

UNITED STATES OF AMERICA

DEPARTMENT OF COMMERCE

+ + + + +

U.S. TRAVEL AND TOURISM ADVISORY BOARD

+ + + + +

MEETING

+ + + + +

THURSDAY

OCTOBER 11, 2018

+ + + + +

The Board met in the U.S. Department of Commerce, Room 3407, 1401 Constitution Avenue, N.W., Washington, D.C., at 2:00 p.m., John Sprouls, Chair, presiding.

PRESENT

JOHN SPROULS, Universal Parks and Resorts, Chair  
 TODD DAVIDSON, Travel Oregon  
 BRAD DEAN, Myrtle Beach Area Chamber of Commerce  
 DEREK DECROSS, IHG  
 JAMES HAGEN, South Dakota Department of Tourism  
 RUSS HEDGE, Hosteling International USA  
 PAM INMAN, National Tour Association  
 DEBBIE JOHNSON, Arizona Office of Tourism  
 THOMAS KLEIN, Canyon Ranch  
 STEPHEN MORRISSEY, United Airlines  
 MARY MOTSENBOCKER, International Tourism  
 Marketing, Inc.  
 SUSAN PRESBY, Mt. Washington Cog Railway  
 TRICIA PRIMROSE, Marriott International  
 STEPHEN REVETRIA, San Francisco Giants Baseball

Club

BRIAN ROTHERY, Enterprise Holdings  
ADAM SACKS, Tourism Economics  
BRYAN SALTZBURG, TripAdvisor  
WILLIAM TALBERT, Greater Miami Convention &  
Visitors Bureau  
ROB TORRES, Google

ALSO PRESENT

WILBUR ROSS, Secretary of Commerce

NAZAK NIKAKHTAR, Assistant Secretary for  
Industry and Analysis (I&A), U.S.  
Department of Commerce

PHIL LOVAS, Deputy Assistant Secretary for  
Travel and Tourism, U.S. Department of  
Commerce

ISABEL HILL, Director, National Travel and  
Tourism Office, U.S. Department of  
Commerce

BRIAN BEALL, Designated Federal Officer

MATT HAYDEN, U.S. Department of Homeland  
Security

ED RAMOTOWSKI, U.S. Department of State

HOWARD KASS, CLEAR

AARON WODIN-SCHWARTZ, Brand USA

## C-O-N-T-E-N-T-S

Welcome Remarks . . . . .	4
Secretary of Commerce Wilbur Ross	
The Industry Perspective in 2018 . . . . .	9
John Sprouls, TTAB Chair	
Guidance for the Board . . . . .	.13
Secretary of Commerce Wilbur Ross	
Trade Landscape . . . . .	.17
Nazak Nikakhtar, Assistant Secretary for Industry & Analysis	
Updates from the National Travel and Tourism Office . . . . .	.22
Phil Lovas, Deputy Assistant Secretary for Travel and Tourism	
Discussion . . . . .	.30
John Sprouls, TTAB Chair Phil Lovas, Deputy Assistant Secretary for Travel and Tourism	
Public Comment . . . . .	.48
Brian Beall, Designated Federal Officer	
Next Steps for the Board . . . . .	.51
Phil Lovas, Deputy Assistant Secretary for Travel and Tourism	
John Sprouls, TTAB Chair	
Ethics Orientation . . . . .	.59
Brian Beall, Designated Federal Officer	
Adjourn . . . . .	.61

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

2 (2:09 p.m.)

3 MR. BEALL: Good afternoon, everybody.

4 Welcome to the Department of Commerce for the  
5 Travel and Tourism Advisory Board Meeting. As a  
6 designated federal officer for the TTAB, I'd like  
7 to welcome you and officially call our meeting to  
8 order. And with that, it is my honor to  
9 introduce Secretary of Commerce Wilbur Ross.

10 SECRETARY ROSS: Thank you, Brian, for  
11 that introduction, and thank you to all of you  
12 for the work you do to make this advisory board a  
13 big success. This is the first meeting of the  
14 U.S. Travel and Tourism Advisory Board for the  
15 two-year term ending in 2020.

16 And today is an auspicious day in and  
17 in a lot of will help your businesses in that the  
18 President signed this morning the Clean Oceans  
19 Bill, which is going to have a major impact on  
20 cleaning up the beaches and the waters in around  
21 this country. And he's going to be starting to  
22 put tremendous pressure on other countries for

1 the pollution that they do to the water, so  
2 hopefully that's one the tourist attracts that  
3 will get a good comeuppance.

4 And it's interesting it was passed  
5 unanimously in both houses, so it's even possible  
6 to do something on a consensual basis. And even  
7 stranger today, we also -- he also signed the  
8 Music Royalty Bill, which is not of that much use  
9 to your fellas, but was also passed unanimously  
10 in both houses. I wouldn't say that means it's a  
11 precedent that'll be repeated a lot, but at least  
12 we had a good day and now we have this good  
13 session with you folks.

14 So, it's good to see some familiar  
15 faces back and I welcome the contributions that  
16 will be made by the new members of the board.  
17 And thank you for your civic engagement and for  
18 taking the time out of your busy schedules to  
19 work together in this public/private partnership  
20 aimed at making U.S. Travel and Tourism Industry  
21 the strongest it can be.

22 This board represents a diverse

1 selection of industry's sub-sectors and travel  
2 destinations from across our country. We  
3 appreciate your expertise and we look forward to  
4 your advice on improving the competitiveness of  
5 the industry.

6 Your industry, as you know, supports  
7 1.2 million jobs across the country, so it's  
8 really important. National Travel and Tourism  
9 Office just reported that there were nearly  
10 77 million international visitors to the U.S. in  
11 2017, up 1 percent from 2016. And I think given  
12 all the business going on with border security,  
13 that's quite an achievement to have had an up  
14 year in physical volume.

15 The visitors, those 77 million, spent  
16 a record \$251.4 billion in 2017. And the number  
17 of foreign visitors to the U.S. this year remains  
18 strong and they continue spending at a record-  
19 setting pace, up by 3 percent for the seven  
20 months ended July year-over-year, so it sounds  
21 like we're having, if anything, some acceleration  
22 of what went on in the prior year.

1                   Spending by international visitors has  
2 actually set records in eight out of the last ten  
3 years and all of that in travel means that your  
4 industry's generated a trade surplus of more than  
5 \$77.4 billion last year. We need more industries  
6 performing. And foreign visitors are a very  
7 valuable component of the American economy.

8                   As chair of the Federal Government's  
9 Tourism Policy Council, I'm committed to working  
10 with you to support and grow your industry. We  
11 want to attract millions of more visitors to our  
12 country, and boost the wages and job prospects  
13 for thousands of American workers.

14                   Everything is in place for more  
15 growth. We have the most spectacular and diverse  
16 geography of any country on the planet. We have  
17 cultural attractions second to none and we have  
18 an infrastructure to get people to where they  
19 want to be. Still, we must be sure to press our  
20 advantage to assure a new era of growth for your  
21 workers and businesses.

22                   We're pleased to have with us today

1 Nazak Nikakhtar, right here on my right, our  
2 Assistant Secretary for Industry & Analysis in  
3 the ITA. She's been instrumental in the Commerce  
4 Department's work on trade issues. And later in  
5 the meeting, Nazak will share her thoughts with  
6 you on current trends and trade policy.

7 We're also pleased to have with us our  
8 new Deputy Assistant Secretary for Travel and  
9 Tourism, Phil Lovas, on my left. I hope you've  
10 all had a chance to meet him. Phil's background,  
11 as you know, includes something like 15 years in  
12 the hotel business, so he's well acquainted with  
13 the issues you will address and we're fortunate  
14 to have someone with his expertise on our team.

15 So, without too much further ado, I'd  
16 just like to say we want to do even better job of  
17 communicating to the world that the U.S. is a  
18 welcome and open destination for legitimate  
19 visitors. And I look forward to working with you  
20 and receiving your recommendations on how we can  
21 help support the competitiveness of your  
22 industry. Thank you.

1                   CHAIR SPROULS: Thank you. Thank you,  
2 Secretary Ross. Thank you for being here. Thank  
3 you for welcoming everyone here to the next  
4 version of the Tourism and Travel Advisory Board.  
5 Also, thank you for your remarks about your  
6 willingness and the willingness of Commerce to  
7 listen to the industry and hear what we believe  
8 are the significant issues and the solutions to  
9 getting us to being even more competitive  
10 internationally.

11                   It is truly important for tourism, the  
12 U.S. economy. I know you stated the statistics,  
13 but not only do we significantly increase  
14 exports, not only are we a positive force on the  
15 trade deficits, but we also provide many  
16 Americans with their first job and it's very  
17 important to be that first rung on the ladder.  
18 And so, we want to continue to do that.

19                   I'm glad you confirmed -- because  
20 there were some data issues earlier in the  
21 year -- that actually 2017 was a good year for  
22 tourism for the United States.

1                   SECRETARY ROSS: Well, you would know  
2 better if it was a good year.

3                   CHAIR SPROULS: Well, it depends on  
4 who you ask. I thought it was a very good year.  
5 So, I want to thank everybody who worked on those  
6 data issues and we got them to the point where  
7 now we have full confidence in the number.

8                   I'd like to thank the members of the  
9 board here today, the folks that volunteered,  
10 both the veterans and the rookies, for your  
11 willingness to serve. I've been privileged to  
12 serve on this board for the last several years.

13                   I can assure you this experience will  
14 probably be unlike any you have ever encountered  
15 under similar circumstances. This board actually  
16 works for a living. We're privileged to be in a  
17 position to directly influence governmental  
18 policy on travel and tourism in a profound way.

19                   Secretary Ross and his predecessors  
20 have not been shy to ask us to roll up our  
21 sleeves, get to work and tell them what we  
22 believe the solutions are for us to drive

1 forward. We're relied upon not only to identify  
2 the issues facing the industry, but we need to  
3 come up with solutions. They expect us to  
4 deliver things that are realistic and actionable  
5 and have a positive effect.

6 We've been fortunate to see many of  
7 the recommendations over the last several years  
8 put into place by Commerce, DHS, State  
9 Department, and other executive departments that  
10 have delivered positive results for our industry.

11 This board has been instrumental on  
12 issues such as visa wait times, focus on more  
13 visa waiver countries, the National Travel Goal,  
14 staffing and training improvements in CBP and  
15 TSA. And that's just a few of the issues that  
16 we've dealt with over the last six to eight  
17 years.

18 You'll find we also work very quickly  
19 around here. The Secretary and the Commerce  
20 staff expect a lot from us. They value our  
21 opinion and they look for actionable work product  
22 to be produced as quickly as we can. And for

1 those of us who were on the board in the last  
2 round, you know of what I speak. My guess is  
3 that that's not going to change.

4 SECRETARY ROSS: You're right.

5 CHAIR SPROULS: When I think about  
6 International Tourism and Travel, I'm heartened  
7 to know our visitors to the U.S. continue to  
8 grow. But I also know that when you look at  
9 statistics, despite those successes, there are  
10 many countries and regions around the globe that  
11 are growing their visitation faster than we are.

12 I want us to regain our fair share of  
13 global tourism. In fact, I don't really mean  
14 that statement. I want us to get an unfair share  
15 the global tourism. That's how you compete.

16 We live in the greatest country in the  
17 world. Everyone wants to visit the United  
18 States. So we have to ensure that, while  
19 recognizing that security is and always will be  
20 the first priority, we do everything we can to  
21 make the process and experience of visiting this  
22 country as easy and as satisfying as possible.

1 I was fortunate to be part of a group  
2 of industry executives who visited the White  
3 House a few weeks ago. We met with the President  
4 and White House staff to discuss issues and  
5 opportunities for travel and tourism. I am very  
6 pleased to report that the President and his  
7 staff are not only well aware of the importance  
8 and impact that our industry has on the U.S.  
9 economy, they confirmed that they stand ready to  
10 help us any way they can.

11 So, at this point, I would turn the  
12 microphone back to Secretary Ross so you can tell  
13 us what you expect from this board.

14 SECRETARY ROSS: Thank you, John and  
15 members of the board, for sharing your views on  
16 opportunities and challenges for the U.S. Travel  
17 and Tourism industry and how we can work  
18 together. I will ask the board to develop  
19 specific recommendations around three main areas  
20 related to the competitiveness of the industry.

21 As the first task, please review the  
22 recommendations made by the previous board

1 concerning numerical goals for international  
2 visitors and spending from now through 2027. We  
3 should be able to do this now that we have newly  
4 revised data from the National Travel and Tourism  
5 Office.

6 Believe it or not, we haven't updated  
7 our international visitation and spending goals  
8 since 2012, so we're kind of severely out of  
9 date. I would like the board to recommend a  
10 national goal on annual international visitor  
11 spending and arrivals through 2027. Once we have  
12 a common target, the public and private sectors  
13 can work together on priorities to achieve those  
14 goals.

15 As a second task for the board, please  
16 explore how the Government can accelerate  
17 progress on implementing the Biometric Entry and  
18 Exit System for travelers. This effort as you  
19 know is read by the Department of Homeland  
20 Security.

21 It aims to improve security and create  
22 an efficient, seamless and secure experience for

1 travelers entering and exiting the U.S. Please  
2 provide us with recommendations on how the public  
3 and private sectors can work together to  
4 accelerate progress on implementing the system.

5 Third task for the board is to develop  
6 a set of recommendations on issues associated  
7 with the workforce and with skills development.  
8 This past July, President Trump signed an  
9 executive order creating the National Council for  
10 the American Worker.

11 I co-chair this interagency council  
12 with Ivanka Trump, Labor Secretary Costa and  
13 White House Domestic Policy Council Director  
14 Andrew Bremberg. We have been charged with  
15 creating a national workforce strategy. I seek  
16 your input in developing this strategy,  
17 especially as it relates to education and  
18 training programs.

19 The apprenticeships being introduced  
20 by the lodging and restaurant industries seem to  
21 me to offer a good example of ideas that can be  
22 implemented nationally. The board can provide

1 recommendations on how technology will affect  
2 your workforce and how workers can take advantage  
3 of opportunities presented by the adoption of new  
4 technologies.

5 Please also capture best practices in  
6 state, local and private sector tourism workforce  
7 development. These best practices will be used  
8 in developing the administration's larger goals  
9 of workforce development overhaul.

10 I look forward to receiving your  
11 recommendations on the national goal for visitors  
12 and spending by mid-December. The  
13 recommendations on biometric and workforce  
14 development can follow in February 2019.

