

UNITED STATES OF AMERICA

DEPARTMENT OF COMMERCE

+ + + + +

U.S. TRAVEL AND TOURISM ADVISORY BOARD

+ + + + +

MEETING

+ + + + +

WEDNESDAY,
SEPTEMBER 6, 2017

+ + + + +

The Board met in the U.S. Department of Commerce, Room 3407, 1401 Constitution Ave, NW, Washington, DC, at 2:00 p.m., Margaret McKeough, Vice Chair, presiding.

PRESENT:

MARGARET MCKEOUGH, Metropolitan Washington
Airports Authority, Vice Chair
TED BALESTRERI, Cannery Row Company
BRUCE CHARENDOFF, Sabre
TODD DAVIDSON, Travel Oregon
BRAD DEAN, Myrtle Beach Area Chamber of Commerce
FRED DIXON, NYC & Company
KURT EKERT, Carlson Wagonlit Travel
ELLIOTT FERGUSON, Destination DC
MIKE GALLAGHER, CityPASS
ADAM GOLDSTEIN, Hipmunk
JAMES HAGEN, South Dakota Department of Tourism
STEVE MORRISSEY, United Airlines
SUSAN PRESBY, Mt. Washington Cog Railway
TRICIA PRIMROSE, Marriott International

OLGA RAMUDO, Express Travel*
 GARY SCHLUTER, Rocky Mountain Holiday Tours, LLC
 WILLIAM TALBERT, Greater Miami Convention &
 Visitors Bureau*
 ERNEST WOODEN, JR., Los Angeles Tourism and
 Convention Board

ALSO PRESENT:

WILBUR ROSS, Secretary of Commerce
 KENNETH E. HYATT, Acting Under Secretary for
 International Trade, U.S. Department of
 Commerce
 BRIAN BEALL, Designated Federal Officer
 ISRAEL HERNANDEZ, Deputy Chief of Staff, U.S.
 Department of Commerce
 ISABEL HILL, Director, National Travel and
 Tourism Office, U.S. Department of Commerce
 MARK BROWN, U.S. Department of Commerce
 PAUL BROWN, U.S. Department of State
 RICHARD CHAMPLEY, U.S. Department of Commerce
 RANDY DAVIS, International Association of
 Amusement Parks & Attractions
 ROGER DOW, President and CEO, U.S. Travel
 Association
 MATT HAYDEN, U.S. Department of Homeland Security
 EDWARD RAMOTOWSKI, U.S. Department of State
 PATRICIA ROJAS-UNGAR, U.S. Travel Association
 CHRISTOPHER THOMPSON, President and CEO, Brand
 USA
 TIMOTHY WILLIAMS, U.S. Department of the Interior
 JOHN MCREYNOLDS
 BRIAN ROTHERY

* via telephone

CONTENTS

	Page
I. Remarks by Secretary of Commerce Wilbur Ross.	4
II. Presentation and Discussion of Recommendations.	8
III. Guidance for the Board33
IV. 201643
V. Discussion68
VI. Public Comment	
Brand USA.81
IAAPA.88
U.S. Travel.91
VII. Next Steps for the Board97

1 P-R-O-C-E-E-D-I-N-G-S

2 2:06 p.m.

3 MR. BEALL: And as the Designated
4 Federal Officer, I'd like to go ahead and open
5 our meeting and welcome everybody to the
6 Department of Commerce.

7 And one housekeeping note for those
8 members joining us by phone, again, please
9 remember to mute your phone to limit background
10 noise and feel free to unmute during discussion
11 periods.

12 And with that, it is my honor to
13 introduce Secretary Ross.

14 SECRETARY ROSS: Well, thank you.
15 Good afternoon, everyone, and welcome back to the
16 Department of Commerce.

17 I know many of you had to rearrange
18 your schedules and traveled across the country to
19 be here today. So I want to thank you for your
20 commitment, your participation and especially the
21 quick turnaround on the recommendations I sought
22 from you in March.

1 I'm well aware of the significant time
2 and effort it took to put into those
3 recommendations the good thinking that you have
4 come forward with.

5 I understand that John Sprouls is one
6 of the ones who couldn't make it here today
7 because of the Hurricane Irma, but I would like
8 to take this opportunity to thank him for his
9 leadership as Chair of the Board.

10 I would also like to thank Vice Chairs
11 Margaret McKeough, who will be chairing today's
12 meeting, and Greg Stubblefield.

13 Travel and tourism remains a key
14 sector for the U.S. economy. And this
15 administration understands its importance.

16 I was pleased to deliver this message
17 to the industry at IPW, affirming that the U.S.
18 is open for business. And I appreciate your
19 recommendation that I do so.

20 The latest data from our National
21 Travel and Tourism Office for 2016 was pretty
22 encouraging. It showed that travel and tourism

1 remains a very critical export product for the
2 U.S. That it accounts for one-third of our
3 service's exports and 11 percent of our total
4 exports. So it's a huge important factor.

5 And the numbers tell the story. We
6 welcomed 75.6 million international visitors in
7 2016. They spent \$244.7 billion traveling to and
8 within the United States.

9 And that supported 1.2 million jobs,
10 only a small fraction of which are in this room.
11 It also produced a positive trade balance of
12 \$83.9 billion for last year.

13 However, sustaining growth this year
14 is going to be very tricky. For one thing, we
15 have the new security regime. And for another
16 thing both the first Hurricane Harvey and now
17 Irma are certainly not helping with the kind of
18 travel that you'd really like to see occur.

19 So those are headwinds, not to make a
20 pun, headwinds that we will have to try
21 collectively to overcome. The strong currency
22 obviously is another problem as well.

1 And we're all aware that international
2 travel and tourism was, in fact, down during the
3 first few months of this year.

4 And what we are looking for are
5 whatever recommendations you might have of
6 specific ways we can try to turn that around.
7 Are there processing things that could be done
8 with customs, with immigration, substituting
9 maybe technology for people?

10 What can we do to make that experience
11 a less unpleasant one for people coming in
12 without losing track of the fact that clearly the
13 single most important thing is the safety of your
14 clients, our tourists and our resident citizens?

15 So I think we need to try to figure
16 out how to balance the two in a way that
17 preserves security and yet makes it a little bit
18 of an easier experience.

19 So I hope we can get into that in the
20 discussion session later on. And with that
21 thought, I would like to turn the floor over to
22 Margaret to begin our discussion on the

1 recommendations that this Board has made.

2 VICE CHAIR McKEOUGH: Thank you, Mr.
3 Secretary. On behalf of this Board, let me
4 extend our utmost appreciation for you taking the
5 time to join us in today's meeting.

6 You did set out for us when we met in
7 March some challenges that you thought this
8 particular body could be most helpful to you and
9 the Department on.

10 And I want to reassure you that
11 everyone around this table has been very hard at
12 work in addressing the issues that you identified
13 for us in March.

14 Also, before we jump into some of our
15 action plans, I want to thank you as well for
16 your words at IPW that I think we all would agree
17 came at a very important time for that particular
18 body.

19 And I thank you very much on behalf of
20 all of us for those particular words that you
21 shared making sure the visitors know how open we
22 are for business in the United States.

1 So to the issues at hand today, you
2 did task us with three questions when we met with
3 you in March.

4 You asked us to take a look at what
5 might be, and reflect on what might be, an
6 appropriate goal for international travel as part
7 of what has been the National Travel and Tourism
8 Strategy that was set some 10 years ago. We have
9 some thoughts for you on that today.

10 You also asked us to identify a
11 priority list of issues, a few short issues that
12 perhaps the Department of Commerce could be most
13 strategic in addressing to support Travel and
14 Tourism's global competitiveness here in the
15 United States.

16 And then your third ask of us was to
17 spend some time reflecting on how the public
18 sector and the private sector could partner and
19 work together to promote the welcoming nature of
20 the United States for travel.

21 We have been busy in a subcommittee
22 format. And what I'd like to do is maybe start

1 with that first issue, which was reflecting on
2 what might be an appropriate goal for
3 international travel here to the United States in
4 light of the fact that the Travel and Tourism
5 policy is about 10 years old.

6 And I'd like to turn the work that's
7 been done on that over to Todd Davidson, with
8 Travel Oregon, who has been chairing a particular
9 work group on that matter. Todd?

10 MEMBER DAVIDSON: Margaret, thank you
11 very much. Mr. Secretary, I want to begin by
12 just echoing Margaret's comments.

13 It was an honor to be sitting in the
14 IPW audience to hear your remarks not only that
15 America is indeed open for business, but also
16 your echoing of Brand USA's campaign of issuing
17 one big welcome to the world.

18 That was not lost on me nor was it
19 lost on the thousands of people that were sitting
20 in the room that day. So thank you so very much
21 for that message.

22 You began today by citing some very

1 important statistics. And you know, as well as
2 anyone, that we didn't get here by accident.
3 This has been a very deliberate approach. We
4 haven't been lucky. We've been strategic.

5 SECRETARY ROSS: Right.

6 MEMBER DAVIDSON: And we've brought a
7 whole of government approach together with the
8 public and private sector working closely
9 together.

10 So our recommendation is that now that
11 we're finding ourselves at a mid-point of this 10
12 year National Travel and Tourism Strategy is that
13 we need a new goal. And it should be firmly
14 focused on international visitor spending as
15 visitors arrive here in the U.S.

16 We're midway through that 10 year
17 National Travel and Tourism Strategy. But what
18 we realize is that the goal from the current
19 strategy was a 100 million international visitors
20 and a quarter trillion dollars in spending by
21 2021.

22 We've reached the spending goal

1 essentially, as you noted, with our \$245 billion
2 in visitor spending, but we're lagging in the
3 visitor volume estimate. And that's due to a
4 number of factors.

5 There's global economic trends.
6 There's political trends. There are currency
7 exchange rates. The mix of visitors and markets
8 to the U.S. have changed significantly.

9 So we believe that we should focus on
10 spending for the new goal. Not at the detriment
11 of visitor volumes, but rather to recognize that
12 number one, this is consistent with the
13 International Monetary Fund. And it's also
14 consistent with the way the U.S. tracks and
15 measures and reports on all other exports of
16 services and goods.

17 So we also reviewed the strategic
18 areas of focus that are contained in the current
19 National Travel and Tourism Strategy.

20 I won't articulate them here. I
21 certainly could if you'd like. But I won't
22 except to say we found every one of those

1 strategic area of focuses still relevant.

2 And we would encourage, with the
3 development of a new National Travel and Tourism
4 Strategy, that those pillars, those strategic
5 areas of focus, remain in place because they are
6 all still relevant, all still necessary.

7 And we do think, though, that the
8 strategies and tactics that rest underneath those
9 pillars are due to be refreshed and reviewed.

10 The strategy revision, we believe, is
11 essential to keeping that whole of government
12 approach that has helped us attain the success
13 that we've arrived at so far.

14 And I'm happy to answer any questions
15 or ask if any members of the work group had any
16 other comments that they wanted to contribute at
17 this time.

18 MEMBER BALESTRERI: I'm an advocate of
19 numbers. I think volume cures everything. I
20 think our goal still should be to go to 100
21 million, 30 more million people.

22 And I think that all chips rise when

1 you have 30 million more tourists come to this
2 country over the next five years.

3 And not only does it help
4 economically, but the jobs it provides for the
5 least qualified American for upward mobility in
6 the hospitality, we're the largest retail
7 employers in the United States of minorities,
8 women, mentally restored and people that come up
9 the ladder that don't have a chance in any other
10 industry. So it's in one of the industries that
11 don't take any bailouts or subsidies.

12 So I think it's a win-win-win. I
13 think we have to focus, still also, important in
14 numbers.

15 SECRETARY ROSS: Well, Todd, were you
16 suggesting that we cut the 100 million target? I
17 didn't hear that.

18 MR. DAVIDSON: Our recommendation is
19 not to cut the 100 million target, but rather
20 we've met the financial target. So this is an
21 opportunity for us to really review the entire
22 National Travel and Tourism Strategy and reset

1 the goal for the next 10 years.

2 This should be the Trump
3 administration's National Travel and Tourism
4 administration --

5 SECRETARY ROSS: Right.

6 MEMBER DAVIDSON: -- for the next 10
7 years. With a new goal, we think the focus
8 should be on spending. But obviously the
9 underpinnings of that are where do we believe
10 visitors are going to come from? What is the
11 visitor volume that would then drive that
12 spending number?

13 SECRETARY ROSS: Did one of the
14 committee -- did you or one of the subcommittees
15 come up with specifics like what countries? How
16 to go about it?

17 MEMBER DAVIDSON: Our recommendation
18 is that with your blessing, we'd like to actually
19 form a workgroup that would specifically come
20 back to you with a new goal.

21 SECRETARY ROSS: Sold.

22 MEMBER DAVIDSON: All right. I'm

1 normal.

2 VICE CHAIR McKEOUGH: The first
3 headwind -- let's not go there, Mr. Secretary.
4 Thank you.

5 Let's move on. Thank you for that
6 support. We will get to work at shoring that up
7 and getting that well thought through for your
8 consideration in the future.

9 Let's progress, perhaps to the second
10 list, which was one that was headed up by Brad
11 Dean of Myrtle Beach Chamber of Commerce and
12 Tricia Primrose with Host -- excuse me, Marriott
13 International. Excuse me, some habits are tough
14 to break. Sorry, Trish.

15 MEMBER PRIMROSE: That's okay.

16 VICE CHAIR McKEOUGH: Let me turn it
17 over to you, Brad.

18 MEMBER DEAN: Super. Thank you, Mr.
19 Secretary. Thank you for your time today. Let
20 me just pick up on your comment based on the
21 recommendation that you just acknowledged.

22 One of the ways that we measure the

1 number of visitors is with the Survey of
2 International Air Travelers, SIAT. It's vitally
3 important for us.

4 I don't want to misquote you. I think
5 during your confirmation hearing I recall you
6 saying that if you can't measure it, you can't
7 manage it.

8 SECRETARY ROSS: Oh, I believe it.

9 MEMBER DEAN: And I certainly agree.

10 SECRETARY ROSS: I believe it.

11 MEMBER DEAN: And this is one of the
12 ways we measure that. So as Todd said, one of
13 the underpinnings of that strategy is to measure
14 not only who is coming but the opportunities or
15 the opportunities lost.

16 And so we believe the SIAT needs to be
17 protected, and we like it in its current form.

18 And I would point out, as you probably are aware,
19 the private sector does help to support that --

20 SECRETARY ROSS: Oh, yes.

21 MEMBER DEAN: -- because it provides
22 vital information. So we think that's a vitally

1 important tool that needs to be protected, and we
2 like it in its current form.

3 SECRETARY ROSS: Right. Well, is
4 there any real controversy about that?

5 MEMBER DEAN: Well, I think, one thing
6 we would like to see is that it grow. Because
7 states like mine aren't necessarily included in
8 the results because there's not enough surveys.

9 And I think maybe there's some that
10 just don't understand what you understand and
11 that is that this is a vital component to growing
12 our economic competitiveness.

13 So I will leave others to determine
14 and define any controversy, but we believe this
15 to be a common sense proposal. We need more
16 programs like the SIAT, not fewer.

17 If I may, let me expound upon that.
18 As Todd alluded to, we all agree, Brand USA is a
19 highly effective marketer. They're not only an
20 advertiser, they can also be a very key ally for
21 the administration in helping convey and
22 communicate policy changes.

1 But, Mr. Secretary, I have to note in
2 your initial comments to us back in March, you
3 made us think differently, I think, broaden our
4 thinking about this a bit.

5 You talked about the I Love New York
6 campaign.

7 SECRETARY ROSS: Right.

8 MEMBER DEAN: And we all recognize
9 that's an iconic campaign that was tremendously
10 successful. But as you know better than most,
11 one of the reasons it was more successful than
12 other campaigns is you have a lot of messengers.

13 It wasn't just an ad agency. You had
14 taxi cabs and city governments and businesses.
15 You even had tourists paying to promote that for
16 you.

17 We need more messengers of the Brand
18 USA message. And so we're hopeful that in your
19 leadership role on the Tourism Policy Council
20 that perhaps you can influence other government
21 agencies who are working directly or indirectly
22 with foreign investors and foreign travelers to

1 help amplify that message.

2 Whether that means using Brand USA's
3 media assets, their videos, their marketing
4 message, we should have many, many messengers,
5 not just public sector, but the private sector,
6 too, helping to amplify that message.

7 SECRETARY ROSS: Right.

8 MEMBER DEAN: They are important, but
9 they can't do it alone.

10 SECRETARY ROSS: Well, I have one real
11 thought on that. One of the things that I feel
12 helped the I Love New York campaign was the
13 little lapel pins.

14 And the people who were running that
15 program, if I would show up in a meeting with
16 them, then I was in some civilian life, like, not
17 wearing a pin, somebody for sure would offer me a
18 pin.

19 And it may sound silly, but it's kind
20 of the multiplication of word of mouth. I
21 frankly believe word of mouth, especially in an
22 industry like yours, is the most important thing.

1 And there's nothing that helps word of mouth more
2 than a little symbol, a guy being your messenger.

3 So I would urge you to give some
4 thought to some program where we could literally
5 hand out some sort of a thing, maybe each time
6 somebody makes a travel reservation with you or
7 something.

8 That if we could get enough of them
9 maybe cheaply enough make everybody, make all
10 your customers be messengers.

11 I think it's a thought you might give
12 some consideration to as you go through the next
13 phase here.

14 MEMBER DEAN: Thank you for that
15 suggestion. I think making our customers
16 messengers is a great objective for all of us to
17 heed.

18 One final observation I want to make,
19 Mr. Secretary, and then I'll transfer over to my
20 colleague, Tricia. It's not just important to
21 market the U.S. It's also important to market
22 the welcome.

1 As Todd and Margaret alluded to, your
2 comments at IPW were very well received by all of
3 our global partners. But that can't be a once a
4 year message by one man.

5 And I think you mentioned earlier this
6 need for a balance between enhancing national
7 security and growing international travel. We
8 think the message needs to be balanced as well.

9 What we would like to see is that when
10 the administration does make policy changes or
11 rolls out new policies, to also balance that with
12 a message that reinforces that we're open for
13 business. We welcome all visitors who pose no
14 threat to our nation.

15 And we think that those two goals,
16 national security and growing international event
17 travel, are not mutually exclusively. And we'd
18 like to see the administration embrace and carry
19 that message consistently.

20 And I'm happy to hand off to my
21 colleague, Tricia Primrose.

22 MEMBER PRIMROSE: Thanks so much,

1 Brad. What a pleasure it is to be here,
2 Secretary Ross. Thank you and to my fellow Board
3 members who are here as well.

4 I'm Tricia Primrose with Marriott
5 International. I had the privilege of chairing
6 the Top Priorities Subcommittee. So I reflect
7 the work of a lot of good hardworking people
8 around the table today.

9 We wanted to talk about two things.
10 Picking up where Brad left off, I think that
11 concept of balance you talked about at the
12 beginning is exactly right.

13 So one of the areas that we focused on
14 in our recommendations is engaging foreign
15 governments in support of bilateral security
16 agreements.

17 And essentially what we are looking at
18 is bilateral security agreements and existing
19 security frameworks from our perspective, they
20 really strengthen security, and they increase and
21 promote travel to our country.

22 We would like to see programs like the

1 Visa Waiver Program and Global Entry. We think
2 they give an ability for travelers coming here to
3 come and do the screening before they arrive,
4 which is so important for the very issue raised
5 earlier about security.

6 We think that communicating this value
7 to other governments is a message that could be
8 carried throughout our government, the importance
9 of these programs. But that they allow this to
10 be carried out in a way that is completely
11 connected to the other country, that we're all
12 adhering to the same standards of security.

13 SECRETARY ROSS: So what are the
14 actual changes you would see being needed?

15 MEMBER PRIMROSE: So we actually would
16 need to work more on the specifics of that.

17 SECRETARY ROSS: Yes.

18 MEMBER PRIMROSE: What we were really
19 looking to do was raise an issue that we felt
20 could become a part of the roadmap for the
21 Commerce Department.

22 But if there's a way in which this

1 message can be taken at all different levels, we
2 think that would be better.

3 SECRETARY ROSS: It could well be, but
4 that would be when we have something specific.

5 MEMBER PRIMROSE: Mm-hmm.

6 SECRETARY ROSS: Because if I just
7 called the others and say, you know, be nice to
8 travelers and --

9 MEMBER PRIMROSE: One hundred percent.

10 SECRETARY ROSS: We've got to have
11 pinpoint things --

12 MEMBER PRIMROSE: Yes.

13 SECRETARY ROSS: -- for them to do.

14 MEMBER PRIMROSE: Absolutely. The
15 second area we did want to just highlight as part
16 of our recommendations is infrastructure
17 investment.

18 We're heartened that the
19 administration amidst all the competing
20 priorities has identified infrastructure
21 investment as a key priority.

22 By 2030, I know we all know these

1 numbers, nearly 2 billion international trips are
2 anticipated. So this emphasis on how we prepare
3 for that type of travel, whether its roads, rail,
4 you know, airports is key.

5 I think that as the administration
6 looks at these competing priorities, if there's a
7 way travel and tourism can be factored into the
8 equation on infrastructure investment that would
9 be wonderful.

10 SECRETARY ROSS: I can tell you
11 airports are for sure going to be one of our big
12 objectives. And once the legislation gets
13 introduced later this fall, I think it would be
14 good for your industry to organize a letter
15 writing campaign to the Congress to get them to
16 support the infrastructure program.

17 There's nothing that seems to do
18 better than hundreds and hundreds of letters and
19 phone calls going into the Congress. And you're
20 a lot of people just in this room.

21 If each of you got, say, 100 people to
22 write a letter, you know what? They'd notice it.

1 And that shouldn't be a very heavy lift. We all
2 know we need it. And it's just a question of
3 keeping that focus on them.

