training and some things to do on the safety and security side.

5
6 But the biggest thing that we can do to help you is to help get people into the
7 trusted traveler program - whichever one it may be. Have we thought about -
8 and I know (John Sprawls) and (Sam) - I know we did - and (Kathleen) and
9 (Marion) - so we did a lot of work on, you know, whether it was a customer
10 service piece or whether it was the queuing in the lines and moving people
11 through.

12
13 Should we commence some sort of, you know, subcommittee to work on how
14 the public, you know, the private companies like ourselves can work in
15 conjunction with TSA to market that to move it along because we all have
16 facilities in and around the airports plus other places and but I don't know if
17 we've ever done that. Have we (Sam)?

18
19 (Sam Gillman): Well it sure seems like at some point in the last six or eight years that we've
20 certainly had the discussions around how we could be helpful but I don't
21 know if we've had a specific subcommittee that focused on how can we do a
22 better job or work as a public private sector with TSA and really driving the
23 enrollment.

24
25 I know there are a number of companies that had programs underway from
26 time to time to drive enrollment particularly in global entry and so I know
27 we've done some work on it but I think some further emphasis there and
28 renewed emphasis there would be a really good thing. So I think it's a great
29 suggestion (Greg).

30

1 (Greg): Yes. I think when (Douglas) was working with us, that was when he was
2 launching global entry. I know a lot of us did programs but I think we need a
3 little more formalized subcommittee to help focus on that.

4
5 (Sam Gillman): Yes, I agree. I agree. Good idea.

6
7 (Mary-Anne Ferenic): This is (Mary-Anne) from Nissan Plus. An idea like that could also be
8 public relations as well as enrollment and getting folks to understand some
9 things about the process at the same time that they're engaging and enrolling
10 and going through the process.

11
12 (Sam Gillman): Yes, I also think (Allen) as we - as we contemplate taking this on - having a
13 subcommittee focus on this and it may - it may end up being that we need to
14 have this continue on into the next term of the TTAB but I do think it's going
15 to be very helpful particularly as you've rolled out the TSA pre-check
16 program.

17
18 It's going to be particularly helpful that I've seen the announcement of - I
19 guess the conclusion or bringing to an end the managed inclusion program
20 which I know - I know was a frustration point for people that pay to be a part
21 of these programs and I think could have been an inhibitor even for those that
22 might choose to pay for TSA pre-check.

23
24 So I see that as a really helpful improvement that will, you know, I'm sure
25 we're already seeing because managed inclusion could often times make the
26 lines very long. It had confused, you know, it had travelers in the line that
27 didn't really know how it worked and so it added some confusion to the
28 process as well.

29

1 So I think that's a really positive development and I think it's something that
2 we can use as we think about how we can work with you to market both TSA
3 Pre-check and global entry and the other trusted traveler programs.

4
5 (Allen Metzler): Yes well thank you for both comments or all three. Those - we really are
6 looking for that type of partnership. If there's something that the board can
7 help us work and then you want to form a subcommittee or an approach to
8 really digging in on this, we think that would be great.

9
10 I appreciate your comments about managed inclusion. While some folks were
11 pleased that they didn't have to pay for it, many folks were confused and it did
12 lead to challenges at the checkpoint. Things actually slowed down sometimes
13 because people didn't know the rules because they were expecting to, you
14 know, be exposed to standard screening and then they went through an
15 expedited screening where no, you can keep your coat on, no you don't need
16 to take your shoes off and it did create confusion at the checkpoint.

17
18 This also really allows us to make sure that people know we do want to go to
19 this fully vetted population.

20
21 (Sam Gillman): Yes, yes.

22
23 (Allen Metzler): And, you know, giving it away for free is a disincentive for people to actually
24 pay for it.

25
26 (Kenneth Fletcher): Yes and you make a good point. (Sam) this is (Ken Fletcher). You know,
27 we've dialed back by about 20% of folks that are getting into the pre-check
28 lane as a result of something other than being enrolled in a DHS trusted
29 traveler program and the corresponding impact of that is we've seen about a
30 20% increase in the average daily enrollment.