15 Deputy Assistant Secretary Lovas and  
16 the National Travel and Tourism Office are  
17 available to facilitate your work. I look  
18 forward to your recommendations and pledge to  
19 help you grow our industry. I hope you continue  
20 to have a productive session and that your two-  
21 year term on this board will be extremely  
22 successful. Thank you for your attention.

1 CHAIR SPROULS: Thank you.

2 SECRETARY ROSS: Now I'm afraid I have  
3 to get to other work. Good to see you.

4 CHAIR SPROULS: Good to see and thank  
5 you. Okay. So, I would turn this over to you,  
6 Nazak, and to give us the current trade  
7 landscape.

8 ASSISTANT SECRETARY NIKAKHTAR: Sure.  
9 So, first I -- thank you again for the invitation  
10 to be here. Jane here? Oh, hi. That's Jane  
11 Sanders over there, our senior advisor in the  
12 front office in addition to the wonderful team  
13 that you guys work with. I just wanted you guys  
14 to know Jane's here. We're here to help.

15 You know, I -- we wanted to underscore  
16 the tremendous engine of growth that your  
17 industry represents. Oh, and I should first  
18 really thank you guys all, the season ones and  
19 the rookies here, for your contributions to the  
20 advisory board.

21 We utilize you guys in a really  
22 important way and I really want to underscore the

1 importance of your time. You are an incredibly  
2 useful way for us to collect data.

3 We're in this building all the time  
4 and so, aside from sort of events we do, we rely  
5 on you to help us put a finger on the pulse of  
6 what's happening so we can shape policies and do  
7 what's needed to make sure that your industries  
8 grow and thrive. So, it's very important that  
9 you guys understand how important we value -- we  
10 review and value your contributions to the  
11 advisory board.

12 Sort of the underscore the importance  
13 of your industry, I mean, certainly, we talked  
14 about the impact on the economy, but you are  
15 helping us strengthen our bilateral relationships  
16 with really key, important trading partners.

17 That's critically important for  
18 alliances with trading partners or with our  
19 allies, and certainly it's important for the  
20 national security aspect of it. That  
21 significance certainly isn't lost on us.

22 Your industry is helping us with our

1 allies and trading partners encourage shared  
2 cultures and values. When we can mesh, sort of,  
3 our values together, we become so much more  
4 deeply integrated in the world landscape and it  
5 promotes an understand of where we're all coming  
6 from and, certainly, it promotes an understanding  
7 of, kind of, an -- what's the word I'm looking  
8 for? Just a recognition of the importance of  
9 kind of being one team working in the same  
10 direction in goals with our allies.

11           You help us share our experiences with  
12 our trading partners, our values. The  
13 proliferation of what is traditionally American,  
14 how that's proliferated around other countries,  
15 and people come here and they can't get enough.  
16 And they come here to seek more of it. You are  
17 facilitating that. You are driving that.

18           And so, when we see notions of America  
19 that are transported abroad, it's because you've  
20 encouraged those people to come here, experience  
21 those values and take those abroad. And that's  
22 critically important in terms of shaping our

1 relationship internationally.

2           What we'd like to really know from you  
3 in terms of how we can do as Secretary Ross said  
4 through workforce development. How can the  
5 Commerce Department collaborate with you, hear  
6 your ideas. We have advisory boards, too, and  
7 they also have really good ideas that may be  
8 useful to you.

9           So, what we'd like to do is  
10 collaborate on that in terms of hearing your  
11 needs and giving you our input on improvements to  
12 workforce development, understanding the  
13 direction that you see your industry needs to  
14 take it.

15           Where in the United States are obvious  
16 and non-obvious places to grow travel and  
17 tourism? How do we utilize innovation, as the  
18 Secretary said, to streamline and expedite  
19 growth? What are the things that we're currently  
20 working on? And where would kind of see -- like  
21 to see the next generation of streamlining the  
22 traveler's experience through the United States?

1                    Things that we may not have thought of  
2                    but, maybe in terms of your work, you've kind of  
3                    batted around ideas. Think from our perspective,  
4                    nothing is impossible. And so, we can lay down  
5                    those markers for future work.

6                    I think in terms of -- you know, we  
7                    all kind of know what trade policies are  
8                    happening and what's in the news, but we are  
9                    working on our end to really make America a  
10                    tremendous engine of growth and create economic  
11                    opportunities. Certainly, your industry would  
12                    benefit from that as well not just directly, but  
13                    in terms of visitors seeking to take part in that  
14                    engine of growth and really, truly just to  
15                    continue making America a magnificent place to  
16                    visit.

17                    We have gems around this country that  
18                    are discovered and so many gems around this  
19                    country that have yet to be fully discovered.  
20                    And so, we're looking for you to help us find  
21                    creative ways to make, sort of, America  
22                    accessible to all and the number one tourist

1 destination around the world.

2 And again, just the point that you had  
3 mentioned, Mr. Sprouls, about other countries  
4 really promoting travel and tourism. Having had  
5 the opportunity and privilege from working in  
6 international trade for 20 years, to visit at all  
7 sorts of places around the world, there's nothing  
8 that beats what we've got here.

9 So, we're happy to do everything we  
10 can to make sure that we stay the number one  
11 travel destination and the center of gravity  
12 where everybody wants to come travel to. So, we  
13 look forward to working with you in the coming  
14 weeks and months.

15 CHAIR SPROULS: Thank you. Great.  
16 Thank you very much. I would now turn it over to  
17 Phil to give us an update on the National Travel  
18 and Tourism Office.

19 DEPUTY ASSISTANT SECRETARY LOVAS:  
20 Well, thank you, Chairman Sprouls. I appreciate  
21 it. And I appreciate everybody coming for the  
22 meeting today. It's great to see so many

1 familiar faces and friends. Let me just add my  
2 welcome to all of you for being here today.

3 As the Secretary mentioned, I'm Phil  
4 Lovas, Deputy Assistant Secretary for Travel and  
5 Tourism in the International Trade  
6 Administration's Industry & Analysis Unit. The  
7 administration appointed me to this role because  
8 it understands the importance of travel and  
9 tourism to the economy and creating jobs.

10 A little bit about my background, as  
11 Debbie Johnson knows from Arizona, I was in  
12 Arizona politics for a number of years. I served  
13 in the Arizona legislature there as a state  
14 representative for several years.

15 And in the private sector, my  
16 background is in franchise development in the  
17 hotel industry where I worked for about 15 years  
18 developing properties throughout the western U.S.  
19 So, I understand this industry. It means a lot  
20 to me and I will certainly be doing everything I  
21 can in this role to promote it, to increase  
22 travel and tourism in our great country.

1                   With the National Travel and Tourism  
2 Office team, or the NTTO, I'll be working to  
3 advance the policies and programs that foster the  
4 competitiveness of the U.S. Travel and Tourism  
5 industry in collaboration with the private sector  
6 and other federal agencies. I really look  
7 forward to working with the board to accomplish  
8 this work.

9                   And today, we also have with us a  
10 number of representatives from other departments  
11 and agencies within the Federal Government.  
12 Travel and tourism, you know, is not just a  
13 business unique to the Department of Commerce or  
14 the NTTO.

15                   It touches across the entire  
16 government spectrum whether that be State  
17 Department-issued visa, Homeland Security  
18 ensuring our planes and our borders are secure,  
19 Department of Interior manage National Parks, or  
20 even everything that the Department of  
21 Transportation does, just to give a few examples.

22                   So, I want to take a few minutes now

1 just to give you an overview of what NTTO does,  
2 especially for those members who are new to the  
3 board. One of NTTO's primary functions is to  
4 produce the Nation Travel and Tourism Statistics  
5 to inform policy and private sector decision  
6 making. These data are used for the following:

7 For the balance of trade calculation  
8 by the Bureau of Economic Analysis; to measure  
9 economic impacts of National Security policy; but  
10 industry to assess export markets, develop  
11 marketing strategies and measure performance; by  
12 the Center for Disease Control to assess travel  
13 flows for pandemic; and to measure customer  
14 experience with the international arrivals  
15 process.

16 As the Secretary stated, from this  
17 data, we know that the U.S. welcomed 77 million  
18 international visitors in 2017 and these visitors  
19 collectively spent a record-setting \$251.4  
20 billion, up 2 percent over 2016. Many of you are  
21 also aware that in April of 2018, the NTTO  
22 temporarily suspended publication of monthly

1 arrivals data.

2           The team worked closely with U.S.  
3 Customs and Border Protection to resolve the data  
4 coding issue. And as many of you know, the NTTO  
5 began regularly -- regular publication of  
6 international arrivals data in September and we  
7 greatly appreciated the industry's support and  
8 patience while we addressed the issue. This  
9 recently-released data will be integral to the  
10 board's work to recommend a new national goal for  
11 international visitation and spending requested  
12 by Secretary Ross.

13           On the policy side, the NTTO has  
14 several functions, but a few of those are --  
15 serves a single point of contact to which the  
16 travel and tourism industry can bring its  
17 concerns and priorities, improves  
18 intergovernmental communications and coordination  
19 on travel and tourism policy, and serves as the  
20 conduit between the board and the U.S.  
21 Government.

22           Specifically, the NTTO brings private

1 sector input into federal travel and tourism  
2 policy deliberations through the advice received  
3 from this board. The NTTO also manages the  
4 federal interagency Tourism Policy Council, or  
5 what we call the TPC. That TPC is chaired by  
6 Secretary Ross and coordinates policies and  
7 programs related to travel and tourism,  
8 recreation and national heritage resources that  
9 involve federal agencies.

10 Additionally, the NTTO is the federal  
11 liaison to Brand USA under the Travel Promotion  
12 Act. The NTTO advises the Secretary on Brand USA  
13 board appointments, processes matching funds  
14 requests and ensures communication of U.S. entry  
15 requirements.

16 I recognize how important your time is  
17 as industry leaders. I very much appreciate you  
18 being here and I want to ensure you, as the  
19 Secretary mentioned and as Nazak mentioned, that  
20 your work plays a critical role in shaping the  
21 Department of Commerce's work in travel and  
22 tourism.

1           This has been an ongoing thing,  
2 obviously, since the board was formed, the  
3 importance of this. And believe me, in this  
4 administration, under the Secretary and Nazak's  
5 leadership and my role here, we absolutely want  
6 to hear from you and we take your input very  
7 seriously in putting it into action.

8           The board's recommendations help to  
9 set the priorities for the NTTD as well as the  
10 priorities for our work with our interagency  
11 partners through the TPC and I want to share a  
12 few recent examples of that.

13           At the request of the Secretary, the  
14 previous board provided recommendations on how  
15 the public and private sectors can work together  
16 to accelerate economic recovery in destinations  
17 affected by natural disasters. Following these  
18 recommendations, the NTTD developed a framework  
19 to accelerate the recovery of the visitor economy  
20 in areas impacted by disasters.

21           The goal of this framework is to help  
22 connect travel and tourism industry stakeholders

1 with federal resources before, during and after  
2 disasters to accelerate travel and tourism  
3 recovery. The NTTO has also worked with the  
4 Economic Development Administration and FEMA to  
5 assist with the recovery of the visitor economy  
6 in Puerto Rico. We are currently tracking the  
7 latest storm and stand ready to put the framework  
8 into effect in Florida and elsewhere if  
9 necessary.

10 The previous board also recommended to  
11 Secretary Ross that he support the implementation  
12 of facial recognition biometric and U.S. airports  
13 of entry. The NTTO has been collaborating with  
14 the Department of Homeland Security at the staff  
15 level to increase awareness of the benefits of  
16 biometric to the travel process.

17 To further elevate this issue, the  
18 Secretary has asked for this board to explore how  
19 the Department of Commerce can work with the  
20 public and private sectors to accelerate progress  
21 on the implementation of the Biometric Entry/Exit  
22 System.

1           Finally, the NTTO is working with the  
2           Departments of State and Homeland Security at the  
3           staff level to encourage welcoming language and  
4           messaging by principles as recommended by the  
5           board.

6           So, I want to say I look forward to  
7           working closely with each of you on the charges  
8           put forth by the Secretary to reach our common  
9           goals of economic growth and job creation through  
10          travel and tourism. We greatly appreciate the  
11          work you do.

12          As Chairman Sprouls said, let's go get  
13          more than our fair share. Let's get our unfair  
14          share. And I want to thank you again, all, for  
15          being here today.

16                    ASSISTANT SECRETARY NIKAKHTAR:

17          Chairman Sprouls, with our permission and --  
18          you're in wonderful hands with Deputy Assistant  
19          Security Phil Lovas, Isabel and the entire team,  
20          as you know. With your permission, my senior  
21          advisor, Jane, and I --

22                    (Simultaneous Speaking)

1 CHAIR SPROULS: Of course.

2 ASSISTANT SECRETARY NIKAKHTAR: --  
3 make the economy strong so you guys can bring  
4 more tourists here.

5 CHAIR SPROULS: So, at this point,  
6 what we'd like to do is open the floor for  
7 comments with respect to what we've heard from  
8 Secretary Ross and the rest of the Commerce  
9 Department about what they want us to do as a  
10 board.

11 And I was not remiss, but I knew we  
12 only had Secretary Ross for a few minutes.  
13 Normally, we would've started by going around the  
14 table and have everybody say who they are so  
15 everyone else could know the faces that they  
16 didn't recognize when they got here.

17 So, if we could do that very quickly  
18 so we can reserve as much time as possible to  
19 hear from the board with respect to the issues,  
20 that would be great. I am John Sprouls from  
21 Universal Parks and Resorts.

22 MR. BEALL: And I'm Brian. I'll be

1 working with you as a designated federal officer.

2 MEMBER TORRES: Good afternoon. I'm  
3 Rob Torres. I'm with Google's travel group.

4 MEMBER TALBERT: Bill Talbert, Miami  
5 CVB.

6 MEMBER SALTZBURG: Bryan Saltzburg,  
7 TripAdvisor media group.

8 MEMBER SACKS: Adam Sacks with Tourism  
9 Economics.

10 MEMBER ROTHERY: Brian Rothery,  
11 Enterprise Holdings.

12 MEMBER REVETRIA: Stephen Revetria,  
13 San Francisco Giants.

14 MEMBER PRIMROSE: Tricia Primrose,  
15 Marriott International.

16 MEMBER PRESBY: Susan -- excuse me.  
17 Susan Presby, Mount Washington Cog Railway.

18 MEMBER MOTSENBOCKER: Mary  
19 Motsenbocker, International Tourism Marketing.

20 MEMBER MORRISSEY: Good afternoon.  
21 Steve Morrissey, United Airlines.

22 MEMBER KLEIN: Tom Klein, Canyon

1 Ranch. Good afternoon.

2 MS. HILL: Oh, hello, everybody.

3 Isabel Hill. I'm the Director of the National  
4 Travel and Tourism Office. I work with Phil and  
5 the team here.

6 DEPUTY ASSISTANT SECRETARY HAYDEN:  
7 Matt Hayden, Homeland Security, Deputy Secretary  
8 of the Private Sector Office.