4 So I would hope when you come back,
5 you will come back with a plan how you are going
6 to get your industry to really push the Congress
7 to maximize the spend on infrastructure because
8 we want to go as big as we can.

9 MEMBER PRIMROSE: Yes. Wonderful to
10 hear and a terrific suggestion. With that,
11 unless there are any comments from you on those
12 recommendations from Brad and myself, I'd like to
13 turn it over to our colleague, Bruce Charendoff,
14 for the final section.

15 MEMBER CHARENDOFF: Okay. I guess I
16 get to bat cleanup. Well, Mr. Secretary, let me
17 also add my voice of thanks to you for your
18 personal interest in our board and in travel and
19 tourism and your willingness to continue the
20 legacy of successful collaboration that we've
21 enjoyed in the travel industry between the
22 private sector and the government.

1 I chaired the facilitation working
2 group of the TTAB. And, I guess I should start
3 by also thanking the members of the working group
4 for their time and their energy as we've met,
5 amongst ourselves and with our government
6 partners, to respond to your tasking of us to
7 propose recommendations to ensure the United
8 States remains a welcoming destination while
9 ensuring national security.

10 So our conclusion is that when
11 national travel security programs that have been
12 mentioned like Global Entry, TSA PreCheck,
13 Preclearance and Visa Waiver are done well,
14 they're also welcoming to visitors.

15 They speed known low risk travelers
16 through checkpoints to their destinations,
17 allowing security agencies to focus attention on
18 unknown, higher risk individuals.

19 So we spent a lot of time in our early
20 meetings thinking about these excellent
21 individual programs and generating ideas for how
22 to make them even better.

1 And so to that end, we met with
2 officials and executives from U.S. Customs and
3 Border Protection, TSA, the World Economic Forum,
4 U.S. Travel, and together they gave us a
5 comprehensive and multidimensional view of our
6 key national security programs.

7 And in the process of all of that, we
8 hit on one big idea, which we thought that would
9 respond most directly to your tasking, namely to
10 recommend that you authorize a new P3 named the
11 Secure Travel Partnership.

12 And to your idea before about lapel
13 pins and symbols and the like, perhaps that may
14 be one of those things that would lend itself to
15 exactly that, a Secure Travel Partnership.

16 So what is it? Our idea involves two
17 parts. The first is to create an umbrella brand
18 that would attach to and cover all of the key
19 travel security programs the U.S. employs and
20 establish an ongoing dialogue between the
21 government and private sector on program
22 improvements.

1 So that is Global Entry, PreCheck,
2 Preclearance and Visa Waiver would all be part of
3 the Secure Travel Partnership. There would be a
4 visual brand or a logo, a lapel pin, to be
5 developed, that would be visible on all
6 government enrollment websites, advertising and
7 kiosks.

8 The private sector, for its part,
9 which is increasingly helping government partners
10 market these programs, would also be encouraged
11 to display it.

12 We'd also jointly develop ideas for
13 impactful and consistent messaging and
14 positioning of this brand proposition.

15 On the other side, operationally, the
16 Secure Travel Partnership, which would be created
17 among representatives of the Department of
18 Commerce, Homeland Security and State and members
19 of the TTAB and other members of the private
20 sector, with relevant expertise, all of us would
21 meet regularly and seek to find places to
22 harmonize and improve security programs that at

1 times can be somewhat confusing to travelers.

2 So this partnership would bring
3 together government and travel industry
4 professionals from a variety of sectors to create
5 clear and consistent messaging, marketing and
6 program improvement strategies.

7 We think the Secure Travel Partnership
8 would visibly demonstrate to our citizens and to
9 our visitors our nation's and our industry's
10 commitment to providing them with safe and secure
11 travel experiences.

12 In the increasingly dangerous world
13 we're living in, we believe this would be a plus
14 factor for choosing the United States as a
15 destination and demonstrating that we are a
16 welcoming nation that, as you said in your
17 excellent IPW speech, is open for business.

18 So when legitimate travelers feel
19 safe, secure and mostly welcome, they will
20 increasingly choose the United States as a
21 destination and help us win the competition to
22 become the number one destination in the world.

1 And with that, I welcome your
2 questions or other members of the Committee to
3 chime in.

4 SECRETARY ROSS: Good. I like that
5 idea. I do think if it's going to be a lapel
6 pin, it needs to be fewer letters than Secure
7 Travel Partnership.

8 MEMBER CHARENDOFF: Fair enough.

9 SECRETARY ROSS: I don't see people
10 wearing an STP. But the idea, I think, is a good
11 one.

12 MEMBER CHARENDOFF: Great.

13 SECRETARY ROSS: So let's figure out
14 how we can make that work.

15 MEMBER CHARENDOFF: Wonderful.

16 VICE CHAIR McKEOUGH: Well, Mr.
17 Secretary, your comments with us have been
18 encouraging that we're on the right track.

19 SECRETARY ROSS: Yes.

20 VICE CHAIR McKEOUGH: We might have
21 some refinement that needs to be done --

22 SECRETARY ROSS: Sure.

1 VICE CHAIR McKEOUGH: -- for these
2 preliminary ideas to be most helpful for
3 execution. But let me invite, if there's any
4 further questions you might have on any of these
5 proposals or ask if you think we would be well
6 placed to proceed forward and continue the
7 implementation of these ideas shared with you
8 today.

9 SECRETARY ROSS: Well, I think the
10 ideas all are useful and are interesting, but
11 obviously, the devil is in the details.

12 So I would encourage you go the next
13 lap and now let's figure out exactly how we're
14 going to implement it, like the interdepartmental
15 coordination.

16 Okay, what is it we want each of these
17 departments to do or at least to try to get them
18 to do because we'll do much better going in with
19 a specific ask than we will just the general.

20 Nobody will argue with the general
21 level. At least I won't. I don't think anybody
22 in our administration would. Let's go the next

1 lap. And that, I think, would be very, very good
2 to do.

3 And so I would like to say I support
4 these suggestions that you've made. I do think
5 you ought to have two numerical targets for 2027,
6 one, number of visitors and one, dollars.

7 But more than just a target, how do we
8 get there? Where are the high value tourists
9 that we're not now getting? How do we approach
10 them?

11 That kind of level of detail, I think,
12 would be the next step on that. Then if you
13 could put together maybe just two, or some small
14 number like two, of initiatives that public and
15 private sector could work together on over this
16 next year as a first step for the Secure Travel
17 Partnership. I think let's get a couple of
18 particular things that we can hit.

19 As usual, I also am going to want to
20 put a date on any requests. And I would request
21 that you get these back by October 20 because
22 that would then let me propose them to the

1 Tourism Policy Council at its fall meeting. So
2 it would give us a little bit of turnaround time
3 and then we could get to them.

4 Our National Travel and Tourism Office
5 will be happy to help facilitate your work. I
6 assume you know how to reach them.

7 VICE CHAIR McKEOUGH: Vice versa.

8 SECRETARY ROSS: So I look forward to
9 the continued great work of the Board and to the
10 Department's ongoing engagement with the tourist
11 and travel industries.

12 And as I depart, because unfortunately
13 I must, I leave you in the capable hands of our
14 Deputy Chief of Staff, Israel Hernandez, who is
15 on my left. He will continue to represent the
16 views of the Department and the Administration
17 for the remainder of the meeting today.

18 But thank you again for coming. I
19 hope we get through this next hurricane pretty
20 well. It really strikes home with me. I'm a
21 Florida resident so, but at least I have been.

22 Hopefully, there will still be a

1 Florida and hopefully the other part of the
2 country that also are vulnerable here, hopefully,
3 they won't be too badly damaged.

4 But thank you again for the good work.
5 I hope you understand we are taking quite
6 seriously this Board, and we are quite interested
7 in working with you and achieving these numerical
8 goals that you have set for yourselves.

9 And toward that end, maybe some
10 thought should be given for immediate shorter
11 term goals. What do we do in the aftermath of
12 the two hurricanes?

13 When I got prepared for the meeting,
14 I hadn't thought we would be faced with that.
15 But what do we do in the aftermaths of those
16 because that obviously has changed maps in
17 strange ways and not just for 10 minutes.

18 That's going to take quite a little
19 while to fix, and particularly the Florida part.
20 I would assume Florida is an important part of
21 the travel programs that you have. Houston maybe
22 too, but certainly Florida is a very big tourist

1 place. So we might give a little bit of focus on
2 short-term things that we can do there.

3 So again, I thank you, and especially
4 for the good work that you've been doing so far.
5 Thanks very much.

6 VICE CHAIR McKEOUGH: Thank you, Mr.
7 Secretary. Thank you very much for the feedback
8 today, too.

9 Okay. Israel, any comments you might
10 have before I open it up to just see if there is
11 any general feedback and commentary from the
12 latter board?

13 MR. HERNANDEZ: Do you feel October is
14 going to be enough time?

15 VICE CHAIR McKEOUGH: I heard an even
16 shorter deadline?

17 MEMBER BALESTRERI: Can I ask what the
18 Homeland Security -- the Visa Waiver Program, it
19 was 30 million Chinese that left China, but we
20 only got less than 3 million. Fifteen million
21 more wanted to come here.

22 How does Homeland Security work with

1 us to try to get those Visa Waivers in here a lot
2 quicker? India, the same problem. How do we
3 work together?

4 Here we have all those people that
5 want to come here. That's money well spent here.
6 All boats rise. How do we work through to make
7 this a quicker process?

8 VICE CHAIR McKEOUGH: Ted, can I ask
9 you to hold that great thought which we will get
10 to address in just a minute.

11 I didn't want to lose some of the
12 momentum that was established here in the room by
13 the Secretary's comment. So if I could
14 respectfully ask you just hold that thought a
15 moment.

16 MEMBER BALESTRERI: Sure.

17 VICE CHAIR McKEOUGH: And, Israel, ask
18 if there is anything you would like to further
19 elaborate on on behalf of the Secretary's
20 comments or any questions for us.

21 MR. HERNANDEZ: No, I think we're now
22 having more public session, right? That's the

1 next --

2 VICE CHAIR McKEOUGH: We are going to
3 get to that at the end.

4 MR. HERNANDEZ: Okay.

5 VICE CHAIR McKEOUGH: I just didn't
6 know if you had any other comments before we --

7 MR. HERNANDEZ: No. I was just
8 sharing with Isabel, I wonder if his ask with the
9 hurricane, do we need to move the Council meeting
10 to November to give everyone a little more time?

11 I don't think that we're required to
12 meet in October, but we could move it to give
13 people enough time to think through this and not
14 be so rushed.

15 VICE CHAIR McKEOUGH: Okay. Right.

16 MR. HERNANDEZ: But outside of those,
17 we have the recommendations. I think they're
18 great.

19 I thought the global paren at the end
20 was a really great concept because over time I
21 think people may get confused with all the
22 different programs. But if you have one umbrella

1 program, I think that would work great.

2 And he is very much willing, just
3 based on working with him for the past three
4 months, very willing to work in an interagency
5 and take the lead on it.

6 So, like, maybe Isabel mentioned
7 before, he reads. He is a voracious reader. He
8 will read everything that we give him. He loves
9 detail.

10 As much as you can put detail to these
11 initiatives as far as how we work with
12 interagency would be great because he is very
13 persistent. And not only on a bilateral basis,
14 which is what I've witnessed him do, but also in
15 an interagency process.

16 So I urge you as much specificity
17 would help because he will be very much, in the
18 sense of he will follow through on that. So just
19 a little bit of background for you on that.

20 VICE CHAIR McKEOUGH: All right.
21 Thank you. Thank you for that guidance.

22 What I was going to suggest if there's

1 no other thoughts from the Board, let's maybe
2 progress through the agenda for today.

3 We've got another formal presentation
4 to be made and then we can kind of come back and
5 do a recap before we adjourn here today.

6 MEMBER EKERT: Madam Vice Chair, I
7 have one comment. That is I heard the Secretary
8 affirmatively say tell me what to do.

9 So I don't think we should seek
10 permission. I think we should say here's what we
11 recommend. And we should no longer wait for him
12 to say is it okay form a subcommittee? Is it
13 okay to develop recommendations?

14 Let's just move forward assertively
15 with the Department. Obviously, they have their
16 right to say yes or no.

17 VICE CHAIR McKEOUGH: I heard the same
18 thing.

19 MR. HERNANDEZ: I agree.

20 VICE CHAIR McKEOUGH: Well said.

21 MR. HERNANDEZ: I really think you
22 should take advantage of this.

1 MR. McREYNOLDS: Margaret, can I ask
2 a -- I have a question for follow-up. Just if it
3 is feasible. I heard the Secretary say the three
4 committees should keep going on the goals.

5 But I also heard potentially, and I
6 just want for clarification, a short-term
7 committee, immediately, to deal with the effects
8 of the hurricane.

9 Does that enable us -- apologies. I'm
10 John Sprouls' aide so I'm going to have to figure
11 this out.

12 VICE CHAIR McKEOUGH: And he's in
13 Florida.

14 MR. McREYNOLDS: And John is gone.
15 There'll be no playing, just saying.

16 But, you know, I hear that we can also
17 constitute a group to focus on the hurricane
18 tourism recovery and form a working group or task
19 force immediately on that as well.

20 MR. HERNANDEZ: Yes. I think so, yes.

21 MR. McREYNOLDS: Okay. So there's
22 four. Thank you.

1 VICE CHAIR McKEOUGH: With, I think,
2 of the encouragement of a very short turnaround
3 with some recommendations and ideas.

4 All right. Let's progress on the
5 agenda to Isabel, who on behalf of the Travel and
6 Tourism Office is going to introduce a report on
7 our 2016 Travel and Tourism data results.

8 MS. HILL: Thank you very much. And
9 thank you all for coming. And I know, having
10 worked with each of these working groups how much
11 energy and effort has gone in. And I think what
12 I really appreciate after that is the fact that
13 you all are willing to double down and do it some
14 more.

15 And so we really look forward to
16 working with you on that.

17 One of the things that we thought
18 would be very helpful for this group in terms of
19 looking forward particularly on the question of
20 setting a new national goal, a numerical goal,
21 would be to look at the 2016 data at a fairly
22 high level. But to look at it from the

1 standpoint of what is driving markets in terms of
2 growth versus absolute numbers both with dollars
3 in spending?

4 And then to look at some of the
5 segments, particularly as there has been a
6 definitional question or a definitional
7 adjustment by BEA in the process of these last
8 five years that have included education, medical
9 in the definition of travel and tourism and
10 therefore in the revenue count.

11 So with that, we also thought it would
12 be helpful to look at the Survey of International
13 Air Travelers, which provides information on the
14 markets on the traveler characteristics.

15 So as the Secretary says, if you were
16 diving into the markets to understand what is
17 going to generate and lead growth, you will see
18 what tools are available to you with the survey
19 as well as the overall program that we have.

20 With that, Mark, I'd like to invite
21 Mark Brown, an economist in our office, to begin
22 with the 2016 performance.

1 And after that, we will turn it over
2 to Richard Champley, who is a Senior Project
3 Manager, who will give us a presentation on the
4 Survey of International Air Travelers.

5 If it makes sense to you all, we can
6 go through the two presentations and then answer
7 questions. If there are burning questions in
8 between them, then by all means. But I just want
9 to make the most efficient use of everybody's
10 time. Thank you, Mark.

11 MR. M. BROWN: Good afternoon,
12 everyone. I understand we have some IT issues
13 today. So we're going to go old school. So you
14 should have in your handout - my ex-wife used to
15 accuse me of living in the 80s and today we get
16 to live it, I guess. So I'm perfectly
17 comfortable. I hope you are as well.

18 Does everyone have a copy of the
19 presentation?

20 VICE CHAIR McKEOUGH: It's in
21 everyone's folder, the blue folder in front of
22 everyone.

1 MR. M. BROWN: So what we'll do is
2 I'll reference the talking points by slide number
3 to help those on the phone. For those of you on
4 the phone, you should have an email from our
5 office this morning that might have an attachment
6 with this presentation. You might be able to
7 follow along.

8 So let's start with Slide 2. I
9 thought it would useful to see what was the
10 volume as we entered into 2016. This is the
11 volume as we ended 2015 and to note here the
12 total volume was 77.5 million and here was
13 overseas volume of 38.4.

14 And that Canada remained our number
15 one origin country, but Mexico was a close
16 second. And then you can see how it falls off
17 very dramatically into the second and third tiers
18 of visitor volume.

19 We have the top 21 countries because
20 Ireland and Taiwan jump over each other,
21 leapfrog, from year to year.

22 So that's how we look as we entered

1 2016. Now if we move to Slide 3, this graph
2 shows the percent change in volume for each of
3 these 21 markets.

4 The countries in red are the
5 decliners. The ones in green are those who have
6 increases in volume.

7 And you can see that the decliners
8 outnumber those who increased two to one. And
9 China, Argentina, South Korea, all with the
10 strongest growth rates, and Brazil by far with
11 the largest declines.

12 So the scale here is the percent
13 change from 2015 to 2016. So to help you move
14 forward here total international down about 2
15 percent as well as overseas. But here you get
16 the components of change to help you move forward
17 with your agenda.

18 Let's move on to Slide 4. So Slide 3
19 was the percent change. Slide 4 is the actual
20 change. This is where the rubber hits the road.

21 And you can see here that total
22 international was down nearly 2 million and that

1 was actually dominated by Canada and Brazil, the
2 markets with the largest overall declines. And
3 it was really just China and Mexico that were
4 providing from the growth markets.

5 And I should add that in 2016, as we
6 entered 2016 and ended, USA remained the number
7 two overseas -- I'm sorry. As we entered 2016,
8 the USA was the second most visited country in
9 the world following France, Spain number three.

10 So here is the -- Slide 4 is the total
11 change. So Slide 5, here's how we ended the
12 year, down a little bit, 75.6 million.

13 The decline in the U.S., coupled with
14 a very large 10 percent increase in Spain,
15 results in Spain and the U.S. being exactly tied
16 for second place as we enter 2017.

17 So France, number one. France also
18 had a decline in visitor volume in 2016. U.S.
19 was down 2 percent or so. And Spain had a very
20 large increase. So France, U.S., Spain, U.S. and
21 Spain tied for second.

22 And also to note here in Slide 5 is

1 there's some leapfrogging, South Korea and
2 Brazil, Argentina and Columbia, and Taiwan and
3 Ireland. So that's volume.

4 So let's move into spending. This is
5 where -- this is what pays the bills, of course.
6 And my apologies. This would be in billions,
7 this scale. I'm an economist so I guess I was
8 thinking on the one hand should I use millions or
9 should I use billions? Well, the data is in
10 billions.

11 And so we -- in 2015 we entered the
12 year at \$247 billion in total spending. This
13 would be across all spending types to and from
14 the U.S., passenger fares, spending within the
15 U.S., all the different segments that we and the
16 Bureau of Economic Analysis provides in tracking.

17 The USA is by far the number one
18 ranked country in spending, by far. Three times
19 higher than number two Spain and four times
20 higher than the closely packed group of Thailand,
21 China, France, Italy, the UK and Germany.

22 And I also asked you to keep in mind

1 that when we talk about rankings and receipts,
2 we're just talking about the travel, the spending
3 within the country. The UNWTO collects this data
4 from all the countries, and it excludes passenger
5 fares.

6 And our industry is so large, our
7 airline industry, that if it were a country of
8 itself, it would be the eighth largest travel
9 export country. But when we talk about
10 positioning the U.S. in terms of money, it's
11 always just -- it always excludes passenger
12 fares.

13 All right. Let's go to Slide 7. And
14 we'll look at the change. As we did with the
15 volume changes, let's start with percent change.

16 China, India, Argentina, by far the
17 largest percent increases in 2016. The countries
18 that are in gray are those for which we did not
19 have data. BEA will release those countries and
20 some additional ones for the first time in just a
21 couple of weeks at the end of October.

22 And Slide 8 would be how those percent

1 changes turn into the volumes. And here we see
2 it's really the growth was dominated by China and
3 India. And Brazil and Canada were the largest
4 countries with the largest declines.

5 So this is looking at the spending
6 change and the components of change by country.
7 But I would ask, especially Mr. Davidson, as you
8 look in terms of how to position the U.S. in
9 terms of spending, there's another dimension.

10 So this is the dimension by country.
11 And as we move to Slide 9, we go through a series
12 of -- let me walk you through another important
13 dimension to look at, and it is by spending type.

14 So we don't have the IT so I don't
15 have the beautiful builds here. So I'll try to
16 walk you through this.

17 The first part is just in the text
18 over here on the left are some reminders of what
19 the spending numbers represent, where they are
20 from and so forth.

21 And it's important to realize that the
22 Bureau of Economic Analysis changed their

1 methodology in the middle of 2014 and here's why
2 over here on the left. It conforms to
3 International Monetary Fund standards.

4 They've been working on that revision
5 for a very, very long time. And they finally
6 unveiled that change in the middle of 2014. And
7 so what we have here is their new lineup of the
8 spending categories.

9 And now I direct your attention to the
10 column called, what is it? And this will help
11 explain what they put into these different
12 traveler spending buckets.

13 You will notice there's some spending
14 categories that we had not seen before,
15 particularly the health related, education
16 related and other personal.

17 Those weren't created from scratch.
18 They just had to be -- they were in other export
19 buckets. And they were moved over to travel and
20 tourism.

21 Then if you move over to the right
22 would be the visitor spending, the travel

1 exports, total travel exports in 2011 and 2016.

2 I chose 2011 because that was about
3 the time where the most recent data that we were
4 using when we helped create the national strategy
5 that was under the previous administration.

6 And then the next column over would be
7 the percent of 2016. I think of this in terms of
8 the speed. So 20 percent of 2016 are each of
9 these component's share of total travel spending.
10 The next column would be the share of growth over
11 this four or five year period.