1
2 So folks that have experienced the less stress of getting expedited screening,
3 now that there are less opportunities to do that, we're seeing them enroll in the
4 program. United has really stepped up in communicating with their loyalty
5 program customers. We're seeing more than a 15% click through rate from
6 those that are not already enrolled into learn more and enroll now into the
7 program.

8
9 So it is education and awareness and I'm very comfortable, you know, we've
10 done a good job with - with our airline partners and some others in the travel
11 space on promoting pre-check but the more we can educate the traveling
12 public about the value to them and the security value to us of them moving
13 from the standard screening lane into the low risk trusted traveler lane, the
14 more the American public will want to spend their dollars - 85 or 100 -
15 depending upon the program that they enroll in.

16
17 So any opportunities that we can work with you and a subcommittee to
18 educate you on our current thinking about reaching that sweet spot of travelers
19 - those that are taking three or more trips a year - and help leverage our
20 efforts. I more than welcome that so thank you for that.

21
22 (Sam Gillman): Okay, thanks (Ken). And (Ken) do you have - I just want to make sure we
23 leave enough time. Do you have some prepared remarks you wanted to cover
24 as well?

25
26 (Kenneth Fletcher): No. (Allen) really covered really where we want to go so...

27
28 (Sam Gillman): Okay, okay. Okay, other comments for (Allen) and (Ken) - questions?

29

1 (Shane Downing): Yes, this is (Shane Downing). I was curious about the technological issues and
2 how much you can share on that on what was successful and what wasn't that
3 you - again I know it's a sensitive area but if there are items that you're
4 looking at for improving the technological piece of the machines.

5
6 (Allen Metzler): So I can't really go into too much specific about, you know, what we can't
7 find and some of the detection challenges with the equipment. What I will tell
8 you is, you know, every piece of equipment has a limitation.

9
10 There are two things I can share completely. One, we weren't training our
11 officers the way we needed to on the limitations of their equipment and the
12 officers became very dependent on the machine and, you know, my prior
13 experience as a military police officer - it'd be like handing, you know, a rifle
14 to one of my officers, you know, especially in a combat zone and say well
15 shoot that 500 meter target but it's only a gun that shoots 300 meters.

16
17 You know, in effect that's what we did by not telling our officers exactly the
18 limitations of the equipment. What does that mean? Well getting people in the
19 right stance is really important and so the machine works really well when
20 you have somebody in the proper stance so making sure that - and those are
21 human failures. Those aren't machine failures. And so those are some of the
22 things that we're looking at to make sure that when we get somebody into the
23 machine that we optimize its performance through the optimal performance of
24 the officer that's using the machine.

25
26 And so the technology actually works very well and it's been very effective at
27 identifying the nonmetallic threats that the underwear bomber, you know,
28 presented to us several years ago.

29

1 (Kenneth Fletcher): (Sam) I would just add that, you know, what we've - what we've learned is
2 that the system is at its most effective when there is better alignment between
3 technology, the human and the officer at the checkpoint and the procedures
4 we give them to follow as they're screening travelers. And our emphasis over
5 the last several months has been achieving a better alignment between those
6 three components of checkpoint operations.

7
8 (Allen Metzler): And then to the second part of your question, you know, how are we working
9 to fix it, you know, apart from those things - we're working very closely with
10 private industry on making sure that we field the best capability that we can.
11 The secretary met with the CEO of L3 who produces that equipment. We've
12 met with them extensively. There are - there are ongoing capability
13 improvements that are in work right now so we're very confident that we've
14 got an effective tool on - as (Ken) said - you know, making sure that the
15 procedures, the human and the tools align are critical.

16
17 (Sam Gillman): Okay well (Allen) and (Ken) we really appreciate your joining us for the call
18 and briefing us on your progress here. I will say that all of us that are on the
19 travel and tourism advisory board certainly appreciate and understand that
20 security effectiveness is the number one priority for you all but we also very
21 much appreciate the attention that's been given to efficiency to speed to
22 improving the customer experience.

23
24 I will say for one and while it's simply anecdotal feedback, I have - but I do
25 travel a lot. I have found agents to be - I've really found them to be stepping
26 up their game in terms of friendliness and courtesy as I've been going through
27 the process and the screening process.