9 DEPUTY ASSISTANT SECRETARY  
10 RAMOTOWSKI: Ed Ramotowski, Department of State.

11 MEMBER JOHNSON: Debbie Johnson,  
12 Director of the Arizona Office of Tourism.

13 MEMBER INMAN: Pam Inman, National  
14 Tour Association.

15 MEMBER HEDGE: Russ Hedge, Hosteling  
16 International USA.

17 MEMBER HAGEN: Jim Hagen, South Dakota  
18 Department of Tourism.

19 MEMBER DECROSS: Derek DeCross,  
20 Intercontinental Hotels Group.

21 MEMBER DEAN: I'm Brad Dean, Discover  
22 Puerto Rico.

1                   MEMBER DAVIDSON: Good afternoon,  
2 everyone. Todd Davidson with Travel Oregon.

3                   CHAIR SPROULS: Great. Thank you.  
4 And as I said earlier, thank you all for being  
5 here. So, I would open the floor. We've already  
6 got some assignments, several of which are due  
7 before the end of the year. Thoughts? Comments?

8                   MEMBER PRIMROSE: Mr. Chairman, first,  
9 thanks so much. I'm not a rookie. I know I'm a  
10 sophomore, that we can borrow from that analogy.

11                   I was so glad to hear the  
12 international arrivals be our top assignment. I  
13 think what's going on, from my perspective, is  
14 we're really building on the momentum of that  
15 good White House meeting, which, Mr. Chairman,  
16 you were at. And I didn't know if there was any  
17 more color you'd want to share, but I think that  
18 assignment is important.

19                   What I'd love to know, maybe from a  
20 process standpoint, is how much can we build on  
21 the work that was done in terms of the goal? How  
22 should we -- you know, we have to move quickly to

1 hit this December deadline.

2 And while we didn't get this guidance,  
3 is there an opportunity, maybe, to showcase some  
4 of the ways in which we're going to get there?  
5 I'm thinking about Brand USA and its importance  
6 in this process. So, just throw that out for  
7 some discussion.

8 CHAIR SPROULS: No. I mean, I  
9 absolutely agree with you. I think, clearly,  
10 we've done a lot of work in that area, in that  
11 space. And I think the sense I got from the  
12 Secretary is build upon that work and actually  
13 recommend what we think the update to the  
14 National Travel Goal should be.

15 And I think that's probably -- and you  
16 can correct me, Phil, if I'm incorrect. But I  
17 think that's what he's looking for quickly. I  
18 think beyond that, then this board can work on,  
19 "And here's how we think we need to get there,"  
20 to your point.

21 So, I would want to get through that  
22 first process quickly and say, "This is what we

1 believe a legitimate goal by 2027 should be," and  
2 whether it should be equally focused on visitors  
3 and money or one or the other as a higher  
4 priority. And then come back as a second task of  
5 this board to talk about, "Okay, and here's how  
6 we believe the best way to get there is." So,  
7 that's what I would hope we would do.

8 MEMBER DEAN: Mr. Chairman?

9 CHAIR SPROULS: Yes?

10 MEMBER DEAN: Mr. Chairman, let me,  
11 I'm sure on behalf of everybody, express our  
12 appreciation for you and your leadership --

13 (Simultaneous Speaking)

14 CHAIR SPROULS: Oh, thank you.

15 MEMBER DEAN: Thank you. It's an  
16 honor to serve this and it's an honor to serve  
17 under you. Two quick comments.

18 I'm incredibly excited to hear the  
19 direction from the Secretary and also the comment  
20 from the Assistant Secretary with regard to  
21 workforce. I suspect we could all go around this  
22 room today and talk about the challenges therein.

1                   And I know if we're feeling it and a  
2 destination's been devastated, and yet all the  
3 good work that's being done by the Federal  
4 Government and the private sector there won't  
5 amount to much if we can't get people to return  
6 the island. And I'm sure we can all talk about  
7 that.

8                   And I would hope that part of the  
9 scope of that is not just about touting the jobs  
10 we create, but the careers that we launch. I  
11 think sometimes as an industry, we cheapen our  
12 impact a little bit when we talk about job  
13 creation. It's important.

14                  But we launch careers. This room is  
15 a great example of people who probably started  
16 off in an hourly position or level-up position.  
17 And you look at the leadership and influence  
18 here, and I think we could probably duplicate  
19 that same kind of analysis in a Fortune 100 C  
20 Suite or a Fortune 500 C Suite. So, hopefully,  
21 part of the scope of what will be to also talk  
22 about the careers we launch.

1 I also want to pick up on the comment  
2 made by the Deputy Assistant Secretary. And on  
3 behalf of your fellow American citizens in Puerto  
4 Rico, I -- words just can articulate the impact  
5 that I've seen in just the few months I've been  
6 there by the work that's been done by the Federal  
7 Government.

8 We all know the role FEMA plays, but  
9 having seen firsthand the impact that NTTO and  
10 EDA and Department of Commerce has had, it has  
11 bene amazing. Transformational would be the one  
12 word that I would use.

13 I was sharing earlier, I was in a  
14 meeting just a couple weeks ago and someone from  
15 a remote part of the island, the small part of  
16 the visitor economy was having this philosophical  
17 discussion about infrastructure funds and how  
18 they need to aligned synergistically with other  
19 industries.

20 This person was quoting Isabel, but  
21 had not been in the meeting with Isabel, so her  
22 comments had been translated several times over

1 and this person was bringing that influence in to  
2 try to shape government policy. And I thought  
3 wasn't it great that NTTO's influence is being  
4 felt outside of the normal sector, the visitor  
5 economy, with the private sector leadership  
6 trying to influence government policy?

7 And it just reminded me of the very,  
8 very significant impact that you're having. We  
9 often laugh or joke or smirk about the comment,  
10 "I'm here from the Federal Government, I'm here  
11 to help." But I can tell you in the last five  
12 months, wearing a different hat now, I'm seeing  
13 the impact that the leadership, the Federal  
14 Government and particularly this agency, and it  
15 is nothing short of transformational.

16 So, I appreciate your comments and I  
17 just want to echo you're spot-on, and we thank  
18 you for that support and impact that you and your  
19 team are having.

20 MEMBER TALBERT: John?

21 CHAIR SPROULS: Yes. Go ahead.

22 MEMBER TALBERT: Congratulations.

1 Thank you for your leadership and going from a  
2 golf community to a -- because I don't get to  
3 play golf there anymore. But thank you, John,  
4 for your leadership, again.

5 I guess I'm a semi-rookie here. But,  
6 you know, just when you -- you know, you go  
7 through cycles of being positive and negative.  
8 When I come here and hear the Secretary speak  
9 like this, talk about the value of this industry,  
10 and his new team and the old team, I get  
11 energized. We're in sales, so we're pretty  
12 energized all the time.

13 CHAIR SPROULS: You tend to be pretty  
14 energized.

15 MEMBER TALBERT: Yes. But we go  
16 through cycles of we're up, we're down, you hear  
17 stuff. But when I hear this stuff, you know, I'm  
18 ready to rock and roll. And thank the Secretary  
19 for us way down in Florida. But the new team,  
20 we're workhorses. We'll make it all happen for  
21 you. But thank you for your leadership. Thank  
22 you.

1                   CHAIR SPROULS: Thank you. Anyone  
2 else?

3                   MEMBER SACKS: Last year when we did  
4 some initial work on those goals and we wound up  
5 holding those back due to data issues, we thought  
6 about the possibility of kind of baking in a  
7 certain set of assumptions.

8                   So, while not exploring and fully  
9 recommending things, at least indicating that  
10 certain things would be required in order to hit  
11 that goal related to Brand USA or visa waiver or  
12 other berms that might at least get earmarked in  
13 those initial targets. But of course for fuller  
14 exploration and development later on.

15                  CHAIR SPROULS: No, I think that makes  
16 sense. I wouldn't want to hold up trying to  
17 deliver on the timeline that the Secretary wants  
18 to get too in-depth, but I think we absolutely  
19 should show those pillars and, to your point,  
20 those berms that we think are going to be  
21 critical and we're not going to get there. So,  
22 sir, I see it as a two-step process for the

1 board.

2 MEMBER DAVIDSON: Mr. Chairman, if I  
3 could? First of all, thank you again for your  
4 leadership.

5 CHAIR SPROULS: Okay. You all have to  
6 stop that. You're making me blush.

7 MEMBER DAVIDSON: Glad I got to go  
8 last. And as somebody who started his career in  
9 the travel and tourism industry at a theme park,  
10 but not as a character and not running a ride,  
11 but cleaning the bathrooms, I can tell you I --  
12 you know, I get it. There are careers that can  
13 be launched in this industry for sure.

14 I just wanted to dovetail on the  
15 Secretary's comments and Adam's comments just now  
16 about the goal and especially your comments, Mr.  
17 Chair. Just clarification that the TTAB's not  
18 being asked to put together a forecast, but  
19 rather to put together a legitimate goal for  
20 visitation and/or spending for the U.S. Travel  
21 and Tourism industry as it relates to  
22 international visitation and spending for 2027.

1           And that clarification is incredibly  
2 helpful. I know the work that was done by the  
3 previous board included some caveats, a couple of  
4 levers that we thought needed to be pulled in  
5 order to make that goal happen. And I think,  
6 going forward, that could be seen as, maybe, some  
7 foundational work, then, for subsequent work that  
8 this board could then take on.

9           So, I appreciate your work here and  
10 the Secretary's comments. And, Phil, it's just  
11 great to meet you.

12           DEPUTY ASSISTANT SECRETARY LOVAS:

13 Thank you.

14           CHAIR SPROULS: Anyone else? Isabel,  
15 do you have any comments?

16           MS. HILL: No. I just -- I'm thrilled  
17 we're back in business and I'm very excited, I  
18 think, about the opportunities to have that goal  
19 and bring that work. You know, I think you're  
20 absolutely correct that those key assumptions  
21 need to be clarified because you can't just throw  
22 a goal out there without those kinds of

1 assumptions.

2 So, very much looking forward to  
3 working with all of you. Certainly, the team is  
4 available. And I know that when we were talking  
5 about this before, we knew there were some  
6 challenges in the data. And I know, Adam, that  
7 you were very clear about that.

8 And so, I think, in terms of the  
9 timing, I know that there -- that some of that  
10 was already baked into the work, moving forward,  
11 so I think that that will help shorten time-to-  
12 market on that. But so super excited to have you  
13 all here. Thank you.

14 CHAIR SPROULS: Thank you.

15 MR. KASS: John?

16 CHAIR SPROULS: Yes?

17 MR. KASS: Can I speak from the back  
18 for a moment?

19 CHAIR SPROULS: Sure.

20 MR. KASS: Thank you. I just want to  
21 introduce myself. I'm Howard Kass with CLEAR.  
22 Our CO, Caryn Seidman Becker, couldn't be here.

1 But you had six or seven people speak about the  
2 goals -- the travel and tourism goal, and the  
3 workforce, but I wanted to just bring up the  
4 biometric goal for a minute.

5 We think it's a terrific goal to work  
6 towards. We know that it's a mandated CVP and we  
7 think it's terrific. And biometrics are the  
8 future. They're here in that scale. And all of  
9 the companies around the table in this room,  
10 biometrics can be part of your solution to  
11 improving your companies. And we're delighted at  
12 CLEAR to be part of this and work on that project  
13 and to be a part of this.

14 CHAIR SPROULS: Great. Thank you.

15 MR. KASS: Thanks.

16 CHAIR SPROULS: Yes? Yes, we don't  
17 want to leave that one out. That one's important  
18 as well. I don't know. Matt or Ed? If you guys  
19 want to add -- anything you wanted to add?

20 DEPUTY ASSISTANT SECRETARY HAYDEN:  
21 We're just here to make sure that the Homeland  
22 Security assets are brought to bear to see where

1 we can assist in our partnerships with Commerce  
2 and NTTO. And make sure that if it's a bit of  
3 information as well as to make sure that we hear  
4 from the industry the same sense of value point  
5 of view, that we can trust it as well.

6 CHAIR SPROULS: Yes. And I can say  
7 with respect to that, because I have been on this  
8 board for a few years, we really appreciate that  
9 because, early on in this process, both -- and I  
10 realize I'm talking eight, nine, ten years ago.  
11 Both from a DHS point of view and also from a  
12 state point of view, it was kind of hard to find  
13 people that wanted to listen and understand, and  
14 understand that you could pair security with  
15 welcome.

16 And it has changed completely. We  
17 have had great working relationships. We have  
18 had great opportunity to impact things that are  
19 going on. Ed's my hero. Everyone else in the  
20 State Department was saying that it couldn't be  
21 done, that we could get down to single digits in  
22 terms of the biggest countries, in terms of their

1 visa waits. And it happened.

2 So, I really appreciate you're here  
3 and we're going to be calling upon you and  
4 wanting to talk about a lot of different issues,  
5 biometrics particularly, because I do think  
6 there's a lot going on in biometrics throughout a  
7 number of industries, especially travel and  
8 tourism.

9 So, we'd love to see that happen  
10 because it does make a big difference. So, Ed,  
11 I'm sorry.

12 (Simultaneous Speaking)

13 DEPUTY ASSISTANT SECRETARY RAMOTOWSKI:

14 Yes. Let me just add that the State Department  
15 is going to continue its productive partnership  
16 with the board. As you pointed out, we've been  
17 doing that for a number of years now and it's  
18 been a real success story.

19 We believe in it. We've always said  
20 that national security and legitimate travel are  
21 not contradictory goals, and we remain committed  
22 to that. So, you can count on us.

1                   CHAIR SPROULS: Great. Did I miss  
2 anybody, because I don't want to do that. Okay.  
3 Then we need to see if there's any public  
4 comment. I think we have one public comment  
5 registered in advance. Aaron Wodin-Schwartz from  
6 Brand USA. You're going to have to take a seat  
7 at the table for your comment.