12 So the one column is kind of speed.
13 The other is maybe acceleration. So how fast is
14 it moving or slowing?

15 And I've highlighted in yellow here,
16 especially to note, Mr. Davidson, that there is
17 differences in how these different components are
18 changing.

19 So not only do we have changes in the
20 speed and acceleration by country, but within
21 each of those countries and overall the speed of
22 the components. So not only is China moving one

1 way or the other, but also China education and
2 leisure and so forth.

3 You can see that business is not where
4 the growth is coming from. But conversely, the
5 leisure, the vacation type of travel and the
6 education related travel are the two drivers of
7 the growth over this period.

8 So before I hand it over to Dick, I
9 would like to just let you know here is how
10 things look as we move into 2017.

11 Volumes started the year a little
12 soft. January was up a little bit. February was
13 down. March was down big, but we expected that
14 because of what we call the Easter Passover
15 effect.

16 What we had in this year and what we
17 will have for the next two years are flip flops
18 in the month that Easter Passover is observed.
19 And that always messes with the numbers.

20 So those of you following our annual,
21 or sorry, our monthly volumes, you saw March with
22 about an 8 percent decline, I believe. But we

1 just got April, I think it was last night or this
2 morning, and it is up about 8 percent.

3 So here is the bottom line. January
4 through April, overseas volume is down 4.3 and
5 total volume is down 1.2 percent. And that
6 reflects a lot of comeback from the Canadian
7 market. Last year, the beginning of the year,
8 was horrible.

9 Spending, too, and within the U.S. is
10 up 2.7 percent for the first four months of 2017.
11 And that growth is once again led by the
12 education segment, one of those -- this one here
13 in yellow.

14 With that, I hand it over to Dick.

15 MR. CHAMPLEY: Thank you, Mark. My
16 name is Dick Champley. I'm the Program Manager
17 of the Survey of International Air Travelers plus
18 other duties as assigned.

19 Welcome, everybody. I have just a few
20 slides, not that many, but they are fairly dense.
21 So I'll go over them in some detail. They are at
22 a higher level of granularity, and we can talk

1 later offsite of deeper questions.

2 I'll direct you to the first slide 10,
3 on Page 5, that this gives a graphic overview of
4 the NTTO statistical system, and it does focus
5 that the Survey of International Air Travelers is
6 a core program which is central to all other
7 operating systems that we have.

8 Its primary purpose legacy wise and
9 even through today is that we provide BEA with
10 spending estimates. It was established by 1996
11 legislation. So it's mandatory that we do this.

12 But then, destination wise,
13 legislation on 2009, as you know, the Travel
14 Promotion Act, extended that concept of producing
15 data for destinations was made as a mandate.

16 The survey, SIAT, is a primary
17 research effort, meaning that unlike some of our
18 other datasets, we go and get the data. It's an
19 alpha to omega system.

20 We design the survey. We go in the
21 field. We collect the data. We're not reliant
22 on others to get that survey data. And then we

1 process it.

2 On this graphic here, I'll just direct
3 you to these two boxes on the left, the green one
4 is on the top.

5 These are data from the Department of
6 Homeland Security, the I-94 arrival data, and
7 APIS, which was formerly the I-92 data. And the
8 APIS data is actually more than just departure
9 data, it's also arrival and departure data. We
10 use it for our U.S. outbound waiting.

11 So both of these would be secondary
12 data, secondary research input into the survey,
13 which is primary.

14 And from that goes export and import
15 data, the BEA customer reports for clients and
16 interested parties. And the input also goes in
17 the Travel and Tourism satellite account, which
18 gives the economic impact of travel to the USA.

19 I am good on that one. Let's go to
20 Slide 11 please. Those two would have been a
21 build slide, you know, build up in the drama, but
22 you've got it all on one page now so. So my

1 punch line is lacking so.

2 But it's methodology, I don't want to
3 get too much in the rigor of the process, but
4 these are important points.

5 And you talk about density, that first
6 bullet point, actually it's a short statement,
7 but it has five points.

8 The survey is a monthly survey. So
9 it's not ad hoc, once in a while, only on the
10 East Coast. It's a monthly survey. It's self-
11 administered by the passenger respondent. Okay.
12 It's voluntary on their part. So it's not
13 voluntary for us to do it, but it's voluntary for
14 them to take it, which is good.

15 It's in paper form. There's nothing
16 sacrosanct about paper. It just happens to be
17 the format that has worked. And we have looked
18 at other options and tested them. You know,
19 we'll look at having a long-term replacement, but
20 we'll get into that a little later.

21 And so it exists as that. You have a
22 copy in your folder. I'd like to have you all

1 fill it out and send it in. We couldn't do that
2 because it has to be in the departure gate so we
3 couldn't count it.

4 So and then it's been in operation,
5 and never skipping a month, since 1983, 35 years.

6 It's designed by, Bullet 2, USG, us
7 and other government departments in the industry.
8 And the design by basically is the questionnaire
9 instrument.

10 There's been various versions over the
11 years. But I think if you compare a current one
12 with the very first one, you'd have a lot of
13 solid data that comes all the way through, a lot
14 of core data.

15 But in the industry we ask for input.
16 The last major change we made was 2012, and
17 that's been in the field, you know, since then.
18 But we did make a quick change based on a Travel
19 and Tourism Advisory Board recommendation two
20 years ago. And it went into effect last April.
21 We'll touch on that later.

22 So we were able to work that one out.

1 Normally, we have to go through a laborious
2 process with the Office of Management and Budget
3 to do this.

4 But for a short change, we can just
5 inform them that we're going to do this and it's
6 non-substandard. And then if you don't have any,
7 we'll just continue with it. And we haven't
8 heard back from them yet so.

9 So the third bullet, it captures two
10 populations really, U.S. residents who are
11 outbound and non-residents on the inbound. How
12 do you do that?

13 Well, we do that in the departure gate
14 of, like, the top 27 in the U.S. gateways and
15 also some in-flight, but there we have in the
16 gate area, you've got both sets.

17 You've got U.S. residents who are
18 leaving on their trip, embarking, and non-
19 residents going home. And they have a rich
20 plethora of data that they just took their trip,
21 and it's fresh in their mind.

22 Moving along, we're being inclusive

1 here as much as we can. It's in 12 languages.
2 So it's not just English. It's done on board or
3 on the gate area.

4 It used to be totally in-flight. In
5 fact, at its inception, Mexicana Airlines put an
6 extra flight attendant on board to administer the
7 survey. So that doesn't happen anymore. It's
8 mostly in the gate area.

9 A major thing, walkaway, here is that
10 this is a statistical system. It's rigorous.
11 And we have to in essence make sure that the data
12 stands up to statistical rigor and that selection
13 is as random as possible.

14 It's done with foreign and U.S. flight
15 carriers. It's not U.S. carriers only. We go
16 through a waiting process, that longer bullet
17 there. And we achieve maybe upward of last year
18 was 96,000 surveys, roughly split between res and
19 non-res.

20 This, of course, is a function of the
21 budget and our costs of the contract.

22 And then our vendor selection. This

1 is put out for bid periodically. It has normally
2 been an open bid process, and we are approaching
3 another turnaround in the next year or so.

4 Other alternatives, I'll just mention
5 that we tested four. One was in the rest area
6 and three were in the boarding area. One using
7 paths, that came specifically from a member here.
8 We tested that out.

9 It was promising except to tell you
10 this, we normally get around 15 completed surveys
11 per flight, that's an average. And the best
12 results we got of the four tests was like six or
13 seven out of the paths.

14 VICE CHAIR McKEOUGH: I know we have
15 the survey here, as you mentioned. Is there any
16 particular highlights? I think this is very
17 useful and helpful information. Anything you
18 might summarize about the survey?

19 MS. HILL: Just skip to the last line.

20 VICE CHAIR McKEOUGH: Maybe the last
21 line, Isabel is thinking, might be the most
22 helpful.

1 MR. CHAMPLEY: Well --

2 VICE CHAIR McKEOUGH: It's great to
3 actually have a copy of it for all of us to
4 reference.

5 MR. CHAMPLEY: Mm-hmm. I'm not sure
6 about what slide.

7 MR. M. BROWN: While he's thinking,
8 I'll just say that --

9 VICE CHAIR McKEOUGH: Any bottom line
10 you want us to know because I know this is a room
11 full of advocates that this continue.

12 MR. CHAMPLEY: Yes, okay. I mean if
13 I've got five minutes, I'll talk longer. If I've
14 got 30 seconds, I'll --

15 VICE CHAIR McKEOUGH: You've got 30
16 seconds.

17 MR. CHAMPLEY: Oh, okay. All right.
18 All right. I've had the hook before. Okay.
19 Well, on the topic, slide 12, those are all the
20 data elements that will come out as information,
21 okay?

22 And if you want to have the

1 questionnaire and enumerate it, you can find
2 every one of these here. And it's like different
3 topics, brand names, characteristics, et cetera.

4 Here's the big one on 13. This is a
5 change we made based on the TTAB recommendation a
6 couple years ago, which was measure the arrival
7 experience and on tourists.

8 And we've changed this based on some
9 very excellent input from members. I think it
10 was NBC, Universal and Enterprise. Consumer
11 people gave us insight on how to structure this
12 thing.

13 We did it. We tested it. It's in the
14 field. We've got one year of data now. So we've
15 been sharing it with the CBP. So that's good.

16 Customers, 14, we have many here. If
17 this were a bubble chart, we would say
18 destinations are our biggest group. Airlines are
19 developing it again.

20 We have two members on the Board who
21 distribute airline reports to all participating
22 airlines, maybe at least 20, both foreign and

1 U.S.

2 And airports, we're evolving the data
3 structure for them. We distribute airline rating
4 reports one has done and felt in other's reports.
5 So we look for feedback on that.

6 I mentioned U.S. agencies, but I'll
7 flip right over to 15. And these are government
8 benefits of the survey. The industry, as we
9 mentioned, but there are many departments that
10 are gleaning data from it. BEA, of course, was
11 the first one, Department of State, Homeland
12 Security, Center for Disease Control, BLS and
13 global markets.

14 So we're finding a lot of usefulness.
15 Global markets and also Consular Affairs wants to
16 profile U.S. travelers overseas. They can do
17 that. That's the opposite of our inbound look
18 here.

19 Intelligence from 16 and then coming
20 to the last one. I'd say four core points about
21 the survey, statistically reliable and valid.

22 It focuses on the consumer with its

1 whole itinerary. You know, what did they do?
2 When did they start? How far did they go? What
3 did they do? Are they going to come back?
4 Because we ask that and it evolves to reflect the
5 marketplace and then gives the user their
6 perspective in the competitive set.

7 For instance, when the airline report
8 goes out, and United Airlines average age of
9 passengers is 44, but the whole industry is 62,
10 that tells them, well, we're at a difference
11 there. Is it good or bad or whatever?

12 So they know where they are at in
13 relation to that. That's more than they get
14 doing their own surveys on their own plane
15 because that's their own aisle and nothing else.

16 So I'm done. So if there's questions,
17 yes.

18 VICE CHAIR McKEOUGH: Thank you.

19 MS. HILL: Thank you very much. Yes,
20 so I think that there are some key elements here
21 for you all to consider as you move forward,
22 particularly on the goal and responding to the

1 Secretary's challenge to set an appropriate goal
2 for the next 10 years, both with respect to
3 numbers of travelers and to markets.

4 But I also think it's very important
5 as you look at the question of how are we going
6 to look at the safety and security aspects and
7 balancing that with our economic security, the
8 Secure Travel Safety Program?

9 I think that the survey does provide
10 you, I think, with some very good intelligence,
11 particularly with respect to that last point,
12 one of the last points that Dick made, which is
13 the new question that you all worked on to help
14 us look at what the drivers of the customer
15 experience are at the point of entry so that we
16 know what is important.

17 I want to thank Marriott. I want to
18 thank Enterprise and Universal for lending us
19 their customer service experts to be able to do
20 that.

21 I think, you know, certainly as you
22 identify what your priorities are, we are open to

1 looking at the survey, to continue to evolve the
2 survey, to measure the success of the key drivers
3 of what we need to know to ensure that the United
4 States remains competitive.

5 So we appreciate your support. And
6 our team is here, ready to help dive into this
7 data, ready to help you sort of understand what
8 you need to understand in order to make a very, I
9 think, ambitious but accurate target for what the
10 industry wants to see and how we in the
11 government can support you all in doing that.

12 So having said that, are any there any
13 questions? I think you had a question regarding
14 the China market, which I think makes a little
15 bit more sense in the context after this, and
16 India as well.

17 MEMBER BALESTRERI: How does Homeland
18 Security help us expedite these visas?

19 We were just talking earlier some
20 conventions come over here and 50 percent were
21 rejected. How do we have a fine process? Because
22 we have them wanting to come. How do we match

1 Homeland Security, the Visa Program, to get them
2 here as fast as possible?

3 MR. HAYDEN: Well, this is Matt Hayden
4 with DHS.

5 MR. RAMOTOWSKI: I'll comment on that,
6 too, because --

7 MS. HILL: Let me introduce Ed
8 Ramotowski, who many of you know from the
9 Department of State Consular Affairs, who, I
10 think, probably has a little bit more information
11 to answer that, his third question.

12 MR. RAMOTOWSKI: As you know, the
13 State Consular Affairs runs the visa process
14 abroad, which since neither China nor India are
15 close to membership in the Visa Waiver Program,
16 they're going to have to go through the visa
17 process for at least the year to median turn.

18 So what we're seeing out of China,
19 we've already issued this year 1.3 million visas
20 to Chinese citizens. And we estimate that 5.3
21 million Chinese citizens have a valid visa of
22 some kind to travel to the United States, which

1 is more than 4 million more than ever before in
2 history.

3 So the number of Chinese citizens with
4 a valid document who are able to travel here has
5 never been greater.

6 MEMBER BALESTRERI: You can see the
7 results?

8 MR. RAMOTOWSKI: You can see the
9 results. Now in terms of individual decisions,
10 you know, we've always maintained national
11 security is job one and every applicant is
12 interviewed on his or her personal circumstances.

13 And the consular officer makes a
14 judgment in accordance with the law. So there is
15 a difference between the refusal rate for visas
16 and expedited access to a visa appointment.

17 The wait times in China now average
18 about eight days, which is more than reasonable.
19 Visa demand in China this year has gone down by
20 approximately 24 percent. But that's actually
21 due to the fact that we shifted in November 2014
22 from a maximum one year visa to a ten year visa.

1 So folks who used to have to apply
2 every year don't need to do that anymore. So
3 that has a natural impact.

4 You know, we're not seeing the
5 renewals that we used to see because those folks
6 don't need to renew and won't need to renew for
7 another eight years or so.

8 So, you know, with low wait times, a
9 relatively high approval rating of well over 75
10 percent, the issue with China seems to be, you
11 know, encouraging more people to come in and
12 apply. It's not that large numbers, massive
13 numbers are being rejected.

14 If you look at India, we are seeing
15 growth there this year so far about 3 percent.
16 We've issued over 783,000 visas so far in India
17 this year. Wait times are averaging about 12
18 days, which is good compared to last year where
19 they averaged 22 days.

20 Last summer we were able to achieve a
21 breakthrough with the government of India that
22 allowed us to send more consular officers. For

1 years, they had resisted that. But we were able
2 to deploy additional staff in India, and we're
3 seeing the results there.

4 And India has long had 10 year visas.
5 So, again, for folks that do have a value as
6 travel document, the task is to encourage them to
7 use that repeatedly.

8 MEMBER BALESTRERI: You only have five
9 Consular General's Offices there.

10 MR. RAMOTOWSKI: Right.

11 MEMBER BALESTRERI: And you've got a
12 billion people.

13 MR. RAMOTOWSKI: Right.

14 MEMBER BALESTRERI: They just don't
15 have access.

16 MR. RAMOTOWSKI: Well, you know, they

17 --

18 MEMBER EKERT: I was going to suggest
19 something a little bit different. The data is
20 very interesting by itself.

21 When you look on a spot basis year on
22 year, if you normalize for currency, my guess is

1 the travel is relatively constant year on year.

2 So you get the devaluation of the year
3 on sterling is very material in those trades for
4 example. I think what you need to do is look at
5 a longer time horizon, five or ten years, sort
6 of, where were we? Where are we? And what's our
7 share of wallet or share of trips for outbound
8 travel from that market?

9 So if the UK was down 20 percent en
10 masse, and they were down 24 percent of the U.S.
11 goal, we've kept our fair share of the pot.

12 And I think that's a good indicator
13 then of what we should do from an objective
14 standpoint. If we understand what our share of
15 wallet is and how it's changing and why, then we
16 can say what's -- the way to think about it is
17 not how many Chinese travelers we get, but how
18 much Chinese travel would there be? What share
19 of that do we get? If you think about it from a
20 share perspective, you'll be able to get to much
21 more accurate figures that are much more
22 reasoned.

1 When you look at it on a spot on year
2 basis, there's anomalies like currency that
3 regardless of what you're doing will impact that
4 dramatically.

5 MEMBER WOODEN: And I'd like to give
6 you a little on the ground commentary. So I'm
7 Ernest Wooden. I'm with the Los Angeles Tourism
8 Board.

9 And as you might expect, we have a big
10 footprint in China. In fact, we just opened our
11 fourth office with one of the few licenses to
12 directly market to the Chinese people. We're
13 very proud of that.

14 I was in China as I am about five
15 times a year. Recently, I was in Beijing, and I
16 applaud the work that the State Department is
17 doing. Because it's unbelievable how those
18 officers keep their voices to go all day long,
19 eight hours a day, processing 3,000 people a day
20 is amazing.

21 But in the dead of summer, I witnessed
22 about 5,000 people, unshaven, standing in line

1 trying to get through the processing office in
2 Beijing and standing in line for hours and hours.
3 I got out of my car. I took pictures of it.

4 So I'd like to focus on the demand
5 potential. As Ted pointed out, I think
6 accurately we only have five processing centers
7 in China as we speak right now. And if you
8 believe in the theorem that you fish where the
9 fish are, we recently opened our last office in
10 Chengdu, China, which is going further west.

11 MR. RAMOTOWSKI: Further west, yes.

12 MEMBER WOODEN: And the reason we're
13 able to do that is because of the air lift now is
14 now being able to bring people from the central
15 part of the country into the United States.

16 I think this potential, again, demand
17 potential that we may be living on the table just
18 by observation.

19 We've had some incidents with MICE
20 groups being rejected at high rates, but I think
21 they are isolated, candidly. There are some
22 practical reasons that led to that.

1 But I think that if we're going to
2 squeeze out the greatest potential from what is
3 obviously the number one market to the United
4 States for all the reasons we realize, we might
5 give some serious thought to expanding that
6 either through biometrics or, I've heard some
7 interesting ideas that I think came out of state,
8 about people applying using technology in some
9 level, that that might help us get more of the
10 potential. Because you literally have to fly to
11 Beijing or take a train to Beijing to get in line
12 with 5,000 other people to get to it. So if you
13 can't --

14 MR. RAMOTOWSKI: We actually do have
15 a consulate in Chengdu.

16 MEMBER WOODEN: Oh, you do. That I
17 know. That I know, of the five. But to think
18 about that side of it might be an opportunity.

19 MR. RAMOTOWSKI: Right. No,
20 absolutely. We want to look at ways to leverage
21 technology and help us do our job better and work
22 with Homeland Security in that regard.

1 At the same time, realistically
2 looking at State Department budget going forward
3 and personnel reductions, you know, that's
4 another important factor.

5 MS. HILL: Yes, that's reality.
6 Right.

7 MEMBER BALESTRERI: There's some
8 profits in it for you. I mean, this is money
9 coming in, and it's like confetti.

10 MS. HILL: You're singing to the
11 choir, I think.

12 VICE CHAIR McKEOUGH: I think you
13 present a valid point.

14 MEMBER BALESTRERI: Even if they use
15 the waiver service.

16 (Simultaneous speaking.)

17 MS. HILL: You hear the message on --

18 MR. RAMOTOWSKI: It's important.

19 VICE CHAIR McKEOUGH: Let me just ask
20 before -- I'm mindful of the time, and I know
21 there may be other issues trying to come out of
22 here.

1 MEMBER GALLAGHER: Just a quick
2 question, the Secure Travel Partnership, does
3 that now take the place of the Visa Waiver
4 Program for countries that qualify? They're part
5 of the Secure Travel Program now? Visa Waiver is
6 gone?

7 (Chorus of no.)

8 MS. HILL: The Visa Waiver Program has
9 never changed its name.

10 MEMBER GALLAGHER: Okay.

11 MS. HILL: So the Visa Waiver Program,
12 while the industry recognizes it as a Secure
13 Travel Partnership Program because it increases
14 security, as you are saying, as it facilitates
15 travel.

16 And from the tourism industries and,
17 I believe, from many of the security agencies as
18 well, when it's functioning properly, it is that.
19 But that is not the official name of that
20 program.

21 My understanding of the recommendation
22 is that that very definition of a program that

1 both facilitates travel while increasing
2 security, such as Visa Waiver Program, Global
3 Entry, PreCheck, those programs actually are
4 under the overarching umbrella of what the Secure
5 Travel Partnership Program would be.

6 And that under that overarching
7 umbrella there are some initiatives that the
8 Secretary has requested be fleshed out as to what
9 specifically, you know, and operationally can
10 take place to kick that off to make that tangible
11 that the agencies can work with you to develop
12 and to understand and implement.

13 So I think it is elevating the concept
14 that has been in the industry for some period of
15 time regarding the Visa Waiver Program and
16 expanding it.