28
29 So we're all very appreciative of the improvements you're making really
30 across the board and again very much acknowledge that security is the number

1 one priority. So thank you again for all the work you're doing and all the
2 improvements you're making across the board.

3
4 (Allen Metzler): (Sam) thank you. We really appreciate it.

5
6 (Sam Gillman): Alright well excellent. We are moving to the last item then here on our agenda
7 and that is just a preview of the November 20th TTAB meeting. I hope all of
8 you can participate in that.

9
10 This is the final in person meeting for this term of the TTAB and I just wanted
11 to let you know that at that meeting the TTAB will be deliberating on two
12 letters from the cultural and natural heritage subcommittee and also on one
13 letter from Brand USA subcommittee.

14
15 Our intent between now and then is to follow a process very similar to the one
16 that we just followed with the infrastructure subcommittee recommendations.
17 That is using the shared Google Docs capability that Archana introduced us all
18 to as a part of this process and give everybody the opportunity from the board
19 to comment on those letters well in advance of the actual board meeting.

20
21 And I would just provide every encouragement to you that if you'd like to
22 weigh in on these letters that that is the absolute best way to do it so that we
23 can be prepared to hopefully - to through our deliberation at the actual
24 meeting to then vote on and hopefully approve those letters at our last
25 meeting. So again I would just encourage and emphasize the importance of
26 your editing, your comments, your proposed modifications to those letters
27 here between now and the meeting as opposed to at the meeting which it
28 makes it a lot more difficult at the meeting to make those types of changes on
29 the fly.

30

1 So again I appreciate the approach and your edits to the infrastructure letter
2 and would encourage very much the same thing as we head into and prepare
3 for the last meeting on November 20th.

4
5 One other thing about that meeting - there will also be an education session
6 about Open Skies at that meeting and Archana will be sharing information
7 about all those things meaning the room block and the agenda here fairly
8 shortly and so very much look forward to seeing you there on November 20th
9 and to making good progress on our letters between now and then.

10
11 And with that Archana or (John Sprawls) any other closing comments or
12 remarks before we adjourn?

13
14 (John Sprawls): No, just can't wait to see everybody in November.

15
16 (Sam Gillman): Alright, good. Thanks (John) and Archana anything - anything else we ought
17 to cover before we adjourn?

18
19 Archana Sahgal: No, nothing to add other than I look forward to seeing everyone on November
20 20th in Washington, DC.

21
22 (Sam Gillman): Okay.

23
24 (Valerie Sigero): (Sam)?

25
26 (Sam Gillman): Yes.

27
28 (Valerie Sigero): (Sam) it's (Valerie) from Vegas. Do we have an estimated time for the start of
29 that meeting because we've got a lot of other industry meetings that week so I
30 just want to schedule everybody?

1

2 Archana Sahgal: We do. Hi, it's Archana. Tentatively scheduled for 10:00 AM. It's at the
3 Department of Commerce in Washington, DC and you should have received
4 an Outlook hold holding that time in your calendar and I can resend it out as
5 well.

6

7 (Valerie Sigero): Yes, if you can resend it that would be great.

8

9 Archana Sahgal: Wonderful. Thank you.

10

11 (Valerie Sigero): Thank you.

12

13 Man: Would it be important also (unintelligible) or is that not part of the schedule at
14 this time?

15

16 Archana Sahgal: Hi, this is Archana. I think - whoever sounds like Snoopy - I think you asked a
17 question about subcommittee meetings and yes, I will be connecting with that
18 team to have leadership in the next week or so to deliver a more detailed
19 agenda that includes opportunity for the subcommittees to meet if they are
20 interested in addition to that education session that Mr. Chairman had
21 identified about Open Skies as well. So more detailed information in the next
22 week or so.

23

24 Man: Thank you.

25

26 (Sam Gillman): Alright, with that we will adjourn this meeting. Thanks everybody and have a
27 great rest of your afternoon.

28

29 Group: Thank you.

30

1 Woman: Have a great afternoon.

2

3

4

END