8                   (Laughter)

9                   MR. WODIN-SCHWARTZ: Well, thank you  
10 for having us here. I'm also here with my  
11 colleague, Chief Strategy Communications Officer,  
12 Anne Madison, at Brand USA and our CEO, Chris  
13 Thompson, of course, loves to come to this  
14 meeting.

15                   He wishes he could be here today.  
16 He's actually in Tallahassee right now both for  
17 personally reasons and also checking in on the  
18 folks there. Of course, you know, all of our  
19 thoughts and prayers go out to the people in  
20 Florida, in Georgia, and in the Carolinas that  
21 are being affected by this.

22                   Obviously, the framework that's been

1 put in place by this board and by NTTU will, I'm  
2 sure, be very useful. We, of course, reached out  
3 to our counterparts with all of our offers of  
4 help that we can, and look forward to amplifying  
5 their messaging in particular when we get to the  
6 open for business message, but anything we can do  
7 in the meantime as well.

8 So, I am Aaron Wodin-Schwartz, our VP  
9 of Public Policy, Public Affairs at Brand USA and  
10 we've had a great partnership with this board for  
11 the last couple of boards. Nice to see so many  
12 familiar faces and some new faces, some of whom  
13 we've been around the world with in the last  
14 couple of months.

15 And I would just say in general, you  
16 know, we're very pleased to see the productive  
17 work of this board going forward and pleased to  
18 see, of course, the new data we've had come out.  
19 We're very happy and proud of that.

20 And, you know, you should consider us  
21 a resource as you're putting the recommendations  
22 together. You know, we are the -- for those that

1 don't know, we are the destination marketing  
2 organization for the USA. And our job is really  
3 to be signally focused on promoting USA as a  
4 destination, all 50 states, five territories,  
5 District of Columbia, to, through, and beyond the  
6 gateways.

7 And we have a lot of resources and  
8 marketing opportunities and communications on  
9 policy that we have in place around the world.  
10 And so, you know, whether it is our view on the  
11 global travel and tourism landscape or whether  
12 it's on market-specific issues or whether it's on  
13 deploying messaging and marketing opportunities,  
14 we hope this board will continue to consider us a  
15 resource and build us into those recommendations.

16 And please call us on any time that  
17 you would like to and we look forward to working  
18 with everybody. So, thank you, Brian, and thank  
19 you, everybody.

20 CHAIR SPROULS: Thank you. Are there  
21 any other members of the public that wanted to  
22 make a comment during the meeting? No? I think

1 we're good. Good. Great.

2 Well, the next item is next steps for  
3 the board. And we have found great success for  
4 those who have been around here by setting up  
5 committees that go against each of the charges  
6 that we've been given over the years. And that's  
7 where a lot of the work gets done for the board  
8 is within these committees.

9 And I would propose, unless somebody  
10 has a better idea, that we continue that process.  
11 What I would like to do is get a committee  
12 against each of the three focus areas that  
13 Secretary Ross asked us to focus on. And what  
14 would be best for us is if there was something  
15 that is really your passion and you want to be a  
16 part of, if you could let us know -- I guess,  
17 Brian, if they could let you know?

18 If you can send Brian an email and  
19 say -- what I hope you would say is, "I will do  
20 anything you want me to do, but I really want to  
21 work on this one." And we will as much as  
22 possible try to do that by balancing out the

1 resources and the companies you have and the  
2 expertise as much as possible so that we have  
3 three really strong teams to go against these  
4 areas.

5 Now, once we go against these areas,  
6 by February there will be more charges. I have  
7 found with this Commerce Department that no good  
8 deed goes unpunished, and so there will be more  
9 work for us to do. But at least initially, I'd  
10 like to get everybody working on -- because mid-  
11 December is right around the corner.

12 The good thing is, with respect to  
13 both of those, we're not starting from scratch.  
14 So, if you could let us know the things that work  
15 for you, we will have a meeting, my guess is,  
16 probably next week by phone. We'll include Kurt  
17 from Carlson who couldn't -- unfortunately  
18 couldn't be here today because he is in  
19 Singapore, who is the vice chair of the board,  
20 and the folks from Commerce to decide how do we  
21 align this.

22 We will ask some of you to serve as

1 chairman, again, trying to figure out our best  
2 way forward to get the work done. We have been  
3 very successful in doing that and I think we'll  
4 be very successful again. And that would  
5 culminate probably in -- we will probably end up  
6 deliberating and approving our submissions  
7 against the first two objectives before our next  
8 meeting. So, the next meeting would probably be  
9 sometime in the first quarter.

10 MR. BEALL: You know, we'd have a  
11 meeting by phone.

12 CHAIR SPROULS: Right. We'd have a  
13 meeting by phone in order to review what's been  
14 proposed by the committees. And obviously, we'll  
15 circulate everything around. We've got a very  
16 efficient circulation process to get comments  
17 from everyone with respect to the letters that we  
18 would deliver. And we work as quickly as we can.

19 Any comments, questions, ideas with  
20 respect to how we'll process our work going  
21 forward? Great. Do you have something?

22 DEPUTY ASSISTANT SECRETARY LOVAS:

1 Yes. Just in the NTTO, we'll follow-up with  
2 additional information. Glad to see Chairman  
3 Sprouls is already setting dates for the next  
4 call.

5 (Simultaneous Speaking)

6 DEPUTY ASSISTANT SECRETARY LOVAS:

7 He'll make my job very easy here, I think, which  
8 is great. But we will certainly be holding some  
9 teleconferences in the not-too-distance future.

10 Brian Beall and Jennifer Aguinaga will  
11 be your points of contact here for the National  
12 Travel and Tourism Office and the Travel and  
13 Tourism Advisory Board, so they'll be able to  
14 help you with anything that you need going  
15 forward. And again, just want to thank you for  
16 your willingness to serve and being here today.  
17 It means a lot.

18 MS. HILL: Oh, thank you. Just a  
19 couple of, sort of, housekeeping key points,  
20 particularly for those of you who are new to the  
21 board.

22 As I'm sure you are aware, but just to

1 reiterate, when recommendations come forward,  
2 these are consensus recommendations, so it is  
3 important that the deliberation happen in public,  
4 which is why we have a telephone call and  
5 everybody joints that call. But obviously, Brian  
6 and the team will circulate all the paperwork and  
7 facilitate that process moving forward.

8           Second is that, you know, as Brand USA  
9 mentioned, there are resources throughout the  
10 Federal Government and back, obviously, within  
11 the private sector that the teams can bring  
12 forward into the work.

13           Obviously, you all are representative,  
14 but if you all need any assistance in reaching  
15 into government to find anybody in the  
16 departments to talk to, to inform your work, I  
17 think that's one of the real values of the deep  
18 dive that you all do, then please be sure that  
19 you reach out to us. And we're here to help  
20 facilitate that process.

21           CHAIR SPROULS: Great.

22           MEMBER KLEIN: Chairman, can I -- Tom

1 Klein, Canyon Ranch. I'm a freshman, so I can  
2 ask any question --

3 (Simultaneous Speaking)

4 MEMBER KLEIN: How are new initiatives  
5 introduced into this committee or how -- what's  
6 the process for that?

7 CHAIR SPROULS: New initiatives other  
8 than the focus areas we've been given by --

9 (Simultaneous Speaking)

10 MEMBER KLEIN: -- focus two, three  
11 areas that we --

12 (Simultaneous Speaking)

13 CHAIR SPROULS: We would surface it  
14 within our meetings and --

15 (Simultaneous Speaking)

16 MEMBER KLEIN: And is this is the  
17 format to do --

18 CHAIR SPROULS: This is the format,  
19 sure.

20 MEMBER KLEIN: And may I raise an  
21 issue, then?

22 CHAIR SPROULS: Absolutely.

1                   MEMBER KLEIN: Look. I just returned  
2 from the Global Wellness Summit, which took place  
3 in Bologna, Italy, this past week. And most of  
4 us in this room know wellness is huge and it's at  
5 the forefront. It's a \$4.2 trillion business  
6 globally in 2017.

7                   For North America alone in 2017, the  
8 same year, \$241.7 billion were spent in the  
9 wellness space, which represents about 204  
10 million trips in North America. That's a  
11 significant and material number.

12                   And I think with the high cost of  
13 health care in this country, if we as -- and I'm  
14 only putting it out there for discussion, you  
15 know, and maybe we can do something with it. But  
16 if we could take wellness to the forefront of --  
17 within this committee or this group and start to  
18 promote wellness into the U.S.

19                   And wellness tourism is something that  
20 is not a buzzword anymore. It's really letting  
21 people live younger longer. And as a consequence  
22 of that or a positive byproduct I think one will

1 see a significant drop in the health care costs  
2 in this country and we'll get people living  
3 better lives.

4 How would -- I guess the question is,  
5 how do we -- how could I table this and bring it  
6 to chair, and support the committee in whatever  
7 way possible to see how we can make that a way of  
8 life in, you know, sort of, for this  
9 organization.

10 CHAIR SPROULS: Well, I think you  
11 tabled it. And what I would ask is -- I'm  
12 assuming that -- I'm sure you have more in-depth  
13 information.

14 MEMBER KLEIN: I have all the  
15 statistics.

16 CHAIR SPROULS: Yes. Could you --  
17 yes. So, if you could share that with the  
18 members of the board, and then we can then come  
19 back and figure out what we think is the best way  
20 forward for the board to be able to approach  
21 that.

22 MEMBER KLEIN: That's right. Thank

1 you. And I will make sure you get that  
2 information.

3 CHAIR SPROULS: That'd be great.  
4 Thank you.

5 MEMBER KLEIN: Thank you.

6 CHAIR SPROULS: Then I will turn it  
7 over to you, Brian, for ethics information.

8 MR. BEALL: Sure. This is a very  
9 brief orientation, really. In your folder, there  
10 is a handout from our general council's ethics  
11 teams. Just wanted to provide that for you, if  
12 you want to take a look --

13 MEMBER TALBERT: This something new?  
14 Did we do this before?

15 MR. BEALL: No ethics.

16 MEMBER TALBERT: Did we do this  
17 before?

18 MR. BEALL: It normally happens at the  
19 beginning.

20 (Simultaneous Speaking)

21 MS. HILL: -- you should say I'm  
22 deeply familiar.

1                   MEMBER TALBERT: I guess I won't get  
2 reappointed again.

3                   (Simultaneous Speaking)

4                   MR. BEALL: Yes. This happens at the  
5 beginning of every board.

6                   MEMBER TALBERT: Yes, I do remember  
7 rit.

8                   MR. BEALL: Yes, of course.

9                   (Laughter)

10                  MR. BEALL: So, just take a look when  
11 you have a chance. If you have any questions, as  
12 member of the board, you serve in a  
13 representative capacity, which is different than  
14 another version, which is a special government  
15 employee, which is subject to different ethics  
16 rules.

17                  So, this is specifically to you as  
18 representatives on the Travel and Tourism  
19 Advisory Board. If you have any questions,  
20 please let me know. Our ethics team can help you  
21 with any questions --

22                  MEMBER TALBERT: Do we sign something?

1 MR. BEALL: No, there's nothing to  
2 sign. It's just for you to be aware and to --

3 MEMBER TALBERT: I'll sign it now.

4 (Laughter)

5 MR. BEALL: No pressure.

6 CHAIR SPROULS: In your case, Bill.

7 (Laughter)

8 MR. BEALL: And please let us know if  
9 you do have any questions. We appreciate it.  
10 Thank you.

11 CHAIR SPROULS: Great. Anything else  
12 that needs to come before us today? If not,  
13 then, Brian?

14 MR. BEALL: Well, if nothing further,  
15 as the Designated Federal Officer, we'll call the  
16 meeting adjourned. Thank you all so much for  
17 coming to D.C. today.

18 (Whereupon, the above-entitled matter  
19 was concluded at 3:03 p.m.)  
20  
21  
22

**A**

**Aaron** 2:22 48:5 49:8  
**able** 14:3 54:13 58:20  
**above-entitled** 61:18  
**abroad** 19:19,21  
**absolutely** 28:5 35:9  
 41:18 43:20 56:22  
**accelerate** 14:16 15:4  
 28:16,19 29:2,20  
**acceleration** 6:21  
**accessible** 21:22  
**accomplish** 24:7  
**achieve** 14:13  
**achievement** 6:13  
**acquainted** 8:12  
**Act** 27:12  
**action** 28:7  
**actionable** 11:4,21  
**Adam** 2:1 32:8 44:6  
**Adam's** 42:15  
**add** 23:1 45:19,19  
 47:14  
**addition** 17:12  
**additional** 54:2  
**Additionally** 27:10  
**address** 8:13  
**addressed** 26:8  
**Adjourn** 3:22  
**adjourned** 61:16  
**administration** 23:7  
 28:4 29:4  
**administration's** 16:8  
 23:6  
**ado** 8:15  
**adoption** 16:3  
**advance** 24:3 48:5  
**advantage** 7:20 16:2  
**advice** 6:4 27:2  
**advises** 27:12  
**advisor** 17:11 30:21  
**advisory** 1:4 4:5,12,14  
 9:4 17:20 18:11 20:6  
 54:13 60:19  
**Affairs** 49:9  
**affect** 16:1  
**afraid** 17:2  
**afternoon** 4:3 32:2,20  
 33:1 34:1  
**agencies** 24:6,11 27:9  
**agency** 39:14  
**ago** 13:3 38:14 46:10  
**agree** 35:9  
**Aguinaga** 54:10  
**ahead** 39:21  
**aimed** 5:20  
**aims** 14:21  
**Airlines** 1:18 32:21  
**airports** 29:12