17 And recognizing that under this
18 recommendation, it actually fits the
19 characterization of a number of programs, which
20 can be brought under this kind of public/private
21 partnership because the public and private sector
22 actually have been working together to increase

1 the enrollment in the Visa Waiver Program, to
2 encourage the deployment of the PreCheck Program,
3 et cetera.

4 So, actually, there have been
5 public/private partnerships under what are these
6 Secure Travel Partnership Programs.

7 But it's not only. I think, the
8 concept is to expand it beyond what was
9 previously the idea to do the Visa Waiver.

10 MEMBER GALLAGHER: I think it's a much
11 better name to have Secure Travel Partnership
12 going forward. I just think we need to figure
13 out how to explain what that is and why it makes
14 us better.

15 MS. HILL: I think that's exactly what
16 the suggestion is from the Secretary.

17 VICE CHAIR McKEOUGH: We have a public
18 comment to address. Maybe I'd like to suggest
19 that we progress with that and then we can come
20 back to some wrap-up comments going forward to
21 the committee. Brian?

22 MR. BEALL: Great. And do you mind if

1 we use one of those seats, actually?

2 MR. M. BROWN: No.

3 MR. BEALL: I just want to advise that
4 we have three members of the public today that
5 have expressed interest in providing comments to
6 the Board during our public portion. And first,
7 I'd like to invite Chris Thompson from Brand USA.

8 VICE CHAIR McKEOUGH: Welcome, Chris.
9 Thank you for joining us.

10 MS. HILL: Hey, Chris.

11 VICE CHAIR McKEOUGH: Thank you for
12 joining us.

13 MR. THOMPSON: Thank you. Members of
14 the Advisory Board, thanks, as always, for your
15 support. We also appreciate being included in
16 your recommendations.

17 Moving forward, we kind of feel like
18 the public/private partnership that we've
19 created, many of which active partners are around
20 the table, has certainly proved to be successful.
21 And I can only account for the five years that
22 I've been here, but certainly now in seven years

1 of operation.

2 We'll talk about the numbers, but the
3 numbers that our friends at the National Travel
4 and Tourism Office came out with, which were the
5 2016 numbers, obviously, it wasn't a surprise
6 that they were down. But the fact that they were
7 down less, or about what we thought, I think more
8 can be more attributed to the currency exchange.

9 Since 2016, we've been battling the
10 strong dollar for several years. I really think
11 the fact that it was only 2.4 percent down speaks
12 to the diversity of the destination, the
13 resiliency of USA as a travel destination and was
14 somewhat encouraging.

15 For the fourth year in a row, we
16 recently released our ROI numbers, which, with
17 Oxford Economics, kind of evaluates what we do
18 around the world in partnership with our supplier
19 partners and all of our trade and media partners
20 from around the world.

21 And now, over four years,
22 incrementally, we've been able to influence, and

1 I say we, us around the table, and the programs
2 that we put in place, 4.3 million incremental
3 visitors, \$13.6 billion in spend, \$29.5 billion
4 in overall economic impact supporting 51,000 jobs
5 and generating about \$4 billion in sales tax with
6 virtually no sales tax investment. But we do
7 realize there are resources that the federal
8 government puts in place.

9 A lot of people ask about our budget.
10 Certainly, as our budget has now moved to
11 Congress, we can tell you that in the Committee's
12 jurisdiction, which is Homeland Security in the
13 House at the subcommittee and committee level,
14 we're fully funded. And with a lot of public
15 comment about Congressional support for what
16 we've been doing together.

17 So we're very encouraged now that it's
18 moved into the appropriation stage of the
19 budgeting.

20 I can tell you based on the
21 conversation that we hear today, is we now have
22 short-term projects and maybe not a lot of time

1 to get them done.

2 In partnership with our friends at
3 NTTO, we have an econometric market selection
4 model in place that looks at about 10 different
5 factors, which are all of the factors that have
6 been discussed at the table and many more. And
7 we have a path to 100 million visitors that we
8 actually start our planning process with for
9 every year.

10 So we're happy to deliver the most
11 updated version of that to seed the conversation
12 that the Secretary was asking for and certainly
13 work in conjunction with our friends at the
14 National Travel and Tourism Office to do that.

15 The other short-term project is how
16 you address hurricane recovery. I can tell you,
17 coming from the State of Florida, which is the
18 one about to address a big hurricane, once the
19 face of emergency management and emergency
20 response in Florida changed after Andrew. And I
21 would say that Florida is probably as prepared as
22 most any state to deal with this.

1 We realize that short-term it's
2 obviously a major catastrophe that could have
3 unbelievable impacts. I guess the biggest
4 concern as it relates to communication is that
5 when they see a hurricane of this size in
6 particular, potentially covering the entire
7 state, everybody thinks the entire state is under
8 water. And that's not actually the case.

9 It does affect -- there are certain
10 portions of the state that will be dramatically
11 impacted if it stays on the path that the people
12 are suggesting.

13 So the critical point is to
14 communicate with our partners on the ground that
15 are actually responsible for that communication,
16 stay in touch with them, communicate those
17 accurate messages and then otherwise make sure
18 that everybody realizes the rest of the state is
19 open for business.

20 So we're happy through what we already
21 have in place working with our partners both in
22 Texas and Houston and now in Florida and any part

1 of the state that might be affected, a chance to
2 bring, again, forward a quick response that this
3 Board could then address and add to and work
4 with.

5 So I look forward to helping again
6 through our friends at NTTD as it relates to the
7 direct access here.

8 The last thing I'll say is in a couple
9 weeks we're welcoming the 11th version of the
10 U.S.-China Tourism Leadership Summit. We're very
11 encouraged by the participation extended to many
12 of you all around the table who will be
13 attending. We're expecting Chairman Li and the
14 delegation coming from China to be well-
15 represented also.

16 The program is probably as robust as
17 it has been in the five years that I've been
18 involved with it. And we look forward to a great
19 ongoing collaboration with the leadership of both
20 the U.S. and China as we both look at ways to
21 grow the travel and tourism industries in our
22 respective countries.

1 So with that, and in the spirit of
2 time, I'll entertain any questions.

3 VICE CHAIR McKEOUGH: I know it's
4 going to come up. But I have to mention that
5 lapel pin that you're wearing because I thought
6 you'd start out with that and we --

7 MR. THOMPSON: Well, I was going to
8 actually going to walk up and give the Secretary
9 one, but I figured the Secret Service guy back
10 there might tackle me.

11 VICE CHAIR McKEOUGH: We're going to
12 make sure that we facilitate that. And we're all
13 going to have them on next time.

14 MR. THOMPSON: It kind of talks about
15 the privilege we have to promote those three
16 letters. And that's --

17 VICE CHAIR McKEOUGH: We need a
18 supply, thank you.

19 MR. THOMPSON: So happy to provide as
20 many as anybody needs because I have a whole
21 close of them. Thank you.

22 (Chorus of thank you.)

1 MR. BEALL: Thank you, Chris. The
2 next person who expressed interest is Robert
3 Carey from Empire-Capitol. I'm not sure if he's
4 here with us today. It doesn't look like it,
5 okay.

6 And last, Randy Davis, from IIPA --
7 IAAPA, if I can get the acronym correct. Thank
8 you.

9 MR. DAVIS: It's the longest acronym.
10 So thanks very much. I am Randy Davis. I'm
11 Senior Vice President of Safety and Advocacy with
12 the International Association of Amusement Parks
13 & Attractions, or IAAPA.

14 We represent 5,000 members globally,
15 the fixed site amusement facilities and the
16 suppliers who provide anything and everything to
17 them.

18 I just wanted to put in front of you
19 briefly one issue that we are finding very
20 important, and we're a little concerned about its
21 current status, and that is the State Department-
22 sponsored Summer Work Travel Program. I'm sure

1 many of you are familiar with this.

2 There have been reports that there may
3 be some interest by the Administration in
4 revisiting this program and perhaps even
5 eliminating it or substantially reducing it.

6 Our members have a long successful
7 history of working with that program with the
8 State Department. And thousands of students
9 every year come over and work with our member
10 facilities for up to three months during their
11 summer school breaks.

12 U.S. member facilities benefit by
13 interacting with the international workers. And
14 the American workers can get to know and rely on
15 those students.

16 We understand very much the
17 Administration's interest in tightening the
18 restrictions on the program. We do, too. We
19 want to make sure there are not abuses of it.

20 We are willing to meet and discuss
21 those issues. And we've been participating in
22 meetings, and we would urge the members of the

1 Advisory Board to do the same.

2 There would be quite a blow to the
3 economy should this program be eliminated. And
4 we just wanted to mention to you that we
5 certainly urge that it not become part of the --
6 the Summer Travel Program not become part of the
7 Buy America, Hire America executive order
8 recommendations.

9 So I can discuss it more, but in the
10 interest of time, I'll stop there.

11 MEMBER DAVIDSON: If I may, just as a
12 question, just for clarification, are those the
13 J-1 visas?

14 MR. DAVIS: They are, David. It's one
15 of the categories. It's J-1.

16 VICE CHAIR McKEOUGH: Thank you.

17 MR. DAVIS: Thank you.

18 MEMBER SCHLUTER: If I might add also,
19 that's a very big concern of the National Parks
20 as well.

21 MR. DAVIS: Correct. Thanks very
22 much.

1 MR. BEALL: Thank you, Randy. And
2 next we have Patricia Rojas-Ungar from U.S.
3 Travel.

4 MS. ROJAS-UNGAR: Good afternoon,
5 everyone. Thank you for giving U.S. Travel an
6 opportunity to comment.

7 I really enjoyed everybody's feedback
8 and particularly hearing from the Secretary and
9 his positive message and outlook for the industry
10 and his partnership for the industry.

11 I think that's really important. And
12 it's always ideal when you hear it directly from
13 the Secretary to the industry. So thank you for
14 facilitating that discussion.

15 I just wanted to -- since you will be
16 looking at particular issues that you will be
17 presenting to the Secretary, I wanted to
18 highlight a few additional issues to the ones
19 that are already on the table that U.S. Travel is
20 currently reviewing and that we are hoping to
21 partner with the Commerce Department, the
22 Department of Homeland Security and Department of

1 State in moving forward.

2 I would like to echo our support for
3 the J-1 Summer Work Visa Program. I think from
4 every level and every aspect of the travel
5 industry we have been hearing about the value and
6 support that that program provides, particularly
7 to small businesses in seasonal destinations
8 where they really do rely on these workers
9 because they have very low unemployment rates in
10 those particular areas. And they may only need
11 employees for two to three months.

12 So without that program, those small
13 business often would potentially go under. So we
14 would like to encourage support for the J-1 Visa
15 Program.

16 In addition, this Committee was
17 extremely, extremely helpful along with the
18 official Commerce Department in assuring that
19 when we did see the visa wait times go up in
20 China and Brazil and India, we worked with the
21 State Department to put together a proposal that
22 created a three week visa interview metric in

1 order to provide accountability and ensure that
2 even if the person was going to be denied a visa
3 because they did not qualify for the visa, at
4 least there was a window of time that we would
5 commit as a U.S. government to process the
6 interview.

7 That proposal was rescinded recently
8 through executive order. So we were very
9 disappointed to see that. We would like to begin
10 a dialogue with the State Department about ways
11 that it could continue, even if it's not through
12 executive order, to continue to have information
13 about what's happening with our visa interview
14 wait times, particularly if we are going to
15 continue to have the staffing shortages that
16 sometimes are in effect with consular officers.

17 We believe that consular officers are
18 critical to continuing to process the
19 international visitors. And anything we can do
20 to support the State Department in ensuring that
21 you have the appropriate budget to do that, we
22 are here to help.

1 And I think that that would be another
2 area that, I think, this Committee is very
3 familiar to just make sure that we continue to
4 have effective processing goals just like the one
5 that Ed mentioned today, which I think that they
6 should be very much applauded for continuing to
7 keep those 10 days, 12 days, even 8 days in
8 China.

9 In addition to that, a couple of other
10 new developments took place recently with
11 announcements that we would be limiting visa
12 adjudication in Russia to only Moscow.

13 We would like to be able to get
14 additional information to the Committee from the
15 State Department about what is going to happen
16 with visitation rates from Russia to the United
17 States as a result of those changes.

18 Hopefully, we'll be able to still
19 provide access to visa consular operations.

20 And then finally, recently, we have
21 been a bit concerned about discussions about visa
22 sanctions to additional countries due to their

1 inability to accept, or their unwillingness to
2 accept, individuals who have committed crimes in
3 the United States.

4 We at the U.S. Travel Association feel
5 strongly that anyone who has committed a crime in
6 the United States should serve their time and
7 then be returned to their originating country.
8 And we are 100 percent supportive of the
9 government's actions to return those individuals.

10 However, there are some very important
11 travel markets that are not always accepting
12 their foreign nationals and one of those is
13 China.

14 So if one of the solutions is to
15 impose visa sanctions, we're concerned that there
16 might be a discussion about visa sanctions on
17 China.

18 So we would like to begin an early
19 discussion with the State Department and others
20 in the administration to ensure that we look at
21 all the other alternative options on the table so
22 that we can move in the direction that is

1 beneficial for the U.S. government along with the
2 U.S. economy.

3 So with that, I think those are my top
4 priority items.

5 VICE CHAIR McKEOUGH: Thank you.

6 MR. BEALL: Thank you. Are there any
7 other public comments? I don't have anyone else
8 who expressed interest. Then we will close the
9 public portion of the agenda. Thank you.

10 VICE CHAIR McKEOUGH: All right.
11 Thank you, Brian. I think that brings us back to
12 some final steps and let me open up with the --

13 MR. HERNANDEZ: So Margaret, I'm
14 sorry, this is where I have to leave.

15 VICE CHAIR McKEOUGH: Okay.

16 MR. HERNANDEZ: I do want to thank
17 everyone for your time. And I do look forward to
18 our continued engagement with the Department of
19 Commerce and the interagency process.

20 So it was a pleasure. My apologies.
21 I have to leave at 3:30.

22 VICE CHAIR McKEOUGH: Understood. And

1 we're going a little late. Thank you.

2 MR. HERNANDEZ: Safe travels back and
3 look forward. Thank you.

4 VICE CHAIR McKEOUGH: Thank you. I
5 did want to, before we did adjourn, open it up to
6 the entire Board for comments and reflections
7 based on what we've heard from the Secretary
8 today and other conversation that has ensued
9 throughout our meeting today.

10 MEMBER CHARENDOFF: Margaret, my
11 understanding is that we're going to keep the
12 subcommittees that were constituted.

13 One thing, though, that for my
14 facilitation committee is I think we'll do well
15 to draw on the expertise of some of the other
16 members of the Board, particularly those who have
17 expertise in branding, looking at Brad. I Love
18 New York, the most iconic brand maybe ever from
19 the travel industry.

20 So I'm just hoping we can kind of
21 cross-pollinate even as we go to this next phase
22 of our work.

1 VICE CHAIR McKEOUGH: Okay. That's a
2 great thought, and I'll share that with John as
3 well. I would assume he'd be very supportive of
4 that.

5 MR. McREYNOLDS: Margaret, if I could
6 add on.

7 VICE CHAIR McKEOUGH: Please, John.

8 MR. McREYNOLDS: I think it was John's
9 intent after this meeting with the Secretary
10 saying go forward, now especially adding a
11 forward to look at the constitution of those
12 groups and potentially move a couple folks around
13 or add so. So I think it's absolutely the
14 intent.

15 MEMBER CHARENDOFF: Great.

16 VICE CHAIR McKEOUGH: Other comments?
17 Mike?

18 MEMBER GALLAGHER: I was just going to
19 state the obvious, he's terrific. I mean, he's
20 really got his -- we're lucky to have him as the
21 Secretary of Commerce. And I think he's engaged
22 with us. He knows what he's talking about. What

1 a blessing that is.

2 VICE CHAIR McKEOUGH: I, too, thought
3 today was just a kind of a monumental meeting
4 forward for this particular tenure of the TTAB.

5 I clearly heard a lot of positive
6 comments. I heard go the next lap. You know, I
7 heard an emphasis on detail and specifics and a
8 willingness to take those specifics forward.

9 I heard an emphasis on measurement.
10 I definitely heard the lapel pin, and we're going
11 to figure that one out. We don't have to wait
12 for the next meeting. And we'll make sure we all
13 have the right lapel pin when we have an
14 opportunity to be with the Secretary again.

15 So if there are no other comments --
16 oh, Brian, yes, I'm sorry.

17 MR. ROTHERY: For those of us that
18 have been around a little longer, after Katrina
19 and after the Gulf oil spill, we devoted a lot of
20 subject matter to disaster, getting messages out
21 post-disaster.

22 So there's a lot of written materials

1 produced by TTAB that still are very much
2 relevant today. So I think if a few of us could
3 go back and dig out what we've already produced
4 on that and bring it forward, that may be
5 something that we could just cross off the list
6 real quick. Of course, updating it and make sure
7 it's current.

8 But there's a lot of material out
9 there that TTAB's already weighed in on in terms
10 of how to bring areas back from, you know, the
11 brink when they've experienced a natural or man-
12 made disaster.

13 VICE CHAIR McKEOUGH: Thank you,
14 Brian. I think it's really important when we
15 receive an invitation like that from the
16 Secretary that we truly help address those issues
17 that are of concern and on his mind in addition
18 to those longer term ones we're working on.

19 Isabel, I'm assuming you'll get back
20 with John and I in terms of --

21 MS. HILL: Mm-hmm. Absolutely.

22 VICE CHAIR McKEOUGH: -- I don't think

1 we ever want to miss the opportunity of the
2 Travel Advisory Council -- Policy Council. I
3 want to make sure we hit that mark.

4 MS. HILL: I think we have clear
5 direction from the Secretary on the short-term.
6 When we see what has happened with the hurricane,
7 and, you know, we hope that it is not the
8 disaster we're concerned that it will be.

9 But in any event, here we want to be
10 ready, and we want to be helpful. So certainly
11 that will be in the near term.

12 Given that near term, I think looking
13 towards mid-November, moving that deadline
14 forward as Deputy Chief of Staff Hernandez
15 mentioned, we would look at the other
16 recommendations, one of which is to look at a
17 specific goal. And I think working with U.S.
18 Travel, with Brand USA, with our office,
19 certainly there's a tremendous amount of data.

20 There are destinations around the
21 table here who do a tremendous analysis about
22 this as well, looking at what some of those

1 subcomponents mean. So, I think, you know, a
2 group around that.

3 We've talked, I think, preliminarily
4 about the two projects that the Secretary has
5 requested under the umbrella of the Secure Travel
6 Partnership to bring specificity to that.

7 In some of the ideas that have come up
8 about that, I think, one of the recurring themes
9 that I've heard through this, which I think we
10 will want to take onboard, is how do we develop
11 that brand and message around what is that
12 partnership? What is it about what is included
13 in it for the messaging, for the branding, to be
14 able to announce and move forward?

15 And then separately, an operational
16 project, which the Secretary talked about,
17 ensuring that we are welcoming. That those
18 systems are working well.

19 And so I think the leadership group
20 can work with the teams to refine those a little
21 bit, but I think that the tasking is clear. And
22 so we look forward to working with you to develop

1 timelines.

2 Any of you who have thoughts about
3 which of those four committees you would like to
4 participate in, please let Brian know so we can
5 fit that around.

6 And additionally, work with you and
7 John and the leadership to develop some timelines
8 so we can help facilitate this progress, to
9 facilitate getting this advice to the Secretary
10 so that in the later fall, as they pull together
11 the first Tourism Policy Council meeting of this
12 administration, your work will be so critical
13 with the five priorities, with the specific ideas
14 and goals and recommendations with roles and
15 responsibilities for both the private and public
16 sectors. Obviously, very granular, very
17 operational in the way the Secretary is looking
18 for.

19 We can take those proposals forward.
20 And if the Secretary agrees with those, and I
21 think that will set the stage for the interagency
22 conversation that will help bring some of these

1 ideas into fruition.

2 VICE CHAIR MCKEOUGH: Thank you. I
3 neglected to ask if there was any comments from
4 anyone that may still be remaining on the phone.
5 And if not, I think we'll -- Mike?

6 MEMBER GALLAGHER: Just one. Do we
7 have future dates? Is October 20 the next date
8 for this meeting?

9 MS. HILL: We do not yet have a next
10 date.

11 MEMBER GALLAGHER: Okay, not yet? We
12 need to get those on the calendar.

13 MS. HILL: Yes. We would love to.
14 I'm just very candidly speaking. We are working
15 with the Secretary's calendar.

16 As you know, from reading the
17 newspaper the Secretary and his team are driving
18 several trade negotiations. And we are working
19 within the realms of those conversations to make
20 sure that we can have the Secretary's attention
21 and his participation.

22 So I'm sorry we can't always get as

1 far out in advance of his calendar as we would
2 like. But, as you have seen, he's very engaged,
3 very active. And so we're delighted that he has
4 been able to spend this time with us.

5 MEMBER GALLAGHER: I'm counting on you
6 working on him.

7 MEMBER BALESTRERI: Isabel, maybe --

8 MEMBER RAMUDO: Isabel, this is all a
9 great reading. Very encouraging. And I think we
10 have charged up the rest of the group with the
11 Secretary's comments.

12 MS. HILL: Thank YOU and be safe. And
13 best wishes for your safety.

14 (Simultaneous speaking.)

15 MEMBER RAMUDO: We will try our best.

16 MEMBER TALBERT: Miami thanks you.

17 MS. HILL: Hey, how are you doing,
18 Bill? Well, listen, if there's anything any of
19 us can do to help, you know, we wouldn't task you
20 all with any of the short-term.

21 I know you all are going to be working
22 very hard on a daily basis. But certainly, your

1 thoughts would be very important in terms of what
2 you think would be helpful with that short-term
3 recovery process.