**align** 52:21  
**aligned** 38:18  
**alliances** 18:18  
**allies** 18:19 19:1,10  
**amazing** 38:11  
**America** 1:1 19:18 21:9  
 21:15,21 57:7,10  
**American** 7:7,13 15:10  
 19:13 38:3  
**Americans** 9:16  
**amount** 37:5  
**amplifying** 49:4  
**analogy** 34:10  
**analysis** 2:9 3:7 8:2  
 23:6 25:8 37:19  
**and/or** 42:20  
**Andrew** 15:14  
**Anne** 48:12  
**annual** 14:10  
**anybody** 48:2 55:15  
**anymore** 40:3 57:20  
**appointed** 23:7  
**appointments** 27:13  
**appreciate** 6:3 22:20,21  
 27:17 30:10 39:16  
 43:9 46:8 47:2 61:9  
**appreciated** 26:7  
**appreciation** 36:12  
**apprenticeships** 15:19  
**approach** 58:20  
**approving** 53:6  
**April** 25:21  
**area** 1:15 35:10  
**areas** 13:19 28:20  
 51:12 52:4,5 56:8,11  
**Arizona** 1:17 23:11,12  
 23:13 33:12  
**arrivals** 14:11 25:14  
 26:1,6 34:12  
**articulate** 38:4  
**aside** 18:4  
**asked** 29:18 42:18  
 51:13  
**aspect** 18:20  
**assess** 25:10,12  
**assets** 45:22  
**assignment** 34:12,18  
**assignments** 34:6  
**assist** 29:5 46:1  
**assistance** 55:14  
**Assistant** 2:8,11 3:7,9  
 3:12,15 8:2,8 16:15  
 17:8 22:19 23:4 30:16  
 30:18 31:2 33:6,9  
 36:20 38:2 43:12  
 45:20 47:13 53:22  
 54:6  
**associated** 15:6

**Association** 1:17 33:14  
**assuming** 58:12  
**assumptions** 41:7  
 43:20 44:1  
**assure** 7:20 10:13  
**attention** 16:22  
**attract** 7:11  
**attractions** 7:17  
**attracts** 5:2  
**auspicious** 4:16  
**available** 16:17 44:4  
**Avenue** 1:11  
**aware** 13:7 25:21 54:22  
 61:2  
**awareness** 29:15

**B**

**back** 5:15 13:12 36:4  
 41:5 43:17 44:17  
 55:10 58:19  
**background** 8:10 23:10  
 23:16  
**baked** 44:10  
**baking** 41:6  
**balance** 25:7  
**balancing** 51:22  
**Baseball** 1:21  
**basis** 5:6  
**bathrooms** 42:11  
**batted** 21:3  
**Beach** 1:15  
**beaches** 4:20  
**Beall** 2:17 3:14,20 4:3  
 31:22 53:10 54:10  
 59:8,15,18 60:4,8,10  
 61:1,5,8,14  
**bear** 45:22  
**beats** 22:8  
**Becker** 44:22  
**began** 26:5  
**beginning** 59:19 60:5  
**behalf** 36:11 38:3  
**believe** 9:7 10:22 14:6  
 28:3 36:1,6 47:19  
**bene** 38:11 56:8  
**benefit** 21:12  
**benefits** 29:15  
**berms** 41:12,20  
**best** 16:5,7 36:6 51:14  
 53:1 58:19  
**better** 8:16 10:2 51:10  
 58:3  
**beyond** 35:18 50:5  
**big** 4:13 47:10  
**biggest** 46:22  
**bilateral** 18:15  
**Bill** 4:19 5:8 32:4 61:6  
**billion** 6:16 7:5 25:20  
 57:8  
**biometric** 14:17 16:13  
 29:12,16,21 45:4  
**biometrics** 45:7,10 47:5  
 47:6  
**bit** 23:10 37:12 46:2  
**blush** 42:6  
**board** 1:4,10 3:5,15 4:5  
 4:12,14 5:16,22 9:4  
 10:9,12,15 11:11 12:1  
 13:13,15,18,22 14:9  
 14:15 15:5,22 16:21  
 17:20 18:11 24:7 25:3  
 26:20 27:3,13 28:2,14  
 29:10,18 30:5 31:10  
 31:19 35:18 36:5 42:1  
 43:3,8 46:8 47:16  
 49:1,10,17 50:14 51:3  
 51:7 52:19 54:13,21  
 58:18,20 60:5,12,19  
**board's** 26:10 28:8  
**boards** 20:6 49:11  
**Bologna** 57:3  
**boost** 7:12  
**border** 6:12 26:3  
**borders** 24:18  
**borrow** 34:10  
**Brad** 1:15 33:21  
**Brand** 2:22 27:11,12  
 35:5 41:11 48:6,12  
 49:9 55:8  
**Bremberg** 15:14  
**Brian** 2:1,17 3:14,20  
 4:10 31:22 32:10  
 50:18 51:17,18 54:10  
 55:5 59:7 61:13  
**brief** 59:9  
**bring** 26:16 31:3 43:19  
 45:3 55:11 58:5  
**bringing** 39:1  
**brings** 26:22  
**brought** 45:22  
**Bryan** 2:2 32:6  
**build** 34:20 35:12 50:15  
**building** 18:3 34:14  
**Bureau** 2:3 25:8  
**business** 6:12 8:12  
 24:13 43:17 49:6 57:5  
**businesses** 4:17 7:21  
**busy** 5:18  
**buzzword** 57:20  
**byproduct** 57:22

**C**

**C** 37:19,20  
**C-O-N-T-E-N-T-S** 3:1  
**calculation** 25:7  
**call** 4:7 27:5 50:16 54:4

55:4,5 61:15  
**calling** 47:3  
**Canyons** 1:18 32:22 56:1  
**capacity** 60:13  
**capture** 16:5  
**care** 57:13 58:1  
**career** 42:8  
**careers** 37:10,14,22  
 42:12  
**Carlson** 52:17  
**Carolinas** 48:20  
**Caryn** 44:22  
**case** 61:6  
**caveats** 43:3  
**CBP** 11:14  
**center** 22:11 25:12  
**CEO** 48:12  
**certain** 41:7,10  
**certainly** 18:13,19,21  
 19:6 21:11 23:20 44:3  
 54:8  
**chair** 1:12,14 3:4,11,17  
 7:8 9:1 10:3 12:5 17:1  
 17:4 22:15 31:1,5  
 34:3 35:8 36:9,14  
 39:21 40:13 41:1,15  
 42:5,17 43:14 44:14  
 44:16,19 45:14,16  
 46:6 48:1 50:20 52:19  
 53:12 55:21 56:7,13  
 56:18,22 58:6,10,16  
 59:3,6 61:6,11  
**chaired** 27:5  
**chairman** 22:20 30:12  
 30:17 34:8,15 36:8,10  
 42:2 53:1 54:2 55:22  
**challenges** 13:16 36:22  
 44:6  
**Chamber** 1:15  
**chance** 8:10 60:11  
**change** 12:3  
**changed** 46:16  
**character** 42:10  
**charged** 15:14  
**charges** 30:7 51:5 52:6  
**cheapen** 37:11  
**checking** 48:17  
**Chief** 48:11  
**Chris** 48:12  
**circulate** 53:15 55:6  
**circulation** 53:16  
**circumstances** 10:15  
**citizens** 38:3  
**civic** 5:17  
**clarification** 42:17 43:1  
**clarified** 43:21  
**Clean** 4:18  
**cleaning** 4:20 42:11

**clear** 2:21 44:7,21  
 45:12  
**clearly** 35:9  
**closely** 26:2 30:7  
**Club** 1:22  
**co-chair** 15:11  
**coding** 26:4  
**Cog** 1:20 32:17  
**collaborate** 20:5,10  
**collaborating** 29:13  
**collaboration** 24:5  
**colleague** 48:11  
**collect** 18:2  
**collectively** 25:19  
**color** 34:17  
**Columbia** 50:5  
**come** 11:3 19:15,16,20  
 22:12 36:4 40:8 48:13  
 49:18 55:1 58:18  
 61:12  
**comeuppance** 5:3  
**coming** 19:5 22:13,21  
 61:17  
**comment** 3:13 36:19  
 38:1 39:9 48:4,4,7  
 50:22  
**comments** 31:7 34:7  
 36:17 38:22 39:16  
 42:15,15,16 43:10,15  
 53:16,19  
**Commerce** 1:2,11,15  
 2:7,10,13,16 3:2,5 4:4  
 4:9 8:3 9:6 11:8,19  
 20:5 24:13 29:19 31:8  
 38:10 46:1 52:7,20  
**Commerce's** 27:21  
**committed** 7:9 47:21  
**committee** 51:11 56:5  
 57:17 58:6  
**committees** 51:5,8  
 53:14  
**common** 14:12 30:8  
**communicating** 8:17  
**communication** 27:14  
**communications** 26:18  
 48:11 50:8  
**community** 40:2  
**companies** 45:9,11  
 52:1  
**compete** 12:15  
**competitive** 9:9  
**competitiveness** 6:4  
 8:21 13:20 24:4  
**completely** 46:16  
**component** 7:7  
**concerning** 14:1  
**concerns** 26:17  
**concluded** 61:19

**conduit** 26:20  
**confidence** 10:7  
**confirmed** 9:19 13:9  
**Congratulations** 39:22  
**connect** 28:22  
**consensual** 5:6  
**consensus** 55:2  
**consequence** 57:21  
**consider** 49:20 50:14  
**Constitution** 1:11  
**contact** 26:15 54:11  
**continue** 6:18 9:18 12:7  
 16:19 21:15 47:15  
 50:14 51:10  
**contradictory** 47:21  
**contributions** 5:15  
 17:19 18:10  
**Control** 25:12  
**Convention** 2:2  
**coordinates** 27:6  
**coordination** 26:18  
**corner** 52:11  
**correct** 35:16 43:20  
**cost** 57:12  
**Costa** 15:12  
**costs** 58:1  
**council** 7:9 15:9,11,13  
 27:4  
**council's** 59:10  
**count** 47:22  
**counterparts** 49:3  
**countries** 4:22 11:13  
 12:10 19:14 22:3  
 46:22  
**country** 4:21 6:2,7 7:12  
 7:16 12:16,22 21:17  
 21:19 23:22 57:13  
 58:2  
**couple** 38:14 43:3  
 49:11,14 54:19  
**course** 31:1 41:13  
 48:13,18 49:2,18 60:8  
**create** 14:21 21:10  
 37:10  
**creating** 15:9,15 23:9  
**creation** 30:9 37:13  
**creative** 21:21  
**critical** 27:20 41:21  
**critically** 18:17 19:22  
**culminate** 53:5  
**cultural** 7:17  
**cultures** 19:2  
**current** 8:6 17:6  
**currently** 20:19 29:6  
**customer** 25:13  
**Customs** 26:3  
**CVB** 32:5  
**CVP** 45:6

**cycles** 40:7,16

---

**D**


---

**D.C** 1:11 61:17  
**Dakota** 1:16 33:17  
**data** 9:20 10:6 18:2  
 25:6,17 26:1,3,6,9  
 41:5 44:6 49:18  
**date** 14:4,9  
**dates** 54:3  
**Davidson** 1:14 34:1,2  
 42:2,7  
**day** 4:16 5:12  
**deadline** 35:1  
**dealt** 11:16  
**Dean** 1:15 33:21,21  
 36:8,10,15  
**Debbie** 1:17 23:11  
 33:11  
**December** 35:1 52:11  
**decide** 52:20  
**decision** 25:5  
**DeCross** 1:15 33:19,19  
**deed** 52:8  
**deep** 55:17  
**deeply** 19:4 59:22  
**deficits** 9:15  
**deliberating** 53:6  
**deliberation** 55:3  
**deliberations** 27:2  
**delighted** 45:11  
**deliver** 11:4 41:17  
 53:18  
**delivered** 11:10  
**Department** 1:2,10,16  
 2:10,12,15,18,20 4:4  
 11:9 14:19 20:5 24:13  
 24:19,20 27:21 29:14  
 29:19 31:9 33:10,18  
 38:10 46:20 47:14  
 52:7  
**Department's** 8:4  
**Department-issued**  
 24:17  
**departments** 11:9  
 24:10 30:2 55:16  
**depends** 10:3  
**deploying** 50:13  
**Deputy** 2:11 3:9,12,15  
 8:8 16:15 22:19 23:4  
 30:18 33:6,7,9 38:2  
 43:12 45:20 47:13  
 53:22 54:6  
**Derek** 1:15 33:19  
**designated** 2:17 3:14  
 3:20 4:6 32:1 61:15  
**despite** 12:9  
**destination** 8:18 22:1

22:11 50:1,4  
**destination's** 37:2  
**destinations** 6:2 28:16  
**devastated** 37:2  
**develop** 13:18 15:5  
 25:10  
**developed** 28:18  
**developing** 15:16 16:8  
 23:18  
**development** 15:7 16:7  
 16:9,14 20:4,12 23:16  
 29:4 41:14  
**DHS** 11:8 46:11  
**difference** 47:10  
**different** 39:12 47:4  
 60:13,15  
**digits** 46:21  
**direction** 19:10 20:13  
 36:19  
**directly** 10:17 21:12  
**Director** 2:14 15:13  
 33:3,12  
**disasters** 28:17,20 29:2  
**Discover** 33:21  
**discovered** 21:18,19  
**discuss** 13:4  
**discussion** 3:11 35:7  
 38:17 57:14  
**Disease** 25:12  
**District** 50:5  
**dive** 55:18  
**diverse** 5:22 7:15  
**doing** 23:20 47:17 53:3  
**Domestic** 15:13  
**dovetail** 42:14  
**drive** 10:22  
**driving** 19:17  
**drop** 58:1  
**due** 34:6 41:5  
**duplicate** 37:18

---

**E**


---

**earlier** 9:20 34:4 38:13  
**early** 46:9  
**earmarked** 41:12  
**easy** 12:22 54:7  
**echo** 39:17  
**economic** 21:10 25:8,9  
 28:16 29:4 30:9  
**Economics** 2:1 32:9  
**economy** 7:7 9:12 13:9  
 18:14 23:9 28:19 29:5  
 31:3 38:16 39:5  
**Ed** 2:20 33:10 45:18  
 47:10  
**Ed's** 46:19  
**EDA** 38:10  
**education** 15:17

**effect** 11:5 29:8  
**efficient** 14:22 53:16  
**effort** 14:18  
**eight** 7:2 11:16 46:10  
**elevate** 29:17  
**email** 51:18  
**employee** 60:15  
**encountered** 10:14  
**encourage** 19:1 30:3  
**encouraged** 19:20  
**ended** 6:20  
**energized** 40:11,12,14  
**engagement** 5:17  
**engine** 17:16 21:10,14  
**ensure** 12:18 27:18  
**ensures** 27:14  
**ensuring** 24:18  
**entering** 15:1  
**Enterprise** 2:1 32:11  
**entire** 24:15 30:19  
**entry** 14:17 27:14 29:13  
**Entry/Exit** 29:21  
**equally** 36:2  
**era** 7:20  
**especially** 15:17 25:2  
 42:16 47:7  
**ethics** 3:19 59:7,10,15  
 60:15,20  
**events** 18:4  
**everybody** 4:3 10:5  
 22:12,21 31:14 33:2  
 36:11 50:18,19 52:10  
 55:5  
**example** 15:21 37:15  
**examples** 24:21 28:12  
**excited** 36:18 43:17  
 44:12  
**excuse** 32:16  
**executive** 11:9 15:9  
**executives** 13:2  
**Exit** 14:18  
**exiting** 15:1  
**expect** 11:3,20 13:13  
**expedite** 20:18  
**experience** 10:13 12:21  
 14:22 19:20 20:22  
 25:14  
**experiences** 19:11  
**expertise** 6:3 8:14 52:2  
**exploration** 41:14  
**explore** 14:16 29:18  
**exploring** 41:8  
**export** 25:10  
**exports** 9:14  
**express** 36:11  
**extremely** 16:21

---

**F**


---

**faces** 5:15 23:1 31:15  
 49:12,12  
**facial** 29:12  
**facilitate** 16:17 55:7,20  
**facilitating** 19:17  
**facing** 11:2  
**fact** 12:13  
**fair** 12:12 30:13  
**familiar** 5:14 23:1 49:12  
 59:22  
**faster** 12:11  
**February** 16:14 52:6  
**federal** 2:17 3:14,20 4:6  
 7:8 24:6,11 27:1,4,9  
 27:10 29:1 32:1 37:3  
 38:6 39:10,13 55:10  
 61:15  
**feeling** 37:1  
**fellas** 5:9  
**fellow** 38:3  
**felt** 39:4  
**FEMA** 29:4 38:8  
**figure** 53:1 58:19  
**Finally** 30:1  
**find** 11:18 21:20 46:12  
 55:15  
**finger** 18:5  
**first** 4:13 9:16,17 12:20  
 13:21 17:9,17 34:8  
 35:22 42:3 53:7,9  
**firsthand** 38:9  
**five** 39:11 50:4  
**floor** 31:6 34:5  
**Florida** 29:8 40:19  
 48:20  
**flows** 25:13  
**focus** 11:12 51:12,13  
 56:8,10  
**focused** 36:2 50:3  
**folder** 59:9  
**folks** 5:13 10:9 48:18  
 52:20  
**follow** 16:14  
**follow-up** 54:1  
**following** 25:6 28:17  
**force** 9:14  
**forecast** 42:18  
**forefront** 57:5,16  
**foreign** 6:17 7:6  
**format** 56:17,18  
**formed** 28:2  
**forth** 30:8  
**fortunate** 8:13 11:6  
 13:1  
**Fortune** 37:19,20  
**forward** 6:3 8:19 11:1  
 16:10,18 22:13 24:7  
 30:6 43:6 44:2,10

49:4,17 50:17 53:2,21  
 54:15 55:1,7,12 58:20  
**foster** 24:3  
**found** 51:3 52:7  
**foundational** 43:7  
**framework** 28:18,21  
 29:7 48:22  
**franchise** 23:16  
**Francisco** 1:21 32:13  
**freshman** 56:1  
**friends** 23:1  
**front** 17:12  
**full** 10:7  
**fully** 41:13  
**functions** 25:3 26:14  
**funds** 27:13 38:17  
**further** 8:15 29:17  
 61:14  
**future** 21:5 45:8 54:9

---

**G**


---

**gateways** 50:6  
**gems** 21:17,18  
**general** 49:15 59:10  
**generated** 7:4  
**generation** 20:21  
**geography** 7:16  
**Georgia** 48:20  
**getting** 9:9  
**Giants** 1:21 32:13  
**give** 17:6 22:17 24:21  
 25:1  
**given** 6:11 51:6 56:8  
**giving** 20:11  
**glad** 9:19 34:11 42:7  
 54:2  
**global** 12:13,15 50:11  
 57:2  
**globally** 57:6  
**globe** 12:10  
**goal** 11:13 14:10 16:11  
 26:10 28:21 34:21  
 35:14 36:1 41:11  
 42:16,19 43:5,18,22  
 45:2,4,5  
**goals** 14:1,7,14 16:8  
 19:10 30:9 41:4 45:2  
 47:21  
**golf** 40:2,3  
**Google** 2:3  
**Google's** 32:3  
**government** 14:16  
 24:11,16 26:21 37:4  
 38:7 39:2,6,10,14  
 55:10,15 60:14  
**Government's** 7:8  
**governmental** 10:17

**gravity** 22:11  
**Greater** 2:2  
**greatest** 12:16  
**greatly** 26:7 30:10  
**group** 13:1 32:3,7 33:20  
 57:17  
**grow** 7:10 12:8 16:19  
 18:8 20:16  
**growing** 12:11  
**growth** 7:15,20 17:16  
 20:19 21:10,14 30:9  
**guess** 12:2 40:5 51:16  
 52:15 58:4 60:1  
**guidance** 3:5 35:2

---

**H**


---

**Hagen** 1:16 33:17,17  
**handout** 59:10  
**hands** 30:18  
**happen** 40:20 43:5 47:9  
 55:3  
**happened** 47:1  
**happening** 18:6 21:8  
**happens** 59:18 60:4  
**happy** 22:9 49:19  
**hard** 46:12  
**hat** 39:12  
**Hayden** 2:18 33:6,7  
 45:20  
**He'll** 54:7  
**health** 57:13 58:1  
**hear** 9:7 20:5 28:6  
 31:19 34:11 36:18  
 40:8,16,17 46:3  
**heard** 31:7  
**hearing** 20:10  
**heartened** 12:6  
**Hedge** 1:16 33:15,15  
**hello** 33:2  
**help** 4:17 8:21 13:10  
 16:19 17:14 18:5  
 19:11 21:20 28:8,21  
 39:11 44:11 49:4  
 54:14 55:19 60:20  
**helpful** 43:2  
**helping** 18:15,22  
**heritage** 27:8  
**hero** 46:19  
**hi** 17:10  
**high** 57:12  
**higher** 36:3  
**Hill** 2:14 33:2,3 43:16  
 54:18 59:21  
**hit** 35:1 41:10  
**hold** 41:16  
**holding** 41:5 54:8  
**Holdings** 2:1 32:11  
**Homeland** 2:18 14:19

24:17 29:14 30:2 33:7  
 45:21  
**honor** 4:8 36:16,16  
**hope** 8:9 16:19 36:7  
 37:8 50:14 51:19  
**hopefully** 5:2 37:20  
**Hosteling** 1:16 33:15  
**hotel** 8:12 23:17  
**Hotels** 33:20  
**hourly** 37:16  
**House** 13:3,4 15:13  
 34:15  
**housekeeping** 54:19  
**houses** 5:5,10  
**Howard** 2:21 44:21  
**huge** 57:4

---

**I**


---

**I&A** 2:9  
**idea** 51:10  
**ideas** 15:21 20:6,7 21:3  
 53:19  
**identify** 11:1  
**IHG** 1:15  
**impact** 4:19 13:8 18:14  
 37:12 38:4,9 39:8,13  
 39:18 46:18  
**impacted** 28:20  
**impacts** 25:9  
**implementation** 29:11  
 29:21  
**implemented** 15:22  
**implementing** 14:17  
 15:4  
**importance** 13:7 18:1  
 18:12 19:8 23:8 28:3  
 35:5  
**important** 6:8 9:11,17  
 17:22 18:8,9,16,17,19  
 19:22 27:16 34:18  
 37:13 45:17 55:3  
**impossible** 21:4  
**improve** 14:21  
**improvements** 11:14  
 20:11  
**improves** 26:17  
**improving** 6:4 45:11  
**in-depth** 41:18 58:12  
**include** 52:16  
**included** 43:3  
**includes** 8:11  
**incorrect** 35:16  
**increase** 9:13 23:21  
 29:15  
**incredibly** 18:1 36:18  
 43:1  
**indicating** 41:9  
**industries** 7:5 15:20

18:7 38:19 47:7  
**industry** 2:9 3:3,7 5:20  
 6:5,6 7:10 8:2,22 9:7  
 11:2,10 13:2,8,17,20  
 16:19 17:17 18:13,22  
 20:13 21:11 23:6,17  
 23:19 24:5 25:10  
 26:16 27:17 28:22  
 37:11 40:9 42:9,13,21  
 46:4  
**industry's** 6:1 7:4 26:7  
**influence** 10:17 37:17  
 39:1,3,6  
**inform** 25:5 55:16  
**information** 46:3 54:2  
 58:13 59:2,7  
**infrastructure** 7:18  
 38:17  
**initial** 41:4,13  
**initially** 52:9  
**initiatives** 56:4,7  
**Inman** 1:17 33:13,13  
**innovation** 20:17  
**input** 15:16 20:11 27:1  
 28:6  
**instrumental** 8:3 11:11  
**integral** 26:9  
**integrated** 19:4  
**interagency** 15:11 27:4  
 28:10  
**Intercontinental** 33:20  
**interesting** 5:4  
**intergovernmental**  
 26:18  
**Interior** 24:19  
**international** 1:16,19  
 1:20 6:10 7:1 12:6  
 14:1,7,10 22:6 23:5  
 25:14,18 26:6,11  
 32:15,19 33:16 34:12  
 42:22  
**internationally** 9:10  
 20:1  
**introduce** 4:9 44:21  
**introduced** 15:19 56:5  
**introduction** 4:11  
**invitation** 17:9  
**involve** 27:9  
**Isabel** 2:14 30:19 33:3  
 38:20,21 43:14  
**island** 37:6 38:15  
**issue** 26:4,8 29:17  
 56:21  
**issues** 8:4,13 9:8,20  
 10:6 11:2,12,15 13:4  
 15:6 31:19 41:5 47:4  
 50:12  
**ITA** 8:3

**Italy** 57:3  
**item** 51:2  
**Ivanka** 15:12

---

**J**


---

**JAMES** 1:16  
**Jane** 17:10,10 30:21  
**Jane's** 17:14  
**Jennifer** 54:10  
**Jim** 33:17  
**job** 7:12 8:16 9:16 30:9  
 37:12 50:2 54:7  
**jobs** 6:7 23:9 37:9  
**John** 1:11,14 3:4,11,17  
 13:14 31:20 39:20  
 40:3 44:15  
**Johnson** 1:17 23:11  
 33:11,11  
**joints** 55:5  
**joke** 39:9  
**July** 6:20 15:8

---

**K**


---

**Kass** 2:21 44:15,17,20  
 44:21 45:15  
**key** 18:16 43:20 54:19  
**kinds** 43:22  
**Klein** 1:18 32:22,22  
 55:22 56:1,4,10,16,20  
 57:1 58:14,22 59:5  
**knew** 31:11 44:5  
**knows** 23:11  
**Kurt** 52:16

---

**L**


---

**Labor** 15:12  
**ladder** 9:17  
**landscape** 3:6 17:7  
 19:4 50:11  
**language** 30:3  
**larger** 16:8  
**latest** 29:7  
**laugh** 39:9  
**Laughter** 48:8 60:9  
 61:4,7  
**launch** 37:10,14,22  
**launched** 42:13  
**lay** 21:4  
**leaders** 27:17  
**leadership** 28:5 36:12  
 37:17 39:5,13 40:1,4  
 40:21 42:4  
**leave** 45:17  
**left** 8:9  
**legislature** 23:13  
**legitimate** 8:18 36:1  
 42:19 47:20  
**let's** 30:12,13

**letters** 53:17  
**letting** 57:20  
**level** 29:15 30:3  
**level-up** 37:16  
**levers** 43:4  
**liaison** 27:11  
**life** 58:8  
**listen** 9:7 46:13  
**little** 23:10 37:12  
**live** 12:16 57:21  
**lives** 58:3  
**living** 10:16 58:2  
**local** 16:6  
**lodging** 15:20  
**longer** 57:21  
**look** 6:3 8:19 11:21  
 12:8 16:10,17 22:13  
 24:6 30:6 37:17 49:4  
 50:17 57:1 59:12  
 60:10  
**looking** 19:7 21:20  
 35:17 44:2  
**lost** 18:21  
**lot** 4:17 5:11 11:20  
 23:19 35:10 47:4,6  
 50:7 51:7 54:17  
**Lovas** 2:11 3:9,12,15  
 8:9 16:15 22:19 23:4  
 30:19 43:12 53:22  
 54:6  
**love** 34:19 47:9  
**loves** 48:13

---

**M**


---

**Madison** 48:12  
**magnificent** 21:15  
**main** 13:19  
**major** 4:19  
**making** 5:20 21:15 25:6  
 42:6  
**manage** 24:19  
**manages** 27:3  
**mandated** 45:6  
**markers** 21:5  
**market** 44:12  
**market-specific** 50:12  
**marketing** 1:19 25:11  
 32:19 50:1,8,13  
**markets** 25:10  
**Marriott** 1:20 32:15  
**Mary** 1:19 32:18  
**matching** 27:13  
**material** 57:11  
**Matt** 2:18 33:7 45:18  
**matter** 61:18  
**mean** 12:13 18:13 35:8  
**means** 5:10 7:3 23:19  
 54:17

**measure** 25:8,11,13  
**media** 32:7  
**meet** 8:10 43:11  
**meeting** 1:6 4:5,7,13  
 8:5 22:22 34:15 38:14  
 38:21 48:14 50:22  
 52:15 53:8,8,11,13  
 61:16  
**meetings** 56:14  
**member** 32:2,4,6,8,10  
 32:12,14,16,18,20,22  
 33:11,13,15,17,19,21  
 34:1,8 36:8,10,15  
 39:20,22 40:15 41:3  
 42:2,7 55:22 56:4,10  
 56:16,20 57:1 58:14  
 58:22 59:5,13,16 60:1  
 60:6,12,22 61:3  
**members** 5:16 10:8  
 13:15 25:2 50:21  
 58:18  
**mentioned** 22:3 23:3  
 27:19,19 55:9  
**mesh** 19:2  
**message** 49:6  
**messaging** 30:4 49:5  
 50:13  
**met** 1:10 13:3  
**Miami** 2:2 32:4  
**microphone** 13:12  
**mid-** 52:10  
**mid-December** 16:12  
**million** 6:7,10,15 25:17  
 57:10  
**millions** 7:11  
**minute** 45:4  
**minutes** 24:22 31:12  
**moment** 44:18  
**momentum** 34:14  
**money** 36:3  
**monthly** 25:22  
**months** 6:20 22:14 38:5  
 39:12 49:14  
**morning** 4:18  
**Morrissey** 1:18 32:20  
 32:21  
**Motsenbocker** 1:19  
 32:18,19  
**Mount** 32:17  
**move** 34:22  
**moving** 44:10 55:7  
**Mt** 1:20  
**Music** 5:8  
**Myrtle** 1:15