4 But we are not going to task you with
5 leading that conversation for obvious reasons.

6 MEMBER GALLAGHER: Maybe we can just
7 ask them one.

8 MEMBER RAMUDO: Well, hopefully mid or
9 end of next week, we'll be able to talk about
10 this.

11 MEMBER DEAN: The short-term recovery,
12 that's one group that we should probably make
13 sure is included with the State Tourism
14 Directors. Jim and Chris can attest it. It's
15 usually right in the middle of the emergency
16 management divisions, and they will have a better
17 feel than anybody on what the industry is going
18 to need.

19 VICE CHAIR McKEOUGH: Yes. Let's do
20 that. Rather than creating it from scratch.

21 MEMBER BALESTRERI: And, Isabel, maybe
22 next time any of the staff -- any way we can help

1 you. Anything that is politically or anything,
2 you know, write letters for you to make this a
3 smoother process and get this thing through as
4 fast as possible.

5 MS. HILL: Well, thank you. And I
6 know that the --

7 MEMBER BALESTRERI: Because we have a
8 lot of people that work the Hill.

9 MS. HILL: -- these conversations, I
10 think, are so helpful because it helps everybody
11 understand what the desire is, what the realities
12 are and then you can look at what the
13 recommendations from that forward could be.

14 MEMBER BALESTRERI: You can ask for
15 whatever you need.

16 VICE CHAIR MCKEOUGH: Okay. Thank
17 you, everyone. Thanks, everyone, for the time.

18 MEMBER RAMUDO: Thank you.

19 MR. BEALL: If there are no comments,
20 the meeting is adjourned. Thank you, everyone.

21 (Whereupon, the foregoing matter went
22 off the record at 3:43 p.m.)

A			
ability 24:2	additional 50:20	agency 19:13	answer 13:14 45:6
able 46:6 59:22	72:2 91:18 94:14	agenda 41:2 43:5	69:11
67:19 70:4 71:20	94:22	47:17 96:9	anticipated 26:2
72:1 73:20 75:13	additionally 103:6	ago 9:8 59:20 64:6	anybody 33:21
75:14 82:22 94:13	address 38:10	agree 8:16 17:9	87:20 106:17
94:18 102:14	80:18 84:16,18	18:18 41:19	anymore 61:7 71:2
105:4 106:9	86:3 100:16	agreements 23:16	APIS 57:7,8
abroad 69:14	addressing 8:12	23:18	apologies 42:9
absolute 44:2	9:13	agrees 103:20	49:6 96:20
absolutely 25:14	adhering 24:12	ahead 4:4	applaud 74:16
76:20 98:13	adjourn 41:5 97:5	aide 42:10	applauded 94:6
100:21	adjourned 107:20	air 17:2 44:13 45:4	applicant 70:11
abuses 89:19	adjudication 94:12	55:17 56:5 75:13	apply 71:1,12
acceleration 53:13	adjustment 44:7	airline 50:7 64:21	applying 76:8
53:20	administer 61:6	65:3 66:7	appointment 70:16
accept 95:1,2	administered 58:11	airlines 1:21 61:5	appreciate 5:18
accepting 95:11	administration	64:18,22 66:8	43:12 68:5 81:15
access 70:16 72:15	5:15 15:4 18:21	airports 1:15 26:4	appreciation 8:4
86:7 94:19	22:10,18 25:19	26:11 65:2	approach 11:3,7
accident 11:2	26:5 33:22 35:16	aisle 66:15	13:12 34:9
account 57:17	53:5 89:3 95:20	allow 24:9	approaching 62:2
81:21	103:12	allowed 71:22	appropriate 9:6
accountability 93:1	administration's	allowing 28:17	10:2 67:1 93:21
accounts 6:2	15:3 89:17	alluded 18:18 22:1	appropriation
accurate 68:9	advance 105:1	ally 18:20	83:18
73:21 85:17	advantage 41:22	alpha 56:19	approval 71:9
accurately 75:6	advertiser 18:20	alternative 95:21	approximately
accuse 45:15	advertising 30:6	alternatives 62:4	70:20
achieve 61:17	advice 103:9	amazing 74:20	April 55:1,4 59:20
71:20	advise 81:3	ambitious 68:9	area 1:17 13:1
achieving 36:7	Advisory 1:4 59:19	America 1:1 10:15	25:15 60:16 61:3
acknowledged	81:14 90:1 101:2	90:7,7	61:8 62:5,6 94:2
16:21	Advocacy 88:11	American 14:5	areas 12:18 13:5
acronym 88:7,9	advocate 13:18	89:14	23:13 92:10
Act 56:14	advocates 63:11	amidst 25:19	100:10
Acting 2:6	Affairs 65:15 69:9	amount 101:19	Argentina 47:9
action 8:15	69:13	amplify 20:1,6	49:2 50:16
actions 95:9	affect 85:9	amusement 2:12	argue 33:20
active 81:19 105:3	affirmatively 41:8	88:12,15	arrival 57:6,9 64:6
actual 24:14 47:19	affirming 5:17	analysis 49:16	arrive 11:15 24:3
ad 19:13 58:9	aftermath 36:11	51:22 101:21	arrived 13:13
ADAM 1:20	aftermaths 36:15	Andrew 84:20	articulate 12:20
add 27:17 48:5 86:3	afternoon 4:15	Angeles 2:3 74:7	asked 9:4,10 49:22
90:18 98:6,13	45:11 91:4	announce 102:14	asking 84:12
adding 98:10	age 66:8	announcements	aspect 92:4
addition 92:16 94:9	agencies 19:21	94:11	aspects 67:6
100:17	28:17 65:6 78:17	annual 54:20	assertively 41:14
	79:11	anomalies 74:2	assets 20:3

assigned 55:18
Association 2:12
 2:13,15 88:12
 95:4
assume 35:6 36:20
 98:3
assuming 100:19
assuring 92:18
attach 29:18
attachment 46:5
attain 13:12
attendant 61:6
attending 86:13
attention 28:17
 52:9 104:20
attest 106:14
Attractions 2:12
 88:13
attributed 82:8
audience 10:14
Authority 1:15
authorize 29:10
available 44:18
Ave 1:11
average 62:11 66:8
 70:17
averaged 71:19
averaging 71:17
aware 5:1 7:1 17:18

B

back 4:15 15:20
 19:2 27:4,5 34:21
 41:4 60:8 66:3
 80:20 87:9 96:11
 97:2 100:3,10,19
background 4:9
 40:19
bad 66:11
badly 36:3
bailouts 14:11
balance 6:11 7:16
 22:6,11 23:11
balanced 22:8
balancing 67:7
BALESTRERI 1:16
 13:18 37:17 38:16
 68:17 70:6 72:8

72:11,14 77:7,14
 105:7 106:21
 107:7,14
based 16:20 40:3
 59:18 64:5,8
 83:20 97:7
basically 59:8
basis 40:13 72:21
 74:2 105:22
bat 27:16
battling 82:9
BEA 44:7 50:19
 56:9 57:15 65:10
Beach 1:17 16:11
BEALL 2:8 4:3
 80:22 81:3 88:1
 91:1 96:6 107:19
beautiful 51:15
began 10:22
beginning 23:12
 55:7
behalf 8:3,19 38:19
 43:5
Beijing 74:15 75:2
 76:11,11
believe 12:9 13:10
 15:9 17:8,10,16
 18:14 20:21 31:13
 54:22 75:8 78:17
 93:17
beneficial 96:1
benefit 89:12
benefits 65:8
best 62:11 105:13
 105:15
better 19:10 25:2
 26:18 28:22 33:18
 76:21 80:11,14
 106:16
beyond 80:8
bid 62:1,2
big 10:17 26:11
 27:8 29:8 36:22
 54:13 64:4 74:9
 84:18 90:19
biggest 64:18 85:3
bilateral 23:15,18
 40:13

Bill 105:18
billion 6:7,12 12:1
 26:1 49:12 72:12
 83:3,3,5
billions 49:6,9,10
bills 49:5
biometrics 76:6
bit 7:17 19:4 35:2
 37:1 40:19 48:12
 54:12 68:15 69:10
 72:19 94:21
 102:21
blessing 15:18 99:1
blow 90:2
BLS 65:12
blue 45:21
board 1:4,11 2:3
 3:6,11 5:9 8:1,3
 23:2 27:18 35:9
 36:6 37:12 41:1
 59:19 61:2,6
 64:20 74:8 81:6
 81:14 86:3 90:1
 97:6,16
boarding 62:6
boats 38:6
body 8:8,18
Border 29:3
bottom 55:3 63:9
boxes 57:3
Brad 1:17 16:10,17
 23:1,10 27:12
 97:17
brand 2:15 3:9
 10:16 18:18 19:17
 20:2 29:17 30:4
 30:14 64:3 81:7
 97:18 101:18
 102:11
branding 97:17
 102:13
Brazil 47:10 48:1
 49:2 51:3 92:20
break 16:14
breaks 89:11
breakthrough
 71:21
Brian 2:8,17 80:21

96:11 99:16
 100:14 103:4
briefly 88:19
bring 31:2 75:14
 86:2 100:4,10
 102:6 103:22
brings 96:11
brink 100:11
broaden 19:3
brought 11:6 79:20
Brown 2:10,11
 44:21 45:11 46:1
 63:7 81:2
Bruce 1:16 27:13
bubble 64:17
buckets 52:12,19
budget 60:2 61:21
 77:2 83:9,10
 93:21
budgeting 83:19
build 57:21,21
builds 51:15
bullet 58:6 59:6
 60:9 61:16
Bureau 2:2 49:16
 51:22
burning 45:7
business 5:18 8:22
 10:15 22:13 31:17
 54:3 85:19 92:13
businesses 19:14
 92:7
busy 9:21
Buy 90:7

C

cabs 19:14
calendar 104:12,15
 105:1
call 54:14
called 25:7 52:10
calls 26:19
campaign 10:16
 19:6,9 20:12
 26:15
campaigns 19:12
Canada 46:14 48:1
 51:3

Canadian 55:6
candidly 75:21
 104:14
Cannery 1:16
capable 35:13
captures 60:9
car 75:3
Carey 88:3
Carlson 1:18
carried 24:8,10
carriers 61:15,15
carry 22:18
case 85:8
catastrophe 85:2
categories 52:8,14
 90:15
CBP 64:15
Center 65:12
centers 75:6
central 56:6 75:14
CEO 2:13,15
certain 85:9
certainly 6:17
 12:21 17:9 36:22
 67:21 81:20,22
 83:10 84:12 90:5
 101:10,19 105:22
cetera 64:3 80:3
Chair 1:12,15 5:9
 8:2 16:2,16 32:16
 32:20 33:1 35:7
 37:6,15 38:8,17
 39:2,5,15 40:20
 41:6,17,20 42:12
 43:1 45:20 62:14
 62:20 63:2,9,15
 66:18 77:12,19
 80:17 81:8,11
 87:3,11,17 90:16
 96:5,10,15,22
 97:4 98:1,7,16
 99:2 100:13,22
 104:2 106:19
 107:16
chaired 28:1
chairing 5:11 10:8
 23:5
Chairman 86:13

Chairs 5:10
challenge 67:1
challenges 8:7
Chamber 1:17
 16:11
Champley 2:11
 45:2 55:15,16
 63:1,5,12,17
chance 14:9 86:1
change 47:2,13,16
 47:19,20 48:11
 50:14,15 51:6,6
 52:6 59:16,18
 60:4 64:5
changed 12:8
 36:16 51:22 64:8
 78:9 84:20
changes 18:22
 22:10 24:14 50:15
 51:1 53:19 94:17
changing 53:18
 73:15
characteristics
 44:14 64:3
characterization
 79:19
Charendoff 1:16
 27:13,15 32:8,12
 32:15 97:10 98:15
charged 105:10
chart 64:17
cheaply 21:9
checkpoints 28:16
Chengdu 75:10
 76:15
Chief 2:8 35:14
 101:14
chime 32:3
China 37:19 47:9
 48:3 49:21 50:16
 51:2 53:22 54:1
 68:14 69:14,18
 70:17,19 71:10
 74:10,14 75:7,10
 86:14,20 92:20
 94:8 95:13,17
Chinese 37:19
 69:20,21 70:3

73:17,18 74:12
chips 13:22
choir 77:11
choose 31:20
choosing 31:14
Chorus 78:7 87:22
chose 53:2
Chris 81:7,8,10
 88:1 106:14
CHRISTOPHER
 2:15
circumstances
 70:12
citing 10:22
citizens 7:14 31:8
 69:20,21 70:3
city 19:14
CityPASS 1:19
civilian 20:16
clarification 42:6
 90:12
cleanup 27:16
clear 31:5 101:4
 102:21
clearly 7:12 99:5
clients 7:14 57:15
close 46:15 69:15
 87:21 96:8
closely 11:8 49:20
Coast 58:10
Cog 1:21
collaboration 27:20
 86:19
colleague 21:20
 22:21 27:13
collect 56:21
collectively 6:21
collects 50:3
Columbia 49:2
column 52:10 53:6
 53:10,12
come 5:4 14:1,8
 15:10,15,19 24:3
 27:4,5 37:21 38:5
 41:4 63:20 66:3
 68:20,22 71:11
 77:21 80:19 87:4
 89:9 102:7

comeback 55:6
comes 59:13
comfortable 45:17
coming 7:11 17:14
 24:2 35:18 43:9
 54:4 65:19 77:9
 84:17 86:14
comment 3:9 16:20
 38:13 41:7 69:5
 80:18 83:15 91:6
commentary 37:11
 74:6
comments 10:12
 13:16 19:2 22:2
 27:11 32:17 37:9
 38:20 39:6 80:20
 81:5 96:7 97:6
 98:16 99:6,15
 104:3 105:11
 107:19
Commerce 1:2,11
 1:17 2:6,7,9,10,10
 2:11 3:3 4:6,16
 9:12 16:11 24:21
 30:18 91:21 92:18
 96:19 98:21
commit 93:5
commitment 4:20
 31:10
committed 95:2,5
committee 15:14
 32:2 42:7 80:21
 83:13 92:16 94:2
 94:14 97:14
Committee's 83:11
committees 42:4
 103:3
common 18:15
communicate
 18:22 85:14,16
communicating
 24:6
communication
 85:4,15
Company 1:16,18
compare 59:11
compared 71:18
competing 25:19

26:6
competition 31:21
competitive 66:6
 68:4
competitiveness
 9:14 18:12
completed 62:10
completely 24:10
component 18:11
component's 53:9
components 47:16
 51:6 53:17,22
comprehensive
 29:5
concept 23:11
 39:20 56:14 79:13
 80:8
concern 85:4 90:19
 100:17
concerned 88:20
 94:21 95:15 101:8
conclusion 28:10
confetti 77:9
confirmation 17:5
conforms 52:2
confused 39:21
confusing 31:1
Congress 26:15,19
 27:6 83:11
Congressional
 83:15
conjunction 84:13
connected 24:11
consider 66:21
consideration 16:8
 21:12
consistent 12:12
 12:14 30:13 31:5
consistently 22:19
constant 73:1
constitute 42:17
constituted 97:12
constitution 1:11
 98:11
consular 65:15
 69:9,13 70:13
 71:22 72:9 93:16
 93:17 94:19

consulate 76:15
consumer 64:10
 65:22
contained 12:18
CONTENTS 3:1
context 68:15
continue 27:19
 33:6 35:15 60:7
 63:11 68:1 93:11
 93:12,15 94:3
continued 35:9
 96:18
continuing 93:18
 94:6
contract 61:21
contribute 13:16
Control 65:12
controversy 18:4
 18:14
Convention 2:2,3
conventions 68:20
conversation 83:21
 84:11 97:8 103:22
 106:5
conversations
 104:19 107:9
conversely 54:4
convey 18:21
coordination 33:15
copy 45:18 58:22
 63:3
core 56:6 59:14
 65:20
correct 88:7 90:21
costs 61:21
Council 19:19 35:1
 39:9 101:2,2
 103:11
count 44:10 59:3
counting 105:5
countries 15:15
 46:19 47:4 50:4
 50:17,19 51:4
 53:21 78:4 86:22
 94:22
country 4:18 14:2
 23:21 24:11 36:2
 46:15 48:8 49:18

50:3,7,9 51:6,10
 53:20 75:15 95:7
couple 34:17 50:21
 64:6 86:8 94:9
 98:12
coupled 48:13
course 49:5 61:20
 65:10 100:6
cover 29:18
covering 85:6
create 29:17 31:4
 53:4
created 30:16
 52:17 81:19 92:22
creating 106:20
crime 95:5
crimes 95:2
critical 6:1 85:13
 93:18 103:12
cross 100:5
cross-pollinate
 97:21
cures 13:19
currency 6:21 12:6
 72:22 74:2 82:8
current 11:18 12:18
 17:17 18:2 59:11
 88:21 100:7
currently 91:20
customer 57:15
 67:14,19
customers 21:10
 21:15 64:16
customs 7:8 29:2
cut 14:16,19

D

daily 105:22
Dakota 1:20
damaged 36:3
dangerous 31:12
data 5:20 43:7,21
 49:9 50:3,19 53:3
 56:15,18,21,22
 57:5,6,7,8,9,12
 57:15 59:13,14
 60:20 61:11 63:20
 64:14 65:2,10

68:7 72:19 101:19
datasets 56:18
date 34:20 104:7,10
dates 104:7
David 90:14
Davidson 1:17 10:7
 10:10 11:6 14:18
 15:6,17,22 51:7
 53:16 90:11
Davis 2:12 88:6,9
 88:10 90:14,17,21
day 10:20 74:18,19
 74:19
days 70:18 71:18
 71:19 94:7,7,7
DC 1:12,19
dead 74:21
deadline 37:16
 101:13
deal 42:7 84:22
Dean 1:17 16:11,18
 17:9,11,21 18:5
 19:8 20:8 21:14
 106:11
decisions 70:9
decline 48:13,18
 54:22
decliners 47:5,7
declines 47:11 48:2
 51:4
deeper 56:1
define 18:14
definitely 99:10
definition 44:9
 78:22
definitional 44:6,6
delegation 86:14
deliberate 11:3
delighted 105:3
deliver 5:16 84:10
demand 70:19 75:4
 75:16
demonstrate 31:8
demonstrating
 31:15
denied 93:2
dense 55:20
density 58:5

depart 35:12
Department 1:2,11
 1:20 2:7,9,10,10
 2:11,11,14,14,16
 4:6,16 8:9 9:12
 24:21 30:17 35:16
 41:15 57:5 65:11
 69:9 74:16 77:2
 89:8 91:21,22,22
 92:18,21 93:10,20
 94:15 95:19 96:18
Department's
 35:10
Department- 88:21
departments 33:17
 59:7 65:9
departure 57:8,9
 59:2 60:13
deploy 72:2
deployment 80:2
Deputy 2:8 35:14
 101:14
design 56:20 59:8
Designated 2:8 4:3
designed 59:6
desire 107:11
destination 1:19
 28:8 31:15,21,22
 56:12 82:12,13
destinations 28:16
 56:15 64:18 92:7
 101:20
detail 34:11 40:9,10
 55:21 99:7
details 33:11
determine 18:13
detriment 12:10
devaluation 73:2
develop 30:12
 41:13 79:11
 102:10,22 103:7
developed 30:5
developing 64:19
development 13:3
developments
 94:10
devil 33:11
devoted 99:19

DHS 69:4
dialogue 29:20
 93:10
Dick 54:8 55:14,16
 67:12
difference 66:10
 70:15
differences 53:17
different 25:1 39:22
 49:15 52:11 53:17
 64:2 72:19 84:4
differently 19:3
dig 100:3
dimension 51:9,10
 51:13
direct 52:9 56:2
 57:2 86:7
direction 95:22
 101:5
directly 19:21 29:9
 74:12 91:12
Director 2:9
Directors 106:14
disappointed 93:9
disaster 99:20
 100:12 101:8
discuss 89:20 90:9
discussed 84:6
discussion 3:4,8
 4:10 7:20,22
 91:14 95:16,19
discussions 94:21
Disease 65:12
display 30:11
distribute 64:21
 65:3
dive 68:6
diversity 82:12
diving 44:16
divisions 106:16
DIXON 1:18
document 70:4
 72:6
doing 37:4 66:14
 68:11 74:3,17
 83:16 105:17
dollar 82:10
dollars 11:20 34:6

44:2
dominated 48:1
 51:2
double 43:13
DOW 2:13
drama 57:21
dramatically 46:17
 74:4 85:10
draw 97:15
drive 15:11
drivers 54:6 67:14
 68:2
driving 44:1 104:17
due 12:3 13:9 70:21
 94:22
duties 55:18

E

E 2:6
earlier 22:5 24:5
 68:19
early 28:19 95:18
easier 7:18
East 58:10
Easter 54:14,18
echo 92:2
echoing 10:12,16
econometric 84:3
economic 12:5
 18:12 29:3 49:16
 51:22 57:18 67:7
 83:4
economically 14:4
Economics 82:17
economist 44:21
 49:7
economy 5:14 90:3
 96:2
Ed 69:7 94:5
education 44:8
 52:15 54:1,6
 55:12
EDWARD 2:14
effect 54:15 59:20
 93:16
effective 18:19 94:4
effects 42:7
efficient 45:9

effort 5:2 43:11
 56:17
eight 70:18 71:7
 74:19
eighth 50:8
either 76:6
EKERT 1:18 41:6
 72:18
elaborate 38:19
elements 63:20
 66:20
elevating 79:13
eliminated 90:3
eliminating 89:5
ELLIOTT 1:19
email 46:4
embarking 60:18
embrace 22:18
emergency 84:19
 84:19 106:15
emphasis 26:2 99:7
 99:9
Empire-Capitol
 88:3
employees 92:11
employers 14:7
employs 29:19
en 73:9
enable 42:9
encourage 13:2
 33:12 72:6 80:2
 92:14
encouraged 30:10
 83:17 86:11
encouragement
 43:2
encouraging 5:22
 32:18 71:11 82:14
 105:9
ended 46:11 48:6
 48:11
energy 28:4 43:11
engaged 98:21
 105:2
engagement 35:10
 96:18
engaging 23:14
English 61:2

enhancing 22:6
enjoyed 27:21 91:7
enrollment 30:6
 80:1
ensued 97:8
ensure 28:7 68:3
 93:1 95:20
ensuring 28:9
 93:20 102:17
enter 48:16
entered 46:10,22
 48:6,7 49:11
Enterprise 64:10
 67:18
entertain 87:2
entire 14:21 85:6,7
 97:6
entry 24:1 28:12
 30:1 67:15 79:3
enumerate 64:1
equation 26:8
Ernest 2:3 74:7
especially 4:20
 20:21 37:3 51:7
 53:16 98:10
essence 61:11
essential 13:11
essentially 12:1
 23:17
establish 29:20
established 38:12
 56:10
estimate 12:3 69:20
estimates 56:10
et 64:3 80:3
evaluates 82:17
event 22:16 101:9
everybody 4:5 21:9
 55:19 85:7,18
 107:10
everybody's 45:9
 91:7
everyone's 45:21
evolve 68:1
evolves 66:4
evolving 65:2
ex-wife 45:14
exactly 23:12 29:15

33:13 48:15 80:15
example 73:4
excellent 28:20
 31:17 64:9
exchange 12:7 82:8
excludes 50:4,11
exclusively 22:17
excuse 16:12,13
execution 33:3
executive 90:7 93:8
 93:12
executives 29:2
existing 23:18
exists 58:21
expand 80:8
expanding 76:5
 79:16
expect 74:9
expected 54:13
expecting 86:13
expedite 68:18
expedited 70:16
experience 7:10,18
 64:7 67:15
experienced
 100:11
experiences 31:11
expertise 30:20
 97:15,17
experts 67:19
explain 52:11 80:13
export 6:1 50:9
 52:18 57:14
exports 6:3,4 12:15
 53:1,1
expound 18:17
Express 2:1
expressed 81:5
 88:2 96:8
extend 8:4
extended 56:14
 86:11
extra 61:6
extremely 92:17,17

F

face 84:19
faced 36:14

facilitate 35:5 87:12
 103:8,9
facilitates 78:14
 79:1
facilitating 91:14
facilitation 28:1
 97:14
facilities 88:15
 89:10,12
fact 7:2,12 10:4
 43:12 61:5 70:21
 74:10 82:6,11
factor 6:4 31:14
 77:4
factored 26:7
factors 12:4 84:5,5
fair 32:8 73:11
fairly 43:21 55:20
fall 26:13 35:1
 103:10
falls 46:16
familiar 89:1 94:3
far 13:13 37:4 40:11
 47:10 49:17,18
 50:16 66:2 71:15
 71:16 105:1
fares 49:14 50:5,12
fast 53:13 69:2
 107:4
feasible 42:3
February 54:12
federal 2:8 4:4 83:7
feedback 37:7,11
 65:5 91:7
feel 4:10 20:11
 31:18 37:13 81:17
 95:4 106:17
fellow 23:2
felt 24:19 65:4
FERGUSON 1:19
fewer 18:16 32:6
field 56:21 59:17
 64:14
Fifteen 37:20
figure 7:15 32:13
 33:13 42:10 80:12
 99:11
figured 87:9

figures 73:21
fill 59:1
final 21:18 27:14
 96:12
finally 52:5 94:20
financial 14:20
find 30:21 64:1
finding 11:11 65:14
 88:19
fine 68:21
firmly 11:13
first 6:16 7:3 10:1
 16:2 29:17 34:16
 50:20 51:17 55:10
 56:2 58:5 59:12
 65:11 81:6 103:11
fish 75:8,9
fit 103:5
fits 79:18
five 14:2 44:8 53:11
 58:7 63:13 72:8
 73:5 74:14 75:6
 76:17 81:21 86:17
 103:13
fix 36:19
fixed 88:15
fleshed 79:8
flight 61:6,14 62:11
flip 54:17 65:7
floor 7:21
flops 54:17
Florida 35:21 36:1
 36:19,20,22 42:13
 84:17,20,21 85:22
fly 76:10
focus 12:9,18 13:5
 14:13 15:7 27:3
 28:17 37:1 42:17
 56:4 75:4
focused 11:14
 23:13
focuses 13:1 65:22
folder 45:21,21
 58:22
folks 71:1,5 72:5
 98:12
follow 40:18 46:7
follow-up 42:2

following 48:9
 54:20
footprint 74:10
force 42:19
foregoing 107:21
foreign 19:22,22
 23:14 61:14 64:22
 95:12
form 15:19 17:17
 18:2 41:12 42:18
 58:15
formal 41:3
format 9:22 58:17
formerly 57:7
forth 51:20 54:2
Forum 29:3
forward 5:4 33:6
 35:8 41:14 43:15
 43:19 47:14,16
 66:21 77:2 80:12
 80:20 81:17 86:2
 86:5,18 92:1
 96:17 97:3 98:10
 98:11 99:4,8
 100:4 101:14
 102:14,22 103:19
 107:13
found 12:22
four 42:22 49:19
 53:11 55:10 62:5
 62:12 65:20 82:21
 103:3
fourth 74:11 82:15
fraction 6:10
frameworks 23:19
France 48:9,17,17
 48:20 49:21
frankly 20:21
FRED 1:18
free 4:10
fresh 60:21
friends 82:3 84:2
 84:13 86:6
front 45:21 88:18
fruition 104:1
full 63:11
fully 83:14
function 61:20

functioning 78:18
Fund 12:13 52:3
funded 83:14
further 33:4 38:18
 75:10,11
future 16:8 104:7

G

GALLAGHER 1:19
 78:1,10 80:10
 98:18 104:6,11
 105:5 106:6
GARY 2:1
gate 59:2 60:13,16
 61:3,8
gateways 60:14
general 33:19,20
 37:11
General's 72:9
generate 44:17
generating 28:21
 83:5
Germany 49:21
getting 16:7 34:9
 99:20 103:9
give 21:3,11 24:2
 35:2 37:1 39:10
 39:12 40:8 45:3
 74:5 76:5 87:8
given 36:10 101:12
gives 56:3 57:18
 66:5
giving 91:5
gleaning 65:10
global 9:14 12:5
 22:3 24:1 28:12
 30:1 39:19 65:13
 65:15 79:2
globally 88:14
go 4:4 13:20 15:16
 16:3 21:12 27:8
 33:12,22 45:6,13
 50:13 51:11 55:21
 56:18,20 57:19
 60:1 61:15 66:2
 69:16 74:18 92:13
 92:19 97:21 98:10
 99:6 100:3

goal 9:6 10:2 11:13
 11:18,22 12:10
 13:20 15:1,7,20
 43:20,20 66:22
 67:1 73:11 101:17
goals 22:15 36:8,11
 42:4 94:4 103:14
goes 57:14,16 66:8
going 6:14 15:10
 26:11,19 27:5
 32:5 33:14,18
 34:19 36:18 37:14
 39:2 40:22 42:4
 42:10 43:6 44:17
 45:13 60:5,19
 66:3 67:5 69:16
 72:18 75:10 76:1
 77:2 80:12,20
 87:4,7,8,11,13
 93:2,14 94:15
 97:1,11 98:18
 99:10 105:21
 106:4,17
GOLDSTEIN 1:20
good 4:15 5:3 23:7
 26:14 32:4,10
 34:1 36:4 37:4
 45:11 57:19 58:14
 64:15 66:11 67:10
 71:18 73:12 91:4
goods 12:16
government 11:7
 13:11 19:20 24:8
 27:22 28:5 29:21
 30:6,9 31:3 59:7
 65:7 68:11 71:21
 83:8 93:5 96:1
government's 95:9
governments 19:14
 23:15 24:7
granular 103:16
granularity 55:22
graph 47:1
graphic 56:3 57:2
gray 50:18
great 21:16 32:12
 35:9 38:9 39:18
 39:20 40:1,12

63:2 80:22 86:18
 98:2,15 105:9
greater 2:2 70:5
greatest 76:2
green 47:5 57:3
Greg 5:12
ground 74:6 85:14
group 10:9 13:15
 28:2,3 42:17,18
 43:18 49:20 64:18
 102:2,19 105:10
 106:12
groups 43:10 75:20
 98:12
grow 18:6 86:21
growing 18:11 22:7
 22:16
growth 6:13 44:2
 44:17 47:10 48:4
 51:2 53:10 54:4,7
 55:11 71:15
guess 27:15 28:2
 45:16 49:7 72:22
 85:3
guidance 3:6 40:21
Gulf 99:19
guy 21:2 87:9

H

habits 16:13
HAGEN 1:20
hand 9:1 21:5 22:20
 49:8 54:8 55:14
handout 45:14
hands 35:13
happen 61:7 94:15
happened 101:6
happening 93:13
happens 58:16
happy 13:14 22:20
 35:5 84:10 85:20
 87:19
hard 8:11 105:22
hardworking 23:7
harmonize 30:22
Harvey 6:16
Hayden 2:14 69:3,3
headed 16:10

headwind 16:3
headwinds 6:19,20
health 52:15
hear 10:14 14:17
 27:10 42:16 77:17
 83:21 91:12
heard 37:15 41:7
 41:17 42:3,5 60:8
 76:6 97:7 99:5,6,7
 99:9,10 102:9
hearing 17:5 91:8
 92:5
heartened 25:18
heavy 27:1
heed 21:17
help 14:3 17:19
 20:1 31:21 35:5
 40:17 46:3 47:13
 47:16 52:10 67:13
 68:6,7,18 76:9,21
 93:22 100:16
 103:8,22 105:19
 106:22
helped 13:12 20:12
 53:4
helpful 8:8 33:2
 43:18 44:12 62:17
 62:22 92:17
 101:10 106:2
 107:10
helping 6:17 18:21
 20:6 30:9 86:5
helps 21:1 107:10
Hernandez 2:8
 35:14 37:13 38:21
 39:4,7,16 41:19
 41:21 42:20 96:13
 96:16 97:2 101:14
Hey 81:10 105:17
high 34:8 43:22
 71:9 75:20
higher 28:18 49:19
 49:20 55:22
highlight 25:15
 91:18
highlighted 53:15
highlights 62:16
highly 18:19

Hill 2:9 43:8 62:19
 66:19 69:7 77:5
 77:10,17 78:8,11
 80:15 81:10
 100:21 101:4
 104:9,13 105:12
 105:17 107:5,8,9
Hipmunk 1:20
Hire 90:7
history 70:2 89:7
hit 29:8 34:18 101:3
hits 47:20
hoc 58:9
hold 38:9,14
Holiday 2:1
home 35:20 60:19
Homeland 2:14
 30:18 37:18,22
 57:6 65:11 68:17
 69:1 76:22 83:12
 91:22
honor 4:12 10:13
hook 63:18
hope 7:19 27:4
 35:19 36:5 45:17
 101:7
hopeful 19:18
hopefully 35:22
 36:1,2 94:18
 106:8
hoping 91:20 97:20
horizon 73:5
horrible 55:8
hospitality 14:6
Host 16:12
hours 74:19 75:2,2
House 83:13
housekeeping 4:7
Houston 36:21
 85:22
huge 6:4
hundred 25:9
hundreds 26:18,18
hurricane 5:7 6:16
 35:19 39:9 42:8
 42:17 84:16,18
 85:5 101:6
hurricanes 36:12

HYATT 2:6

I

I-92 57:7
I-94 57:6
IAAPA 3:10 88:7,13
iconic 19:9 97:18
idea 29:8,12,16
 32:5,10 80:9
ideal 91:12
ideas 28:21 30:12
 33:2,7,10 43:3
 76:7 102:7 103:13
 104:1
identified 8:12
 25:20
identify 9:10 67:22
II 3:4
III 3:6
IIPA 88:6
immediate 36:10
immediately 42:7
 42:19
immigration 7:8
impact 57:18 71:3
 74:3 83:4
impacted 85:11
impactful 30:13
impacts 85:3
implement 33:14
 79:12
implementation
 33:7
import 57:14
importance 5:15
 24:8
important 6:4 7:13
 8:17 11:1 14:13
 17:3 18:1 20:8,22
 21:20,21 24:4
 36:20 51:12,21
 58:4 67:4,16 77:4
 77:18 88:20 91:11
 95:10 100:14
 106:1
impose 95:15
improve 30:22
improvement 31:6

improvements
 29:22
in-flight 60:15 61:4
inability 95:1
inbound 60:11
 65:17
inception 61:5
incidents 75:19
included 18:7 44:8
 81:15 102:12
 106:13
inclusive 60:22
increase 23:20
 48:14,20 79:22
increased 47:8
increases 47:6
 50:17 78:13
increasing 79:1
increasingly 30:9
 31:12,20
incremental 83:2
incrementally
 82:22
India 38:2 50:16
 51:3 68:16 69:14
 71:14,16,21 72:2
 72:4 92:20
indicator 73:12
indirectly 19:21
individual 28:21
 70:9
individuals 28:18
 95:2,9
industries 14:10
 35:11 78:16 86:21
industry 5:17 14:10
 20:22 26:14 27:6
 27:21 31:3 50:6,7
 59:7,15 65:8 66:9
 68:10 78:12 79:14
 91:9,10,13 92:5
 97:19 106:17
industry's 31:9
influence 19:20
 82:22
inform 60:5
information 17:22
 44:13 62:17 63:20

69:10 93:12 94:14
infrastructure
 25:16,20 26:8,16
 27:7
initial 19:2
initiatives 34:14
 40:11 79:7
input 57:12,16
 59:15 64:9
insight 64:11
instance 66:7
instrument 59:9
intelligence 65:19
 67:10
intent 98:9,14
interacting 89:13
interagency 40:4
 40:12,15 96:19
 103:21
interdepartmental
 33:14
interest 27:18 81:5
 88:2 89:3,17
 90:10 96:8
interested 36:6
 57:16
interesting 33:10
 72:20 76:7
Interior 2:16
international 1:22
 2:7,12 6:6 7:1 9:6
 10:3 11:14,19
 12:13 16:13 17:2
 22:7,16 23:5 26:1
 44:12 45:4 47:14
 47:22 52:3 55:17
 56:5 88:12 89:13
 93:19
interview 92:22
 93:6,13
interviewed 70:12
introduce 4:13 43:6
 69:7
introduced 26:13
investment 25:17
 25:21 26:8 83:6
investors 19:22
invitation 100:15

invite 33:3 44:20
 81:7
involved 86:18
involves 29:16
IPW 5:17 8:16
 10:14 22:2 31:17
Ireland 46:20 49:3
Irma 5:7 6:17
Isabel 2:9 39:8 40:6
 43:5 62:21 100:19
 105:7,8 106:21
isolated 75:21
Israel 2:8 35:14
 37:9 38:17
issue 10:1 24:4,19
 71:10 88:19
issued 69:19 71:16
issues 8:12 9:1,11
 9:11 45:12 77:21
 89:21 91:16,18
 100:16
issuing 10:16
Italy 49:21
items 96:4
itinerary 66:1
IV 3:7

J

J-1 90:13,15 92:3
 92:14
JAMES 1:20
January 54:12 55:3
Jim 106:14
job 70:11 76:21
jobs 6:9 14:4 83:4
John 2:17 5:5 42:10
 42:14 98:2,7
 100:20 103:7
John's 98:8
join 8:5
joining 4:8 81:9,12
jointly 30:12
JR 2:3
judgment 70:14
jump 8:14 46:20
jurisdiction 83:12

K

Katrina 99:18
keep 42:4 49:22
 74:18 94:7 97:11
keeping 13:11 27:3
KENNETH 2:6
kept 73:11
key 5:13 18:20
 25:21 26:4 29:6
 29:18 66:20 68:2
kick 79:10
kind 6:17 20:19
 34:11 41:4 53:12
 69:22 79:20 81:17
 82:17 87:14 97:20
 99:3
kiosks 30:7
know 4:17 8:21
 11:1 19:10 25:7
 25:22,22 26:4,22
 27:2 35:6 39:6
 42:16 43:9 54:9
 56:13 57:21 58:18
 59:17 62:14 63:10
 63:10 66:1,12
 67:16,21 68:3
 69:8,12 70:10
 71:4,8,11 72:16
 76:17,17 77:3,20
 79:9 87:3 89:14
 99:6 100:10 101:7
 102:1 103:4
 104:16 105:19,21
 107:2,6
known 28:15
knows 98:22
Korea 47:9 49:1
KURT 1:18

L

laborious 60:1
lacking 58:1
ladder 14:9
lagging 12:2
languages 61:1
lap 33:13 34:1 99:6
lapel 20:13 29:12
 30:4 32:5 87:5
 99:10,13

large 48:14,20 50:6
 71:12
largest 14:6 47:11
 48:2 50:8,17 51:3
 51:4
late 97:1
latest 5:20
law 70:14
lead 40:5 44:17
leadership 5:9
 19:19 86:10,19
 102:19 103:7
leading 106:5
leapfrog 46:21
leapfrogging 49:1
leave 18:13 35:13
 96:14,21
leaving 60:18
led 55:11 75:22
left 23:10 35:15
 37:19 51:18 52:2
 57:3
legacy 27:20 56:8
legislation 26:12
 56:11,13
legitimate 31:18
leisure 54:2,5
lend 29:14
lending 67:18
let's 16:3,5,9 32:13
 33:13,22 34:17
 41:1,14 43:4 46:8
 47:18 49:4 50:13
 50:15 57:19
 106:19
letter 26:14,22
letters 26:18 32:6
 87:16 107:2
level 33:21 34:11
 43:22 55:22 76:9
 83:13 92:4
levels 25:1
leverage 76:20
Li 86:13
licenses 74:11
life 20:16
lift 27:1 75:13
light 10:4

limit 4:9
limiting 94:11
line 55:3 58:1 62:19
 62:21 63:9 74:22
 75:2 76:11
lineup 52:7
list 9:11 16:10
 100:5
listen 105:18
literally 21:4 76:10
little 7:17 20:13
 21:2 35:2 36:18
 37:1 39:10 40:19
 48:12 54:11,12
 58:20 68:14 69:10
 72:19 74:6 88:20
 97:1 99:18 102:20
live 45:16
living 31:13 45:15
 75:17
LLC 2:1
logo 30:4
long 52:5 72:4
 74:18 89:6
long-term 58:19
longer 41:11 61:16
 63:13 73:5 99:18
 100:18
longest 88:9
look 9:4 35:8 43:15
 43:21,22 44:4,12
 46:22 50:14 51:8
 51:13 54:10 58:19
 65:5,17 67:5,6,14
 71:14 72:21 73:4
 74:1 76:20 86:5
 86:18,20 88:4
 95:20 96:17 97:3
 98:11 101:15,16
 102:22 107:12
looked 58:17
looking 7:4 23:17
 24:19 43:19 51:5
 68:1 77:2 91:16
 97:17 101:12,22
 103:17
looks 26:6 84:4
Los 2:3 74:7

lose 38:11
losing 7:12
lost 10:18,19 17:15
lot 19:12 23:7 26:20
 28:19 38:1 55:6
 59:12,13 65:14
 83:9,14,22 99:5
 99:19,22 100:8
 107:8
love 19:5 20:12
 97:17 104:13
loves 40:8
low 28:15 71:8 92:9
lucky 11:4 98:20

M

M 45:11 46:1 63:7
 81:2
Madam 41:6
maintained 70:10
major 59:16 61:9
 85:2
making 8:21 21:15
man 22:4
man- 100:11
manage 17:7
management 60:2
 84:19 106:16
Manager 45:3
 55:16
mandate 56:15
mandatory 56:11
maps 36:16
March 4:22 8:7,13
 9:3 19:2 54:13,21
Margaret 1:12,15
 5:11 7:22 10:10
 22:1 42:1 96:13
 97:10 98:5
Margaret's 10:12
mark 2:10 44:20,21
 45:10 55:15 101:3
market 21:21,21
 30:10 55:7 68:14
 73:8 74:12 76:3
 84:3
marketer 18:19
marketing 20:3

31:5
marketplace 66:5
markets 12:7 44:1
 44:14,16 47:3
 48:2,4 65:13,15
 67:3 95:11
Marriott 1:22 16:12
 23:4 67:17
masse 73:10
massive 71:12
match 68:22
material 73:3 100:8
materials 99:22
Matt 2:14 69:3
matter 10:9 99:20
 107:21
maximize 27:7
maximum 70:22
McKeough 1:12,15
 5:11 8:2 16:2,16
 32:16,20 33:1
 35:7 37:6,15 38:8
 38:17 39:2,5,15
 40:20 41:17,20
 42:12 43:1 45:20
 62:14,20 63:2,9
 63:15 66:18 77:12
 77:19 80:17 81:8
 81:11 87:3,11,17
 90:16 96:5,10,15
 96:22 97:4 98:1,7
 98:16 99:2 100:13
 100:22 104:2
 106:19 107:16
McREYNOLDS
 2:17 42:1,14,21
 98:5,8
mean 63:12 77:8
 98:19 102:1
meaning 56:17
means 20:2 45:8
measure 16:22
 17:6,12,13 64:6
 68:2
measurement 99:9
measures 12:15
media 20:3 82:19
median 69:17

medical 44:8
meet 30:21 39:12
 89:20
meeting 1:6 4:5
 5:12 8:5 20:15
 35:1,17 36:13
 39:9 97:9 98:9
 99:3,12 103:11
 104:8 107:20
meetings 28:20
 89:22
member 10:10 11:6
 13:18 15:6,17,22
 16:15,18 17:9,11
 17:21 18:5 19:8
 20:8 21:14 22:22
 24:15,18 25:5,9
 25:12,14 27:9,15
 32:8,12,15 37:17
 38:16 41:6 62:7
 68:17 70:6 72:8
 72:11,14,18 74:5
 75:12 76:16 77:7
 77:14 78:1,10
 80:10 89:9,12
 90:11,18 97:10
 98:15,18 104:6,11
 105:5,7,8,15,16
 106:6,8,11,21
 107:7,14,18
members 4:8 13:15
 23:3 28:3 30:18
 30:19 32:2 64:9
 64:20 81:4,13
 88:14 89:6,22
 97:16
membership 69:15
mentally 14:8
mention 62:4 87:4
 90:4
mentioned 22:5
 28:12 40:6 62:15
 65:6,9 94:5
 101:15
message 5:16
 10:21 19:18 20:1
 20:4,6 22:4,8,12
 22:19 24:7 25:1