---

**N**


---

**N.W** 1:11  
**Nation** 25:4

**national** 1:17 2:14 3:8  
 6:8 11:13 14:4,10  
 15:9,15 16:11,16  
 18:20 22:17 24:1,19  
 25:9 26:10 27:8 33:3  
 33:13 35:14 47:20  
 54:11  
**nationally** 15:22  
**natural** 28:17  
**Nazak** 2:8 3:7 8:1,5  
 17:6 27:19  
**Nazak's** 28:4  
**nearly** 6:9  
**necessary** 29:9  
**need** 7:5 11:2 35:19  
 38:18 43:21 48:3  
 54:14 55:14  
**needed** 18:7 43:4  
**needs** 20:11,13 61:12  
**negative** 40:7  
**new** 5:16 7:20 8:8 16:3  
 25:2 26:10 40:10,19  
 49:12,18 54:20 56:4,7  
 59:13  
**newly** 14:3  
**news** 21:8  
**Nice** 49:11  
**Nikakhtar** 2:8 3:7 8:1  
 17:8 30:16 31:2  
**nine** 46:10  
**non-obvious** 20:16  
**normal** 39:4  
**normally** 31:13 59:18  
**North** 57:7,10  
**not-too-distance** 54:9  
**notions** 19:18  
**NTTO** 24:2,14 25:1,21  
 26:4,13,22 27:3,10,12  
 28:9,18 29:3,13 30:1  
 38:9 46:2 49:1 54:1  
**NTTO's** 25:3 39:3  
**number** 6:16 10:7 21:22  
 22:10 23:12 24:10  
 47:7,17 57:11  
**numerical** 14:1

---

**O**


---

**objectives** 53:7  
**obvious** 20:15  
**obviously** 28:2 48:22  
 53:14 55:5,10,13  
**Oceans** 4:18  
**OCTOBER** 1:8  
**offer** 15:21  
**offers** 49:3  
**office** 1:17 2:15 3:9 6:9  
 14:5 16:16 17:12  
 22:18 24:2 33:4,8,12

54:12  
**officer** 2:17 3:14,20 4:6  
 32:1 48:11 61:15  
**officially** 4:7  
**old** 40:10  
**once** 14:11 52:5  
**one's** 45:17  
**ones** 17:18  
**ongoing** 28:1  
**open** 8:18 31:6 34:5  
 49:6  
**opinion** 11:21  
**opportunities** 13:5,16  
 16:3 21:11 43:18 50:8  
 50:13  
**opportunity** 22:5 35:3  
 46:18  
**order** 4:8 15:9 41:10  
 43:5 53:13  
**Oregon** 1:14 34:2  
**organization** 50:2 58:9  
**orientation** 3:19 59:9  
**outside** 39:4  
**overhaul** 16:9  
**overview** 25:1

---

**P**


---

**P-R-O-C-E-E-D-I-N-G-S**  
 4:1  
**p.m** 1:11 4:2 61:19  
**pace** 6:19  
**pair** 46:14  
**Pam** 1:17 33:13  
**pandemic** 25:13  
**paperwork** 55:6  
**park** 42:9  
**Parks** 1:14 24:19 31:21  
**part** 13:1 21:13 37:8,21  
 38:15,15 45:10,12,13  
 51:16  
**particular** 49:5  
**particularly** 39:14 47:5  
 54:20  
**partners** 18:16,18 19:1  
 19:12 28:11  
**partnership** 5:19 47:15  
 49:10  
**partnerships** 46:1  
**passed** 5:4,9  
**passion** 51:15  
**patience** 26:8  
**people** 7:18 19:15,20  
 37:5,15 45:1 46:13  
 48:19 57:21 58:2  
**percent** 6:11,19 25:20  
**performance** 25:11  
**performing** 7:6  
**permission** 30:17,20

**person** 38:20 39:1  
**personally** 48:17  
**perspective** 3:3 21:3  
 34:13  
**Phil** 2:11 3:9,12,15 8:9  
 22:17 23:3 30:19 33:4  
 35:16 43:10  
**Phil's** 8:10  
**philosophical** 38:16  
**phone** 52:16 53:11,13  
**physical** 6:14  
**pick** 38:1  
**pillars** 41:19  
**place** 7:14 11:8 21:15  
 49:1 50:9 57:2  
**places** 20:16 22:7  
**planes** 24:18  
**planet** 7:16  
**play** 40:3  
**plays** 27:20 38:8  
**please** 13:21 14:15 15:1  
 16:5 50:16 55:18  
 60:20 61:8  
**pleased** 7:22 8:7 13:6  
 49:16,17  
**pledge** 16:18  
**point** 10:6 13:11 22:2  
 26:15 31:5 35:20  
 41:19 46:4,11,12  
**pointed** 47:16  
**points** 54:11,19  
**policies** 18:6 21:7 24:3  
 27:6  
**policy** 7:9 8:6 10:18  
 15:13 25:5,9 26:13,19  
 27:2,4 39:2,6 49:9  
 50:9  
**politics** 23:12  
**pollution** 5:1  
**position** 10:17 37:16,16  
**positive** 9:14 11:5,10  
 40:7 57:22  
**possibility** 41:6  
**possible** 5:5 12:22  
 31:18 51:22 52:2 58:7  
**practices** 16:5,7  
**prayers** 48:19  
**precedent** 5:11  
**predecessors** 10:19  
**Presby** 1:20 32:16,17  
**PRESENT** 1:13 2:5  
**presented** 16:3  
**President** 4:18 13:3,6  
 15:8  
**presiding** 1:12  
**press** 7:19  
**pressure** 4:22 61:5  
**pretty** 40:11,13

**previous** 13:22 28:14  
 29:10 43:3  
**primary** 25:3  
**Primrose** 1:20 32:14,14  
 34:8  
**principles** 30:4  
**prior** 6:22  
**priorities** 14:13 26:17  
 28:9,10  
**priority** 12:20 36:4  
**private** 14:12 15:3 16:6  
 23:15 24:5 25:5 26:22  
 28:15 29:20 33:8 37:4  
 39:5 55:11  
**privilege** 22:5  
**privileged** 10:11,16  
**probably** 10:14 35:15  
 37:15,18 52:16 53:5,5  
 53:8  
**process** 12:21 25:15  
 29:16 34:20 35:6,22  
 41:22 46:9 51:10  
 53:16,20 55:7,20 56:6  
**processes** 27:13  
**produce** 25:4  
**produced** 11:22  
**product** 11:21  
**productive** 16:20 47:15  
 49:16  
**profound** 10:18  
**programs** 15:18 24:3  
 27:7  
**progress** 14:17 15:4  
 29:20  
**project** 45:12  
**proliferated** 19:14  
**proliferation** 19:13  
**promote** 23:21 57:18  
**promotes** 19:5,6  
**promoting** 22:4 50:3  
**Promotion** 27:11  
**properties** 23:18  
**propose** 51:9  
**proposed** 53:14  
**prospects** 7:12  
**Protection** 26:3  
**proud** 49:19  
**provide** 9:15 15:2,22  
 59:11  
**provided** 28:14  
**public** 3:13 14:12 15:2  
 28:15 29:20 48:3,4  
 49:9,9 50:21 55:3  
**public/private** 5:19  
**publication** 25:22 26:5  
**Puerto** 29:6 33:22 38:3  
**pulled** 43:4  
**pulse** 18:5

**put** 4:22 11:8 18:5 29:7  
 30:8 42:18,19 49:1  
**putting** 28:7 49:21  
 57:14

---

**Q**


---

**quarter** 53:9  
**question** 56:2 58:4  
**questions** 53:19 60:11  
 60:19,21 61:9  
**quick** 36:17  
**quickly** 11:18,22 31:17  
 34:22 35:17,22 53:18  
**quite** 6:13  
**quoting** 38:20

---

**R**


---

**Railway** 1:20 32:17  
**raise** 56:20  
**Ramotowski** 2:20 33:10  
 33:10 47:13  
**Ranch** 1:18 33:1 56:1  
**reach** 30:8 55:19  
**reached** 49:2  
**reaching** 55:14  
**read** 14:19  
**ready** 13:9 29:7 40:18  
**real** 47:18 55:17  
**realistic** 11:4  
**realize** 46:10  
**reappointed** 60:2  
**reasons** 48:17  
**received** 27:2  
**receiving** 8:20 16:10  
**recently-released** 26:9  
**recognition** 19:8 29:12  
**recognize** 27:16 31:16  
**recognizing** 12:19  
**recommend** 14:9 26:10  
 35:13  
**recommendations** 8:20  
 11:7 13:19,22 15:2,6  
 16:1,11,13,18 28:8,14  
 28:18 49:21 50:15  
 55:1,2  
**recommended** 29:10  
 30:4  
**recommending** 41:9  
**record** 6:16  
**record-** 6:18  
**record-setting** 25:19  
**records** 7:2  
**recovery** 28:16,19 29:3  
 29:5  
**recreation** 27:8  
**regain** 12:12  
**regard** 36:20  
**regions** 12:10

**registered** 48:5  
**regular** 26:5  
**regularly** 26:5  
**reiterate** 55:1  
**related** 13:20 27:7  
 41:11  
**relates** 15:17 42:21  
**relationship** 20:1  
**relationships** 18:15  
 46:17  
**relied** 11:1  
**rely** 18:4  
**remain** 47:21  
**remains** 6:17  
**remarks** 3:2 9:5  
**remember** 60:6  
**reminded** 39:7  
**remiss** 31:11  
**remote** 38:15  
**repeated** 5:11  
**report** 13:6  
**reported** 6:9  
**representative** 23:14  
 55:13 60:13  
**representatives** 24:10  
 60:18  
**represents** 5:22 17:17  
 57:9  
**request** 28:13  
**requested** 26:11  
**requests** 27:14  
**required** 41:10  
**requirements** 27:15  
**reserve** 31:18  
**resolve** 26:3  
**Resorts** 1:14 31:21  
**resource** 49:21 50:15  
**resources** 27:8 29:1  
 50:7 52:1 55:9  
**respect** 31:7,19 46:7  
 52:12 53:17,20  
**rest** 31:8  
**restaurant** 15:20  
**results** 11:10  
**return** 37:5  
**returned** 57:1  
**Revetria** 1:21 32:12,12  
**review** 13:21 18:10  
 53:13  
**revised** 14:4  
**Rico** 29:6 33:22 38:4  
**ride** 42:10  
**rit** 60:7  
**Rob** 2:3 32:3  
**rock** 40:18  
**role** 23:7,21 27:20 28:5  
 38:8  
**roll** 10:20 40:18

rookie 34:9  
**rookies** 10:10 17:19  
**room** 1:11 36:22 37:14  
 45:9 57:4  
**Ross** 2:7 3:2,5 4:9,10  
 9:2 10:1,19 12:4  
 13:12,14 17:2 20:3  
 26:12 27:6 29:11 31:8  
 31:12 51:13  
**Rothery** 2:1 32:10,10  
**round** 12:2  
**Royalty** 5:8  
**rules** 60:16  
**rung** 9:17  
**running** 42:10  
**Russ** 1:16 33:15

---

**S**

---

**Sacks** 2:1 32:8,8 41:3  
**sales** 40:11  
**Saltzburg** 2:2 32:6,6  
**San** 1:21 32:13  
**Sanders** 17:11  
**satisfying** 12:22  
**saying** 46:20  
**scale** 45:8  
**schedules** 5:18  
**scope** 37:9,21  
**scratch** 52:13  
**seamless** 14:22  
**season** 17:18  
**seat** 48:6  
**second** 7:17 14:15 36:4  
 55:8  
**Secretary** 2:7,8,11 3:2  
 3:5,7,9,12,15 4:9,10  
 8:2,8 9:2 10:1,19  
 11:19 12:4 13:12,14  
 15:12 16:15 17:2,8  
 20:3,18 22:19 23:3,4  
 25:16 26:12 27:6,12  
 27:19 28:4,13 29:11  
 29:18 30:8,16 31:2,8  
 31:12 33:6,7,9 35:12  
 36:19,20 38:2 40:8,18  
 41:17 43:12 45:20  
 47:13 51:13 53:22  
 54:6  
**Secretary's** 42:15 43:10  
**sector** 16:6 23:15 24:5  
 25:5 27:1 33:8 37:4  
 39:4,5 55:11  
**sectors** 14:12 15:3  
 28:15 29:20  
**secure** 14:22 24:18  
**security** 2:19 6:12  
 12:19 14:20,21 18:20  
 24:17 25:9 29:14 30:2

30:19 33:7 45:22  
 46:14 47:20  
**seeing** 39:12  
**seek** 15:15 19:16  
**seeking** 21:13  
**seen** 38:5,9 43:6  
**Seidman** 44:22  
**selection** 6:1  
**semi-rookie** 40:5  
**send** 51:18  
**senior** 17:11 30:20  
**sense** 35:11 41:16 46:4  
**September** 26:6  
**seriously** 28:7  
**serve** 10:11,12 36:16  
 36:16 52:22 54:16  
 60:12  
**served** 23:12  
**serves** 26:15,19  
**session** 5:13 16:20  
**set** 7:2 15:6 28:9 41:7  
**setting** 6:19 51:4 54:3  
**seven** 6:19 45:1  
**severely** 14:8  
**shape** 18:6 39:2  
**shaping** 19:22 27:20  
**share** 8:5 12:12,14  
 19:11 28:11 30:13,14  
 34:17 58:17  
**shared** 19:1  
**sharing** 13:15 38:13  
**short** 39:15  
**shorten** 44:11  
**show** 41:19  
**showcase** 35:3  
**shy** 10:20  
**side** 26:13  
**sign** 60:22 61:2,3  
**signally** 50:3  
**signed** 4:18 5:7 15:8  
**significance** 18:21  
**significant** 9:8 39:8  
 57:11 58:1  
**significantly** 9:13  
**similar** 10:15  
**Simultaneous** 30:22  
 36:13 47:12 54:5 56:3  
 56:9,12,15 59:20 60:3  
**Singapore** 52:19  
**single** 26:15 46:21  
**sir** 41:22  
**six** 11:16 45:1  
**skills** 15:7  
**sleeves** 10:21  
**small** 38:15  
**smirk** 39:9  
**solution** 45:10  
**solutions** 9:8 10:22