77:17 91:9 102:11
messages 85:17
 99:20
messaging 30:13
 31:5 102:13
messenger 21:2
messengers 19:12
 19:17 20:4 21:10
 21:16
messes 54:19
met 1:11 8:6 9:2
 14:20 28:4 29:1
methodology 52:1
 58:2
metric 92:22
Metropolitan 1:15
Mexicana 61:5
Mexico 46:15 48:3
Miami 2:2 105:16
MICE 75:19
mid 106:8
mid-November
 101:13
mid-point 11:11
middle 52:1,6
 106:15
midway 11:16
Mike 1:19 98:17
 104:5
million 6:6,9 11:19
 13:21,21 14:1,16
 14:19 37:19,20,20
 46:12 47:22 48:12
 69:19,21 70:1
 83:2 84:7
millions 49:8
mind 49:22 60:21
 80:22 100:17
mindful 77:20
mine 18:7
minorities 14:7
minute 38:10
minutes 36:17
 63:13
misquote 17:4
mix 12:7
Mm-hmm 25:5 63:5
 100:21

mobility 14:5
model 84:4
moment 38:15
momentum 38:12
Monetary 12:13
 52:3
money 38:5 50:10
 77:8
month 54:18 59:5
monthly 54:21 58:8
 58:10
months 7:3 40:4
 55:10 89:10 92:11
monumental 99:3
morning 46:5 55:2
MORRISSEY 1:21
Moscow 94:12
Mountain 2:1
mouth 20:20,21
 21:1
move 16:5 39:9,12
 41:14 47:1,13,16
 47:18 49:4 51:11
 52:21 54:10 66:21
 95:22 98:12
 102:14
moved 52:19 83:10
 83:18
moving 53:14,22
 60:22 81:17 92:1
 101:13
Mt 1:21
multidimensional
 29:5
multiplication
 20:20
mute 4:9
mutually 22:17
Myrtle 1:17 16:11

N

name 55:16 78:9,19
 80:11
named 29:10
names 64:3
nation 22:14 31:16
nation's 31:9
national 2:9 5:20

9:7 11:12,17
 12:19 13:3 14:22
 15:3 22:6,16 28:9
 28:11 29:6 35:4
 43:20 53:4 70:10
 82:3 84:14 90:19
nationals 95:12
natural 71:3 100:11
nature 9:19
NBC 64:10
near 101:11,12
nearly 26:1 47:22
necessarily 18:7
necessary 13:6
need 7:15 11:13
 18:15 19:17 22:6
 24:16 27:2 39:9
 68:3,8 71:2,6,6
 73:4 80:12 87:17
 92:10 104:12
 106:18 107:15
needed 24:14
needs 17:16 18:1
 22:8 32:6,21
 87:20
neglected 104:3
negotiations
 104:18
neither 69:14
never 59:5 70:5
 78:9
new 6:15 11:13
 12:10 13:3 15:7
 15:20 19:5 20:12
 22:11 29:10 43:20
 52:7 67:13 94:10
 97:18
newspaper 104:17
nice 25:7
night 55:1
noise 4:10
non- 60:18
non-res 61:19
non-residents
 60:11
non-substandard
 60:6
normal 16:1

normalize 72:22
normally 60:1 62:1
 62:10
note 4:7 19:1 46:11
 48:22 53:16
noted 12:1
notice 26:22 52:13
November 39:10
 70:21
NTTO 56:4 84:3
 86:6
number 12:4,12
 15:12 17:1 31:22
 34:6,14 46:2,14
 48:6,9,17 49:17
 49:19 70:3 76:3
 79:19
numbers 6:5 13:19
 14:14 26:1 44:2
 51:19 54:19 67:3
 71:12,13 82:2,3,5
 82:16
numerical 34:5
 36:7 43:20
NW 1:12
NYC 1:18

O

objective 21:16
 73:13
objectives 26:12
observation 21:18
 75:18
observed 54:18
obvious 98:19
 106:5
obviously 6:22
 15:8 33:11 36:16
 41:15 76:3 82:5
 85:2 103:16
occur 6:18
October 34:21
 37:13 39:12 50:21
 104:7
offer 20:17
office 2:10 5:21
 35:4 43:6 44:21
 46:5 60:2 74:11

75:1,9 82:4 84:14
101:18
officer 2:8 4:4
70:13
officers 71:22
74:18 93:16,17
Offices 72:9
official 78:19 92:18
officials 29:2
offsite 56:1
oh 17:8,20 63:17
76:16 99:16
oil 99:19
okay 16:15 27:15
33:16 37:9 39:4
39:15 41:12,13
42:21 58:11 63:12
63:17,18,21 78:10
88:5 96:15 98:1
104:11 107:16
old 10:5 45:13
OLGA 2:1
omega 56:19
onboard 102:10
once 22:3 26:12
55:11 58:9 84:18
one-third 6:2
ones 5:6 47:5 50:20
91:18 100:18
ongoing 29:20
35:10 86:19
open 4:4 5:18 8:21
10:15 22:12 31:17
37:10 62:2 67:22
85:19 96:12 97:5
opened 74:10 75:9
operating 56:7
operation 59:4 82:1
operational 102:15
103:17
operationally 30:15
79:9
operations 94:19
opportunities
17:14,15
opportunity 5:8
14:21 76:18 91:6
99:14 101:1

opposite 65:17
options 58:18
95:21
order 68:8 90:7
93:1,8,12
Oregon 1:17 10:8
organize 26:14
origin 46:15
originating 95:7
other's 65:4
ought 34:5
outbound 57:10
60:11 73:7
outlook 91:9
outnumber 47:8
outside 39:16
overall 44:19 48:2
53:21 83:4
overarching 79:4,6
overcome 6:21
overseas 46:13
47:15 48:7 55:4
65:16
overview 56:3
Oxford 82:17

P

P-R-O-C-E-E-D-I-...
4:1
p.m 1:12 4:2 107:22
P3 29:10
packed 49:20
page 3:2 56:3 57:22
paper 58:15,16
paren 39:19
Parks 2:12 88:12
90:19
part 9:6 24:20
25:15 30:2,8 36:1
36:19,20 51:17
58:12 75:15 78:4
85:22 90:5,6
participate 103:4
participating 64:21
89:21
participation 4:20
86:11 104:21
particular 8:8,17,20

10:8 34:18 62:16
85:6 91:16 92:10
99:4
particularly 36:19
43:19 44:5 52:15
66:22 67:11 91:8
92:6 93:14 97:16
parties 57:16
partner 9:18 91:21
partners 22:3 28:6
30:9 81:19 82:19
82:19 85:14,21
partnership 29:11
29:15 30:3,16
31:2,7 32:7 34:17
78:2,13 79:5,21
80:6,11 81:18
82:18 84:2 91:10
102:6,12
partnerships 80:5
parts 29:17
passenger 49:14
50:4,11 58:11
passengers 66:9
Passover 54:14,18
path 84:7 85:11
paths 62:7,13
Patricia 2:15 91:2
PAUL 2:11
paying 19:15
pays 49:5
people 7:9,11 10:19
13:21 14:8 20:14
23:7 26:20,21
32:9 38:4 39:13
39:21 64:11 71:11
72:12 74:12,19,22
75:14 76:8,12
83:9 85:11 107:8
percent 6:3 25:9
47:2,12,15,19
48:14,19 50:15,17
50:22 53:7,8
54:22 55:2,5,10
68:20 70:20 71:10
71:15 73:9,10
82:11 95:8
perfectly 45:16

performance 44:22
period 53:11 54:7
79:14
periodically 62:1
periods 4:11
permission 41:10
persistent 40:13
person 88:2 93:2
personal 27:18
52:16 70:12
personnel 77:3
perspective 23:19
66:6 73:20
phase 21:13 97:21
phone 4:8,9 26:19
46:3,4 104:4
pick 16:20
Picking 23:10
pictures 75:3
pillars 13:4,9
pin 20:17,18 30:4
32:6 87:5 99:10
99:13
pinpoint 25:11
pins 20:13 29:13
place 13:5 37:1
48:16 78:3 79:10
83:2,8 84:4 85:21
94:10
placed 33:6
places 30:21
plan 27:5
plane 66:14
planning 84:8
plans 8:15
playing 42:15
please 4:8 57:20
98:7 103:4
pleased 5:16
pleasure 23:1
96:20
plethora 60:20
plus 31:13 55:17
point 17:18 58:6
67:11,15 77:13
85:13
pointed 75:5
points 46:2 58:4,7

65:20 67:12
policies 22:11
policy 10:5 18:22
 19:19 22:10 35:1
 101:2 103:11
political 12:6
politically 107:1
populations 60:10
portion 81:6 96:9
portions 85:10
pose 22:13
position 51:8
positioning 30:14
 50:10
positive 6:11 91:9
 99:5
possible 61:13 69:2
 107:4
post-disaster 99:21
pot 73:11
potential 75:5,16
 75:17 76:2,10
potentially 42:5
 85:6 92:13 98:12
practical 75:22
PreCheck 28:12
 30:1 79:3 80:2
Preclearance 28:13
 30:2
preliminarily 102:3
preliminary 33:2
prepare 26:2
prepared 36:13
 84:21
PRESBY 1:21
present 1:14 2:5
 77:13
presentation 3:4
 41:3 45:3,19 46:6
presentations 45:6
presenting 91:17
preserves 7:17
President 2:13,15
 88:11
presiding 1:12
pretty 5:21 35:19
previous 53:5
previously 80:9

primary 56:8,16
 57:13
Primrose 1:22
 16:12,15 22:21,22
 23:4 24:15,18
 25:5,9,12,14 27:9
priorities 23:6
 25:20 26:6 67:22
 103:13
priority 9:11 25:21
 96:4
private 9:18 11:8
 17:19 20:5 27:22
 29:21 30:8,19
 34:15 79:21
 103:15
privilege 23:5
 87:15
probably 17:18
 69:10 84:21 86:16
 106:12
problem 6:22 38:2
proceed 33:6
process 29:7 38:7
 40:15 44:7 57:1
 58:3 60:2 61:16
 62:2 68:21 69:13
 69:17 84:8 93:5
 93:18 96:19 106:3
 107:3
processing 7:7
 74:19 75:1,6 94:4
produced 6:11
 100:1,3
producing 56:14
product 6:1
professionals 31:4
profile 65:16
profits 77:8
program 20:15 21:4
 24:1 26:16 29:21
 31:6 37:18 40:1
 44:19 55:16 56:6
 67:8 69:1,15 78:4
 78:5,8,11,13,20
 78:22 79:2,5,15
 80:1,2 86:16
 88:22 89:4,7,18

90:3,6 92:3,6,12
 92:15
programs 18:16
 23:22 24:9 28:11
 28:21 29:6,19
 30:10,22 36:21
 39:22 79:3,19
 80:6 83:1
progress 16:9 41:2
 43:4 80:19 103:8
project 45:2 84:15
 102:16
projects 83:22
 102:4
promising 62:9
promote 9:19 19:15
 23:21 87:15
Promotion 56:14
properly 78:18
proposal 18:15
 92:21 93:7
proposals 33:5
 103:19
propose 28:7 34:22
proposition 30:14
protected 17:17
 18:1
Protection 29:3
proud 74:13
proved 81:20
provide 56:9 67:9
 87:19 88:16 93:1
 94:19
provides 14:4
 17:21 44:13 49:16
 92:6
providing 31:10
 48:4 81:5
public 3:9 9:17 11:8
 20:5 34:14 38:22
 79:21 80:17 81:4
 81:6 83:14 96:7,9
 103:15
public/private
 79:20 80:5 81:18
pull 103:10
pun 6:20
punch 58:1

purpose 56:8
push 27:6
put 5:2 34:13,20
 40:10 52:11 61:5
 62:1 83:2 88:18
 92:21
puts 83:8

Q

qualified 14:5
qualify 78:4 93:3
quarter 11:20
question 27:2 42:2
 43:19 44:6 67:5
 67:13 68:13 69:11
 78:2 90:12
questionnaire 59:8
 64:1
questions 9:2
 13:14 32:2 33:4
 38:20 45:7,7 56:1
 66:16 68:13 87:2
quick 4:21 59:18
 78:1 86:2 100:6
quicker 38:2,7
quite 36:5,6,18 90:2

R

rail 26:3
Railway 1:21
raise 24:19
raised 24:4
Ramotowski 2:14
 69:5,8,12 70:8
 72:10,13,16 75:11
 76:14,19 77:18
RAMUDO 2:1 105:8
 105:15 106:8
 107:18
random 61:13
Randy 2:12 88:6,10
 91:1
ranked 49:18
rankings 50:1
rate 70:15
rates 12:7 47:10
 75:20 92:9 94:16
rating 65:3 71:9

reach 35:6
reached 11:22
read 40:8
reader 40:7
reading 104:16
 105:9
reads 40:7
ready 68:6,7 101:10
real 18:4 20:10
 100:6
realistically 77:1
realities 107:11
reality 77:5
realize 11:18 51:21
 76:4 83:7 85:1
realizes 85:18
really 6:18 14:21
 23:20 24:18 27:6
 35:20 39:20 41:21
 43:12,15 48:3
 51:2 60:10 82:10
 91:7,11 92:8
 98:20 100:14
realms 104:19
rearrange 4:17
reason 75:12
reasonable 70:18
reasoned 73:22
reasons 19:11
 75:22 76:4 106:5
reassure 8:10
recall 17:5
recap 41:5
receipts 50:1
receive 100:15
received 22:2
recognize 12:11
 19:8
recognizes 78:12
recognizing 79:17
recommend 29:10
 41:11
recommendation
 5:19 11:10 14:18
 15:17 16:21 59:19
 64:5 78:21 79:18
recommendations
 3:5 4:21 5:3 7:5

8:1 23:14 25:16
 27:12 28:7 39:17
 41:13 43:3 81:16
 90:8 101:16
 103:14 107:13
record 107:22
recovery 42:18
 84:16 106:3,11
recurring 102:8
red 47:4
reducing 89:5
reductions 77:3
reference 46:2 63:4
refine 102:20
refinement 32:21
reflect 9:5 23:6
 66:4
reflecting 9:17 10:1
reflections 97:6
reflects 55:6
refreshed 13:9
refusal 70:15
regard 76:22
regarding 68:13
 79:15
regardless 74:3
regime 6:15
regularly 30:21
reinforces 22:12
rejected 68:21
 71:13 75:20
related 52:15,16
 54:6
relates 85:4 86:6
relation 66:13
relatively 71:9 73:1
release 50:19
released 82:16
relevant 13:1,6
 30:20 100:2
reliable 65:21
reliant 56:21
rely 89:14 92:8
remain 13:5
remainder 35:17
remained 46:14
 48:6
remaining 104:4

remains 5:13 6:1
 28:8 68:4
remarks 3:3 10:14
remember 4:9
reminders 51:18
renew 71:6,6
renewals 71:5
repeatedly 72:7
replacement 58:19
report 43:6 66:7
reports 12:15 57:15
 64:21 65:4,4 89:2
represent 35:15
 51:19 88:14
representatives
 30:17
represented 86:15
request 34:20
requested 79:8
 102:5
requests 34:20
required 39:11
res 61:18
rescinded 93:7
research 56:17
 57:12
reservation 21:6
reset 14:22
resident 7:14 35:21
residents 60:10,17
 60:19
resiliency 82:13
resisted 72:1
resources 83:7
respect 67:2,11
respectfully 38:14
respective 86:22
respond 28:6 29:9
respondent 58:11
responding 66:22
response 84:20
 86:2
responsibilities
 103:15
responsible 85:15
rest 13:8 62:5 85:18
 105:10
restored 14:8

restrictions 89:18
result 94:17
results 18:8 43:7
 48:15 62:12 70:7
 70:9 72:3
retail 14:6
return 95:9
returned 95:7
revenue 44:10
review 14:21
reviewed 12:17
 13:9
reviewing 91:20
revision 13:10 52:4
revisiting 89:4
rich 60:19
Richard 2:11 45:2
right 11:5 15:5,22
 18:3 19:7 20:7
 23:12 32:18 38:22
 39:15 40:20 41:16
 43:4 50:13 52:21
 63:17,18 65:7
 72:10,13 75:7
 76:19 77:6 96:10
 99:13 106:15
rigor 58:3 61:12
rigorous 61:10
rise 13:22 38:6
risk 28:15,18
road 47:20
roadmap 24:20
roads 26:3
Robert 88:2
robust 86:16
Rocky 2:1
ROGER 2:13
ROI 82:16
Rojas-Ungar 2:15
 91:2,4
role 19:19
roles 103:14
rolls 22:11
room 1:11 6:10
 10:20 26:20 38:12
 63:10
Ross 2:6 3:3 4:13
 4:14 11:5 14:15

15:5,13,21 17:8
17:10,20 18:3
19:7 20:7,10 23:2
24:13,17 25:3,6
25:10,13 26:10
32:4,9,13,19,22
33:9 35:8
ROTHERY 2:17
99:17
roughly 61:18
row 1:16 82:15
rubber 47:20
running 20:14
runs 69:13
rushed 39:14
Russia 94:12,16

S

Sabre 1:16
sacrosanct 58:16
safe 31:10,19 97:2
105:12
safety 7:13 67:6,8
88:11 105:13
sales 83:5,6
sanctions 94:22
95:15,16
satellite 57:17
saw 54:21
saying 17:6 42:15
78:14 98:10
says 44:15
scale 47:12 49:7
schedules 4:18
SCHLUTER 2:1
90:18
school 45:13 89:11
scratch 52:17
106:20
screening 24:3
seasonal 92:7
seats 81:1
second 16:9 25:15
46:16,17 48:8,16
48:21
secondary 57:11
57:12
seconds 63:14,16

Secret 87:9
Secretary 2:6,6 3:3
4:13,14 8:3 10:11
11:5 14:15 15:5
15:13,21 16:3,19
17:8,10,20 18:3
19:1,7 20:7,10
21:19 23:2 24:13
24:17 25:3,6,10
25:13 26:10 27:16
32:4,9,13,17,19
32:22 33:9 35:8
37:7 41:7 42:3
44:15 79:8 80:16
84:12 87:8 91:8
91:13,17 97:7
98:9,21 99:14
100:16 101:5
102:4,16 103:9,17
103:20 104:17
Secretary's 38:13
38:19 67:1 104:15
104:20 105:11
section 27:14
sector 5:14 9:18,18
11:8 17:19 20:5,5
27:22 29:21 30:8
30:20 34:15 79:21
sectors 31:4
103:16
secure 29:11,15
30:3,16 31:7,10
31:19 32:6 34:16
67:8 78:2,5,12
79:4 80:6,11
102:5
security 2:14 6:15
7:17 22:7,16
23:15,18,19,20
24:5,12 28:9,11
28:17 29:6,19
30:18,22 37:18,22
57:6 65:12 67:6,7
68:18 69:1 70:11
76:22 78:14,17
79:2 83:12 91:22
see 6:18 18:6 22:9
22:18 23:22 24:14

32:9 37:10 44:17
46:9,16 47:7,21
51:1 54:3 68:10
70:6,8 71:5 85:5
92:19 93:9 101:6
seed 84:11
seeing 69:18 71:4
71:14 72:3
seek 30:21 41:9
seen 52:14 105:2
segment 55:12
segments 44:5
49:15
selection 61:12,22
84:3
self- 58:10
send 59:1 71:22
Senior 45:2 88:11
sense 18:15 40:18
45:5 68:15
separately 102:15
SEPTEMBER 1:8
series 51:11
serious 76:5
seriously 36:6
serve 95:6
service 67:19 77:15
87:9
service's 6:3
services 12:16
session 7:20 38:22
set 8:6 9:8 36:8
66:6 67:1 103:21
sets 60:16
setting 43:20
seven 62:13 81:22
share 53:9,10 73:7
73:7,11,14,18,20
98:2
shared 8:21 33:7
sharing 39:8 64:15
shifted 70:21
shoring 16:6
short 9:11 43:2
58:6 60:4
short-term 37:2
42:6 83:22 84:15
85:1 101:5 105:20

106:2,11
shortages 93:15
shorter 36:10 37:16
show 20:15
showed 5:22
shows 47:2
SIAT 17:2,16 18:16
56:16
side 30:15 76:18
significant 5:1
significantly 12:8
silly 20:19
Simultaneous
77:16 105:14
singing 77:10
single 7:13
site 88:15
sitting 10:13,19
six 62:12
size 85:5
skip 62:19
skipping 59:5
slide 46:2,8 47:1,18
47:18,19 48:10,11
48:22 50:13,22
51:11 56:2 57:20
57:21 63:6,19
slides 55:20
slowing 53:14
small 6:10 34:13
92:7,12
smoother 107:3
soft 54:12
Sold 15:21
solid 59:13
solutions 95:14
somebody 20:17
21:6
somewhat 31:1
82:14
sorry 16:14 48:7
54:21 96:14 99:16
104:22
sort 21:5 68:7 73:5
sought 4:21
sound 20:19
South 1:20 47:9
49:1

Spain 48:9,14,15
48:19,20,21 49:19
speak 75:7
speaking 77:16
104:14 105:14
speaks 82:11
specific 7:6 25:4
33:19 101:17
103:13
specifically 15:19
62:7 79:9
specificity 40:16
102:6
specifics 15:15
24:16 99:7,8
speech 31:17
speed 28:15 53:8
53:12,20,21
spend 9:17 27:7
83:3 105:4
spending 11:14,20
11:22 12:2,10
15:8,12 44:3 49:4
49:12,13,14,18
50:2 51:5,9,13,19
52:8,12,13,22
53:9 55:9 56:10
spent 6:7 28:19
38:5
spill 99:19
spirit 87:1
split 61:18
sponsored 88:22
spot 72:21 74:1
Sprouls 5:5
Sprouls' 42:10
squeeze 76:2
staff 2:8 35:14 72:2
101:14 106:22
staffing 93:15
stage 83:18 103:21
standards 24:12
52:3
standing 74:22
75:2
standpoint 44:1
73:14
stands 61:12

start 9:22 28:2 46:8
50:15 66:2 84:8
87:6
started 54:11
state 2:11,14 30:18
65:11 69:9,13
74:16 76:7 77:2
84:17,22 85:7,7
85:10,18 86:1
88:21 89:8 92:1
92:21 93:10,20
94:15 95:19 98:19
106:13
statement 58:6
states 1:1 6:8 8:22
9:15,20 10:3 14:7
18:7 28:8 31:14
31:20 68:4 69:22
75:15 76:4 94:17
95:3,6
statistical 56:4
61:10,12
statistically 65:21
statistics 11:1
status 88:21
stay 85:16
stays 85:11
step 34:12,16
steps 3:11 96:12
sterling 73:3
STEVE 1:21
stop 90:10
story 6:5
STP 32:10
strange 36:17
strategic 9:13 11:4
12:17 13:1,4
strategies 13:8
31:6
strategy 9:8 11:12
11:17,19 12:19
13:4,10 14:22
17:13 53:4
strengthen 23:20
strikes 35:20
strong 6:21 82:10
strongest 47:10
strongly 95:5

structure 64:11
65:3
Stubblefield 5:12
students 89:8,15
subcommittee 9:21
23:6 41:12 83:13
subcommittees
15:14 97:12
subcomponents
102:1
subject 99:20
subsidies 14:11
substantially 89:5
substituting 7:8
success 13:12 68:2
successful 19:10
19:11 27:20 81:20
89:6
suggest 40:22
72:18 80:18
suggesting 14:16
85:12
suggestion 21:15
27:10 80:16
suggestions 34:4
summarize 62:18
summer 71:20
74:21 88:22 89:11
90:6 92:3
Summit 86:10
Super 16:18
supplier 82:18
suppliers 88:16
supply 87:18
support 9:13 16:6
17:19 23:15 26:16
34:3 68:5,11
81:15 83:15 92:2
92:6,14 93:20
supported 6:9
supporting 83:4
supportive 95:8
98:3
sure 8:21 20:17
26:11 32:22 38:16
61:11 63:5 85:17
87:12 88:3,22
89:19 94:3 99:12

100:6 101:3
104:20 106:13
surprise 82:5
survey 17:1 44:12
44:18 45:4 55:17
56:5,16,20,22
57:12 58:8,8,10
61:7 62:15,18
65:8,21 67:9 68:1
68:2
surveys 18:8 61:18
62:10 66:14
SUSAN 1:21
sustaining 6:13
symbol 21:2
symbols 29:13
system 56:4,19
61:10
systems 56:7
102:18

T

table 8:11 23:8
75:17 81:20 83:1
84:6 86:12 91:19
95:21 101:21
tackle 87:10
tactics 13:8
Taiwan 46:20 49:2
take 5:8 9:4 14:11
36:18 40:5 41:22
58:14 76:11 78:3
79:10 99:8 102:10
103:19
taken 25:1
TALBERT 2:2
105:16
talk 23:9 50:1,9
55:22 58:5 63:13
82:2 106:9
talked 19:5 23:11
102:3,16
talking 46:2 50:2
68:19 98:22
talks 87:14
tangible 79:10
target 14:16,19,20
34:7 68:9

targets 34:5
task 9:2 42:18 72:6
 105:19 106:4
tasking 28:6 29:9
 102:21
tax 83:5,6
taxi 19:14
team 68:6 104:17
teams 102:20
technology 7:9
 76:8,21
Ted 1:16 38:8 75:5
telephone 2:19
tell 6:5 26:10 41:8
 62:9 83:11,20
 84:16
tells 66:10
ten 70:22 73:5
tenure 99:4
term 36:11 100:18
 101:11,12
terms 43:18 44:1
 50:10 51:8,9 53:7
 70:9 100:9,20
 106:1
terrific 27:10 98:19
tested 58:18 62:5,8
 64:13
tests 62:12
Texas 85:22
text 51:17
Thailand 49:20
thank 4:14,19 5:8
 5:10 8:2,15,19
 10:10,20 16:4,5
 16:18,19 21:14
 23:2 35:18 36:4
 37:3,6,7 40:21,21
 42:22 43:8,9
 45:10 55:15 66:18
 66:19 67:17,18
 81:9,11,13 87:18
 87:21,22 88:1,7
 90:16,17 91:1,5
 91:13 96:5,6,9,11
 96:16 97:1,3,4
 100:13 104:2
 105:12 107:5,16

107:18,20
thanking 28:3
thanks 22:22 27:17
 37:5 81:14 88:10
 90:21 105:16
 107:17
themes 102:8
theorem 75:8
They'd 26:22
thing 6:14,16 7:13
 18:5 20:22 21:5
 41:18 61:9 64:12
 86:8 97:13 107:3
things 7:7 20:11
 23:9 25:11 29:14
 34:18 37:2 43:17
 54:10
think 7:15 8:16 13:7
 13:19,20,22 14:12
 14:13 15:7 17:4
 17:22 18:5,9 19:3
 19:3 21:11,15
 22:5,8,15 23:10
 24:1,6 25:2 26:5
 26:13 31:7 32:5
 32:10 33:5,9,21
 34:1,4,11,17
 38:21 39:11,13,17
 39:21 40:1 41:9
 41:10,21 42:20
 43:1,11 53:7 55:1
 59:11 62:16 64:9
 66:20 67:4,9,10
 67:21 68:9,13,14
 69:10 73:4,12,16
 73:19 75:5,16,20
 76:1,7,17 77:11
 77:12 79:13 80:7
 80:10,12,15 82:7
 82:10 91:11 92:3
 94:1,2,5 96:3,11
 97:14 98:8,13,21
 100:2,14,22 101:4
 101:12,17 102:1,3
 102:8,9,19,21
 103:21 104:5
 105:9 106:2
 107:10

thinking 5:3 19:4
 28:20 49:8 62:21
 63:7
thinks 85:7
third 9:16 46:17
 60:9 69:11
Thompson 2:15
 81:7,13 87:7,14
 87:19
thought 7:21 8:7
 16:7 20:11 21:4
 21:11 29:8 36:10
 36:14 38:9,14
 39:19 43:17 44:11
 46:9 76:5 82:7
 87:5 98:2 99:2
thoughts 9:9 41:1
 103:2 106:1
thousands 10:19
 89:8
threat 22:14
three 9:2 40:3 42:3
 48:9 49:18 62:6
 81:4 87:15 89:10
 92:11,22
tied 48:15,21
tiers 46:17
tightening 89:17
time 5:1 8:5,17 9:17
 13:17 16:19 21:5
 28:4,19 35:2
 37:14 39:10,13,20
 45:10 50:20 52:5
 53:3 73:5 77:1,20
 79:15 83:22 87:2
 87:13 90:10 93:4
 95:6 96:17 105:4
 106:22 107:17
timelines 103:1,7
times 31:1 49:18,19
 70:17 71:8,17
 74:15 92:19 93:14
TIMOTHY 2:16
today 4:19 5:6 9:1,9
 10:22 16:19 23:8
 33:8 35:17 37:8
 41:2,5 45:13,15
 56:9 81:4 83:21

88:4 94:5 97:8,9
 99:3 100:2
today's 5:11 8:5
Todd 1:17 10:7,9
 14:15 17:12 18:18
 22:1
tool 18:1
tools 44:18
top 23:6 46:19 57:4
 60:14 96:3
topic 63:19
topics 64:3
total 6:3 46:12
 47:14,21 48:10
 49:12 53:1,9 55:5
totally 61:4
touch 59:21 85:16
tough 16:13
tourism 1:4,20 2:3
 2:10 5:13,21,22
 7:2 9:7 10:4 11:12
 11:17 12:19 13:3
 14:22 15:3 19:19
 26:7 27:19 35:1,4
 42:18 43:6,7 44:9
 52:20 57:17 59:19
 74:7 78:16 82:4
 84:14 86:10,21
 103:11 106:13
Tourism's 9:14
tourist 35:10 36:22
tourists 7:14 14:1
 19:15 34:8 64:7
Tours 2:1
track 7:12 32:18
tracking 49:16
tracks 12:14
trade 2:7 6:11
 82:19 104:18
trades 73:3
train 76:11
transfer 21:19
travel 1:4,17,18 2:1
 2:9,13,15 3:10
 5:13,21,22 6:18
 7:2 9:6,7,13,20
 10:3,4,8 11:12,17
 12:19 13:3 14:22

15:3 21:6 22:7,17
 23:21 26:3,7
 27:18,21 28:11
 29:4,11,15,19
 30:3,16 31:3,7,11
 32:7 34:16 35:4
 35:11 36:21 43:5
 43:7 44:9 50:2,8
 52:19,22 53:1,9
 54:5,6 56:13
 57:17,18 59:18
 67:8 69:22 70:4
 72:6 73:1,8,18
 78:2,5,13,15 79:1
 79:5 80:6,11 82:3
 82:13 84:14 86:21
 88:22 90:6 91:3,5
 91:19 92:4 95:4
 95:11 97:19 101:2
 101:18 102:5
traveled 4:18
traveler 44:14
 52:12
travelers 17:2
 19:22 24:2 25:8
 28:15 31:1,18
 44:13 45:4 55:17
 56:5 65:16 67:3
 73:17
traveling 6:7
travels 97:2
tremendous 101:19
 101:21
tremendously 19:9
trends 12:5,6
Tricia 1:22 16:12
 21:20 22:21 23:4
tricky 6:14
trillion 11:20
trip 60:18,20
trips 26:1 73:7
Trish 16:14
truly 100:16
Trump 15:2
try 6:20 7:6,15
 33:17 38:1 51:15
 105:15
trying 75:1 77:21

TSA 28:12 29:3
TTAB 28:2 30:19
 64:5 99:4 100:1
TTAB's 100:9
turn 7:6,21 10:6
 16:16 27:13 45:1
 51:1 69:17
turnaround 4:21
 35:2 43:2 62:3
two 7:16 22:15 23:9
 29:16 34:5,13,14
 36:12 45:6 47:8
 48:7 49:19 54:6
 54:17 57:3,20
 59:19 60:9 64:20
 92:11 102:4
type 26:3 51:13
 54:5
types 49:13

U

U.S 1:4,11 2:7,8,10
 2:10,11,11,13,14
 2:14,15,16 3:10
 5:14,17 6:2 11:15
 12:8,14 21:21
 29:2,4,19 48:13
 48:15,18,20,20
 49:14,15 50:10
 51:8 55:9 57:10
 60:10,14,17 61:14
 61:15 65:1,6,16
 73:10 86:20 89:12
 91:2,5,19 93:5
 95:4 96:1,2
 101:17
U.S.-China 86:10
UK 49:21 73:9
umbrella 29:17
 39:22 79:4,7
 102:5
unbelievable 74:17
 85:3
underneath 13:8
underpinnings
 15:9 17:13
understand 5:5
 18:10,10 36:5

44:16 45:12 68:7
 68:8 73:14 79:12
 89:16 107:11
understanding
 78:21 97:11
understands 5:15
Understood 96:22
unemployment
 92:9
unfortunately
 35:12
United 1:1,21 6:8
 8:22 9:15,20 10:3
 14:7 28:7 31:14
 31:20 66:8 68:3
 69:22 75:15 76:3
 94:16 95:3,6
Universal 64:10
 67:18
unknown 28:18
unmute 4:10
unpleasant 7:11
unshaven 74:22
unveiled 52:6
unwillingness 95:1
UNWTO 50:3
updated 84:11
updating 100:6
upward 14:5 61:17
urge 21:3 40:16
 89:22 90:5
USA 2:16 3:9 18:18
 19:18 48:6,8
 49:17 57:18 81:7
 82:13 101:18
USA's 10:16 20:2
use 45:9 49:8,9
 57:10 72:7 77:14
 81:1
useful 33:10 46:9
 62:17
usefulness 65:14
user 66:5
USG 59:6
usual 34:19
usually 106:15
utmost 8:4

V

V 3:8
vacation 54:5
valid 65:21 69:21
 70:4 77:13
value 24:6 34:8
 72:5 92:5
variety 31:4
various 59:10
vendor 61:22
versa 35:7
version 84:11 86:9
versions 59:10
versus 44:2
VI 3:9
Vice 1:12,15 5:10
 8:2 16:2,16 32:16
 32:20 33:1 35:7,7
 37:6,15 38:8,17
 39:2,5,15 40:20
 41:6,17,20 42:12
 43:1 45:20 62:14
 62:20 63:2,9,15
 66:18 77:12,19
 80:17 81:8,11
 87:3,11,17 88:11
 90:16 96:5,10,15
 96:22 97:4 98:1,7
 98:16 99:2 100:13
 100:22 104:2
 106:19 107:16
videos 20:3
view 29:5
views 35:16
VII 3:11
virtually 83:6
visa 24:1 28:13
 30:2 37:18 38:1
 69:1,13,15,16,21
 70:16,19,22,22
 78:3,5,8,11 79:2
 79:15 80:1,9 92:3
 92:14,19,22 93:2
 93:3,13 94:11,19
 94:21 95:15,16
visas 68:18 69:19
 70:15 71:16 72:4
 90:13

visible 30:5
visibly 31:8
visitation 94:16
visited 48:8
visitor 11:14 12:2,3
 12:11 15:11 46:18
 48:18 52:22
visitors 2:2 6:6
 8:21 11:15,19
 12:7 15:10 17:1
 22:13 28:14 31:9
 34:6 83:3 84:7
 93:19
visual 30:4
vital 17:22 18:11
vitally 17:2,22
voice 27:17
voices 74:18
volume 12:3 13:19
 15:11 46:10,11,12
 46:13,18 47:2,6
 48:18 49:3 50:15
 55:4,5
volumes 12:11 51:1
 54:11,21
voluntary 58:12,13
 58:13
voracious 40:7
vulnerable 36:2

W

Wagonlit 1:18
wait 41:11 70:17
 71:8,17 92:19
 93:14 99:11
waiting 57:10 61:16
waiver 24:1 28:13
 30:2 37:18 69:15
 77:15 78:3,5,8,11
 79:2,15 80:1,9
Waivers 38:1
walk 51:12,16 87:8
walkaway 61:9
wallet 73:7,15
want 4:19 8:10,15
 10:11 17:4 21:18
 25:15 27:8 33:16
 34:19 38:5,11

42:6 45:8 58:2
 63:10,22 67:17,17
 76:20 81:3 89:19
 96:16 97:5 101:1
 101:3,9,10 102:10
wanted 13:16 23:9
 37:21 88:18 90:4
 91:15,17
wanting 68:22
wants 65:15 68:10
Washington 1:12
 1:15,21
wasn't 19:13 82:5
water 85:8
way 7:16 12:14
 24:10,22 26:7
 54:1 59:13 73:16
 103:17 106:22
ways 7:6 16:22
 17:12 36:17 76:20
 86:20 93:10
we'll 33:18 46:1
 50:14 58:19,20
 59:21 60:7 82:2
 94:18 97:14 99:12
 104:5 106:9
we're 7:1 11:11,16
 12:2 14:6 19:18
 22:12 24:11 25:18
 31:13 32:18 33:13
 34:9 38:21 39:11
 45:13 50:2 56:21
 60:5,22 65:2,14
 66:10 69:18 71:4
 72:2 74:12 75:12
 76:1 83:14,17
 84:10 85:20 86:9
 86:10,13 87:11,12
 88:20 95:15 97:1
 97:11 98:20 99:10
 100:18 101:8
 105:3
we've 11:4,6,22
 13:13 14:20 25:10
 27:20 28:4 41:3
 64:8,14,14 69:19
 70:10 71:16 73:11
 75:19 81:18 82:9

82:22 83:16 89:21
 97:7 100:3 102:3
wearing 20:17
 32:10 87:5
websites 30:6
WEDNESDAY 1:8
week 92:22 106:9
weeks 50:21 86:9
weighed 100:9
welcome 4:5,15
 10:17 21:22 22:13
 31:19 32:1 55:19
 81:8
welcomed 6:6
welcoming 9:19
 28:8,14 31:16
 86:9 102:17
well- 86:14
went 59:20 107:21
weren't 52:17
west 75:10,11
Wilbur 2:6 3:3
WILLIAM 2:2
WILLIAMS 2:16
willing 40:2,4 43:13
 89:20
willingness 27:19
 99:8
win 31:21
win-win-win 14:12
window 93:4
wise 56:8,12
wishes 105:13
witnessed 40:14
 74:21
women 14:8
wonder 39:8
wonderful 26:9
 27:9 32:15
Wooden 2:3 74:5,7
 75:12 76:16
word 20:20,21 21:1
words 8:16,20
work 8:12 9:19 10:6
 10:9 13:15 16:6
 23:7 24:16 32:14
 34:15 35:5,9 36:4
 37:4,22 38:3,6

40:1,4,11 59:22
 74:16 76:21 79:11
 84:13 86:3 88:22
 89:9 92:3 97:22
 102:20 103:6,12
 107:8
worked 43:10 58:17
 67:13 92:20
workers 89:13,14
 92:8
workgroup 15:19
working 11:8 19:21
 28:1,3 36:7 40:3
 42:18 43:10,16
 52:4 79:22 85:21
 89:7 100:18
 101:17 102:18,22
 104:14,18 105:6
 105:21
world 10:17 29:3
 31:12,22 48:9
 82:18,20
wouldn't 105:19
wrap-up 80:20
write 26:22 107:2
writing 26:15
written 99:22

X

Y

year 6:12,13 7:3
 11:12,16 22:4
 34:16 46:21,21
 48:12 49:12 53:11
 54:11,16 55:7,7
 61:17 62:3 64:14
 69:17,19 70:19,22
 70:22 71:2,15,17
 71:18 72:4,21,22
 73:1,1,2 74:1,15
 82:15 84:9 89:9
years 9:8 10:5 14:2
 15:1,7 44:8 54:17
 59:5,11,20 64:6
 67:2 71:7 72:1
 73:5 81:21,22
 82:10,21 86:17

yellow 53:15 55:13	46:10 47:1,13	7
York 19:5 20:12	48:5,6,7,18 50:17	7 50:13
97:18	53:1,7,8 82:5,9	75 71:9
Z	2017 1:8 48:16	75.6 6:6 48:12
	54:10 55:10	77.5 46:12
0	2021 11:21	783,000 71:16
	2027 34:5	8
1	2030 25:22	8 3:5 50:22 54:22
1.2 6:9 55:5	21 46:19 47:3	55:2 94:7
1.3 69:19	22 71:19	80s 45:15
10 9:8 10:5 11:11	24 70:20 73:10	81 3:9
11:16 15:1,6	244.7 6:7	83.9 6:12
36:17 48:14 56:2	245 12:1	88 3:10
67:2 72:4 84:4	247 49:12	
94:7	27 60:14	9
100 11:19 13:20	29.5 83:3	9 51:11
14:16,19 26:21	3	91 3:10
84:7 95:8	3 37:20 47:1,18	96,000 61:18
11 6:3 57:20	71:15	97 3:11
11th 86:9	3,000 74:19	
12 61:1 63:19 71:17	3:30 96:21	
94:7	3:43 107:22	
13 64:4	30 13:21 14:1 37:19	
13.6 83:3	63:14,15	
14 64:16	33 3:6	
1401 1:11	3407 1:11	
15 62:10 65:7	35 59:5	
16 65:19	38.4 46:13	
1983 59:5	4	
1996 56:10	4 3:3 47:18,19	
2	48:10 70:1 83:5	
2 26:1 46:8 47:14	4.3 55:4 83:2	
47:22 48:19 59:6	43 3:7	
2.4 82:11	44 66:9	
2.7 55:10	5	
2:00 1:12	5 48:11,22 56:3	
2:06 4:2	5,000 74:22 76:12	
20 34:21 53:8 64:22	88:14	
73:9 104:7	5.3 69:20	
2009 56:13	50 68:20	
2011 53:1,2	51,000 83:4	
2012 59:16	6	
2014 52:1,6 70:21	6 1:8	
2015 46:11 47:13	62 66:9	
49:11	68 3:8	
2016 3:7 5:21 6:7		
43:7,21 44:22		

C E R T I F I C A T E

This is to certify that the foregoing transcript

In the matter of: U.S. Travel and Tourism Advisory
Board Meeting

Before: U.S. Department of Commerce

Date: 09-06-17

Place: Washington, DC

was duly recorded and accurately transcribed under
my direction; further, that said transcript is a
true and accurate record of the proceedings.



Court Reporter

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1323 RHODE ISLAND AVE., N.W.

WASHINGTON, D.C. 20005-3701

(202) 234-4433

www.nealrgross.com