11:3  
**somebody** 42:8 51:9  
**sophomore** 34:10  
**sorry** 47:11  
**sort** 18:4,12 19:2 21:21  
 54:19 58:8  
**sorts** 22:7  
**sounds** 6:20  
**South** 1:16 33:17  
**space** 35:11 57:9  
**speak** 12:2 40:8 44:17  
 45:1  
**Speaking** 30:22 36:13  
 47:12 54:5 56:3,9,12  
 56:15 59:20 60:3  
**special** 60:14  
**specific** 13:19  
**specifically** 26:22  
 60:17  
**spectacular** 7:15  
**spectrum** 24:16  
**spending** 6:18 7:1 14:2  
 14:7,11 16:12 26:11  
 42:20,22  
**spent** 6:15 25:19 57:8  
**spot-on** 39:17  
**Sprouls** 1:12,14 3:4,11  
 3:17 9:1 10:3 12:5  
 17:1,4 22:3,15,20  
 30:12,17 31:1,5,20  
 34:3 35:8 36:9,14  
 39:21 40:13 41:1,15  
 42:5 43:14 44:14,16  
 44:19 45:14,16 46:6  
 48:1 50:20 53:12 54:3  
 55:21 56:7,13,18,22  
 58:10,16 59:3,6 61:6  
 61:11  
**staff** 11:20 13:4,7 29:14  
 30:3  
**staffing** 11:14  
**stakeholders** 28:22  
**stand** 13:9 29:7  
**standpoint** 34:20  
**start** 57:17  
**started** 31:13 37:15  
 42:8  
**starting** 4:21 52:13  
**state** 2:20 11:8 16:6  
 23:13 24:16 30:2  
 33:10 46:12,20 47:14  
**stated** 9:12 25:16  
**statement** 12:14  
**states** 1:1 9:22 12:18  
 20:15,22 50:4  
**statistics** 9:12 12:9  
 25:4 58:15  
**stay** 22:10

**Stephen** 1:18,21 32:12  
**steps** 3:15 51:2  
**Steve** 32:21  
**stop** 42:6  
**storm** 29:7  
**story** 47:18  
**stranger** 5:7  
**strategies** 25:11  
**strategy** 15:15,16 48:11  
**streamline** 20:18  
**streamlining** 20:21  
**strengthen** 18:15  
**strong** 6:18 31:3 52:3  
**strongest** 5:21  
**stuff** 40:17,17  
**sub-sectors** 6:1  
**subject** 60:15  
**submissions** 53:6  
**subsequent** 43:7  
**success** 4:13 47:18  
 51:3  
**successes** 12:9  
**successful** 16:22 53:3  
 53:4  
**Suite** 37:20,20  
**Summit** 57:2  
**super** 44:12  
**support** 7:10 8:21 26:7  
 29:11 39:18 58:6  
**supports** 6:6  
**surface** 56:13  
**surplus** 7:4  
**Susan** 1:20 32:16,17  
**suspect** 36:21  
**suspended** 25:22  
**synergistically** 38:18  
**system** 14:18 15:4  
 29:22

---

**T**

---

**table** 31:14 45:9 48:7  
 58:5  
**tabled** 58:11  
**Talbert** 2:2 32:4,4 39:20  
 39:22 40:15 59:13,16  
 60:1,6,22 61:3  
**talk** 36:5,22 37:6,12,21  
 40:9 47:4 55:16  
**talked** 18:13  
**talking** 44:4 46:10  
**Tallahassee** 48:16  
**target** 14:12  
**targets** 41:13  
**task** 13:21 14:15 15:5  
 36:4  
**team** 8:14 17:12 19:9  
 24:2 26:2 30:19 33:5  
 39:19 40:10,10,19

44:3 55:6 60:20  
**teams** 52:3 55:11 59:11  
**technologies** 16:4  
**technology** 16:1  
**teleconferences** 54:9  
**telephone** 55:4  
**tell** 10:21 13:12 39:11  
 42:11  
**temporarily** 25:22  
**ten** 7:2 46:10  
**tend** 40:13  
**term** 4:15 16:21  
**terms** 19:22 20:3,10  
 21:2,6,13 34:21 44:8  
 46:22,22  
**terrific** 45:5,7  
**territories** 50:4  
**thank** 4:10,11 5:17 8:22  
 9:1,1,2,2,5 10:5,8  
 13:14 16:22 17:1,4,9  
 17:18 22:15,16,20  
 30:14 34:3,4 36:14,15  
 39:17 40:1,3,18,21,21  
 41:1 42:3 43:13 44:13  
 44:14,20 45:14 48:9  
 50:18,18,20 54:15,18  
 58:22 59:4,5 61:10,16  
**thanks** 34:9 45:15  
**That'd** 59:3  
**theme** 42:9  
**things** 11:4 20:19 21:1  
 41:9,10 46:18 52:14  
**Third** 15:5  
**THOMAS** 1:18  
**Thompson** 48:13  
**thought** 10:4 21:1 39:2  
 41:5 43:4  
**thoughts** 8:5 34:7  
 48:19  
**thousands** 7:13  
**three** 13:19 51:12 52:3  
 56:10  
**thrilled** 43:16  
**thrive** 18:8  
**throw** 35:6 43:21  
**THURSDAY** 1:8  
**time-to-** 44:11  
**timeline** 41:17  
**times** 11:12 38:22  
**timing** 44:9  
**today** 4:16 5:7 7:22  
 10:9 22:22 23:2 24:9  
 30:15 36:22 48:15  
 52:18 54:16 61:12,17  
**Todd** 1:14 34:2  
**Tom** 32:22 55:22  
**top** 34:12  
**Torres** 2:3 32:2,3

**touches** 24:15  
**Tour** 1:17 33:14  
**tourism** 1:4,16,17,19  
 2:1,12,15 3:9,10,12  
 3:16 4:5,14 5:20 6:8  
 7:9 8:9 9:4,11,22  
 10:18 12:6,13,15 13:5  
 13:17 14:4 16:6,16  
 20:17 22:4,18 23:5,9  
 23:22 24:1,4,12 25:4  
 26:16,19 27:1,4,7,22  
 28:22 29:2 30:10 32:8  
 32:19 33:4,12,18 42:9  
 42:21 45:2 47:8 50:11  
 54:12,13 57:19 60:18  
**tourist** 5:2 21:22  
**tourists** 31:4  
**touting** 37:9  
**TPC** 27:5,5 28:11  
**tracking** 29:6  
**trade** 3:6 7:4 8:4,6 9:15  
 17:6 21:7 22:6 23:5  
 25:7  
**trading** 18:16,18 19:1  
 19:12  
**traditionally** 19:13  
**training** 11:14 15:18  
**transformational** 38:11  
 39:15  
**translated** 38:22  
**Transportation** 24:21  
**transported** 19:19  
**travel** 1:4,14 2:12,14  
 3:8,10,12,16 4:5,14  
 5:20 6:1,8 7:3 8:8 9:4  
 10:18 11:13 12:6 13:5  
 13:16 14:4 16:16  
 20:16 22:4,11,12,17  
 23:4,8,22 24:1,4,12  
 25:4,12 26:16,19 27:1  
 27:7,11,21 28:22 29:2  
 29:16 30:10 32:3 33:4  
 34:2 35:14 42:9,20  
 45:2 47:7,20 50:11  
 54:12,12 60:18  
**traveler's** 20:22  
**travelers** 14:18 15:1  
**tremendous** 4:22 17:16  
 21:10  
**trends** 8:6  
**Tricia** 1:20 32:14  
**trillion** 57:5  
**TripAdvisor** 2:2 32:7  
**trips** 57:10  
**truly** 9:11 21:14  
**Trump** 15:8,12  
**trust** 46:5  
**try** 39:2 51:22

**trying** 39:6 41:16 53:1  
**TSA** 11:15  
**TTAB** 3:4,11,17 4:6  
**TTAB's** 42:17  
**turn** 13:11 17:5 22:16  
 59:6  
**two** 36:17 53:7 56:10  
**two-** 16:20  
**two-step** 41:22  
**two-year** 4:15

---

**U**


---

**U.S** 1:4,10 2:9,12,15,18  
 2:20 4:14 5:20 6:10  
 6:17 8:17 9:12 12:7  
 13:8,16 15:1 23:18  
 24:4 25:17 26:2,20  
 27:14 29:12 42:20  
 57:18  
**unanimously** 5:5,9  
**underscore** 17:15,22  
 18:12  
**understand** 18:9 19:5  
 23:19 46:13,14  
**understanding** 19:6  
 20:12  
**understands** 23:8  
**unfair** 12:14 30:13  
**unfortunately** 52:17  
**unique** 24:13  
**Unit** 23:6  
**United** 1:1,18 9:22  
 12:17 20:15,22 32:21  
**Universal** 1:14 31:21  
**unpunished** 52:8  
**update** 22:17 35:13  
**updated** 14:6  
**Updates** 3:8  
**USA** 1:16 2:22 27:11,12  
 33:16 35:5 41:11 48:6  
 48:12 49:9 50:2,3  
 55:8  
**use** 5:8 38:12  
**useful** 18:2 20:8 49:2  
**utilize** 17:21 20:17

---

**V**


---

**valuable** 7:7  
**value** 11:20 18:9,10  
 40:9 46:4  
**values** 19:2,3,12,21  
 55:17  
**version** 9:4 60:14  
**veterans** 10:10  
**vice** 52:19  
**view** 46:5,11,12 50:10  
**views** 13:15  
**visa** 11:12,13 24:17

41:11 47:1  
**visit** 12:17 21:16 22:6  
**visitation** 12:11 14:7  
 26:11 42:20,22  
**visited** 13:2  
**visiting** 12:21  
**visitor** 14:10 28:19 29:5  
 38:16 39:4  
**visitors** 2:3 6:10,15,17  
 7:1,6,11 8:19 12:7  
 14:2 16:11 21:13  
 25:18,18 36:2  
**volume** 6:14  
**volunteered** 10:9  
**VP** 49:8

---

**W**


---

**wages** 7:12  
**wait** 11:12  
**waits** 47:1  
**waiver** 11:13 41:11  
**wanted** 17:13,15 42:14  
 45:3,19 46:13 50:21  
 59:11  
**wanting** 47:4  
**wants** 12:17 22:12  
 41:17  
**Washington** 1:11,20  
 32:17  
**wasn't** 39:3  
**water** 5:1  
**waters** 4:20  
**way** 10:18 13:10 17:22  
 18:2 36:6 40:19 53:2  
 58:7,7,19  
**ways** 21:21 35:4  
**wearing** 39:12  
**week** 52:16 57:3  
**weeks** 13:3 22:14 38:14  
**welcome** 3:2 4:4,7 5:15  
 8:18 23:2 46:15  
**welcomed** 25:17  
**welcoming** 9:3 30:3  
**wellness** 57:2,4,9,16,18  
 57:19  
**went** 6:22  
**western** 23:18  
**White** 13:2,4 15:13  
 34:15  
**Wilbur** 2:7 3:2,5 4:9  
**WILLIAM** 2:2  
**willingness** 9:6,6 10:11  
 54:16  
**wishes** 48:15  
**Wodin-Schwartz** 2:22  
 48:5,9 49:8  
**wonderful** 17:12 30:18  
**word** 19:7 38:12

<b>words</b> 38:4	<b>2</b>
<b>work</b> 4:12 5:19 8:4	<b>2</b> 25:20
10:21 11:18,21 13:17	<b>2:00</b> 1:11
14:13 15:3 16:17 17:3	<b>2:09</b> 4:2
17:13 21:2,5 24:8	<b>20</b> 22:6
26:10 27:20,21 28:10	<b>2012</b> 14:8
28:15 29:19 30:11	<b>2016</b> 6:11 25:20
33:4 34:21 35:10,12	<b>2017</b> 6:11,16 9:21 25:18
35:18 37:3 38:6 41:4	57:6,7
43:2,7,7,9,19 44:10	<b>2018</b> 1:8 3:3 25:21
45:5,12 49:17 51:7,21	<b>2019</b> 16:14
52:9,14 53:2,18,20	<b>2020</b> 4:15
55:12,16	<b>2027</b> 14:2,11 36:1 42:22
<b>worked</b> 10:5 23:17 26:2	<b>204</b> 57:9
29:3	<b>22</b> 3:9
<b>Worker</b> 15:10	<b>241.7</b> 57:8
<b>workers</b> 7:13,21 16:2	<b>251.4</b> 6:16 25:19
<b>workforce</b> 15:7,15 16:2	
16:6,9,13 20:4,12	<b>3</b>
36:21 45:3	<b>3</b> 6:19
<b>workhorses</b> 40:20	<b>3:03</b> 61:19
<b>working</b> 7:9 8:19 19:9	<b>30</b> 3:11
20:20 21:9 22:5,13	<b>3407</b> 1:11
24:2,7 30:1,7 32:1	
44:3 46:17 50:17	<b>4</b>
52:10	<b>4</b> 3:2
<b>works</b> 10:16	<b>4.2</b> 57:5
<b>world</b> 8:17 12:17 19:4	<b>48</b> 3:13
22:1,7 49:13 50:9	
<b>would've</b> 31:13	<b>5</b>
<b>wouldn't</b> 5:10 41:16	<b>50</b> 50:4
<b>wound</b> 41:4	<b>500</b> 37:20
	<b>51</b> 3:15
<b>X</b>	<b>59</b> 3:19
<b>Y</b>	<b>6</b>
<b>year</b> 6:14,17,22 7:5	<b>61</b> 3:22
9:21,21 10:2,4 16:21	
34:7 41:3 57:8	<b>7</b>
<b>year-over-year</b> 6:20	<b>77</b> 6:10,15 25:17
<b>years</b> 7:3 8:11 10:12	<b>77.4</b> 7:5
11:7,17 22:6 23:12,14	
23:17 46:8,10 47:17	<b>8</b>
51:6	
<b>younger</b> 57:21	<b>9</b>
	<b>9</b> 3:3
<b>Z</b>	
<b>0</b>	
<b>1</b>	
<b>1.2</b> 6:7	
<b>100</b> 37:19	
<b>11</b> 1:8	
<b>13</b> 3:5	
<b>1401</b> 1:11	
<b>15</b> 8:11 23:17	
<b>17</b> 3:6	

C E R T I F I C A T E

This is to certify that the foregoing transcript

In the matter of: US Tourism and Travel Advisory Board

Before: US DOC

Date: 10-11-18

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