

U.S. TRAVEL AND TOURISM ADVISORY BOARD MEETING

Monday, June 10, 2013

Las Vegas Convention Center

3150 Paradise Road

Las Vegas, Nevada, 89109

Room-N237N241

2:06 p.m. - 5:25 p.m.



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository

1.888.ACR.3335 • 1.800.862.4206 (FAX)
info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com

MEETING

MEETING

JUNE 10, 2013

CHAIR DAVIDSON: I will go ahead and open our meeting and start by welcoming you to the city of Las Vegas. I am surprised that walking anywhere in a meeting room I'm not handed a mimosa and greeted by a showgirl, but I have all the assurances that this gentleman on my left can make that happen. It was beautifully done. Thank you for orchestrating the photo.

We do have some folks on the phone. Jenna just acknowledged that we had some folks on the phone. I understand Mr. Talbert is attending from Spain. It's very early in Spain. Bill, I appreciate you joining us very much and welcome you to the very first meeting of the TTAB.

I want to welcome Brian and Trudy and Sherry and Ingrid, who are here today and joining us and will be momentarily sworn in as official members of the Travel and Tourism Advisory Board. I welcome each and every one of you today.

3
MEETING

Bill is joining us on the phone.

And Ben Touvall was not able to join us at this meeting, but I am confident he is very much here with us in spirit.

I am asked to remind you of a few housekeeping items. First of all, which I'm not doing a very good job here, for the sake of the process and our transcriptionist, please use the mikes as we do our introductions or make our deliberations.

As we make our comments, if you would state your name and then make your comment. It will help not only the folks on the phone to know who's speaking but also our transcriptionist who is here. So I would ask you to do that as well.

We have letters that are in the folder. We have four different sets of recommendations that are coming forward from our subcommittees today. So we have a very piffy agenda today. That's why it's three hours rather than our more traditional two-hour agenda.

It's also three hours because you



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository
1.888.ACR.3335 • 1.800.862.4206 (FAX)
info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com

MEETING

guys are pretty dog gone engaged, and you like hanging out together and discuss the issues and have asked for our meetings to be longer. So we wanted to honor that request and make sure that our meetings allowed for that type of discussion and deliberation as we go forward.

So with that, I would like to introduce and ask Mr. Rossi Ralenkotter, who is the president and host of IPW 2013 and our immediate past chair of the Travel and Tourism Advisory Board, to offer us his welcome to Las Vegas.

MR. RALENKOTTER: Thank you, Todd. And I do want to welcome all of you to IPW 2013. That is the fourth time that Las Vegas has hosted. Each time we do host the convention and trade show, it's a record breaking number. And this one isn't any different.

There will be over 6300 attendees, which is a record as I said, but more importantly members of the press and 1900 buyers that are going to be here. So it's

5
MEETING

1
2 a great opportunity for all of us to
3 showcase the United States and everything we
4 have to offer to the visiting public.

5 And this particular show coming at
6 this time is very critical because all of us
7 are experiencing a sustained growth in the
8 travel business right now, and we need to
9 continue that as we go into the future.

10 A couple of things to tell you about
11 my hometown that's happening right now.
12 We've got about \$2.5 billion worth of
13 construction that's going on. So as you go
14 through this destination while you're here,
15 you may notice the construction. The largest
16 observation wheel, which is next to the
17 Flamingo Hotel and what used to be the
18 Imperial Palace, the quad is halfway
19 finished, and there will be 12,000 square
20 feet of bars, nightclubs and shopping. We
21 also have some renovations going on in town.

22 So the confidence in the travel
23 industry is being demonstrated when you see
24 that type of investment coming back to our
25 city.



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository
1.888.ACR.3335 • 1.800.862.4206 (FAX)
info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com

MEETING

In fact, there's over \$5 billion of new construction and new projects that have been announced in the last 30 days. So we truly can say that Las Vegas is back as well as the industry. We always stay on the cutting edge here of technology and the cutting edge of entertainment.

The new Michael Jackson Cirque show, which was previewed last night, is an indication of that, whether it's new entertainment, the observation wheel, new convention space, or new hotels. We have one proposed hotel that's going to be under construction here soon, the Genting project, which will be representing the Far East. There's even going to be a panda exhibit at this hotel. I don't know if the pandas are going to learn to gamble, but we will have that.

So it just shows that you need to continue to evolve product as you go forward, and all of that is happening. So I welcome all of you to our town. It's going to be a good three, four days.



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository

1.888.ACR.3335 • 1.800.862.4206 (FAX)
info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com

7
MEETING

1
2 The fact that we have this
3 opportunity to make this presentation to the
4 travel and tourism industry is very critical.
5 Two to three years ago, the partnership
6 started, and the administrations have never
7 been better. Three organizations have
8 definitely made a difference. So all of us
9 can take credit for that. All of us should
10 be proud of it.

11 So if there's anything you may need
12 while you're here, please call me, and we'll
13 try to take care of that for you.

14 CHAIR DAVIDSON: I would like to go
15 around the room and have each of us
16 introduce ourselves since we have some new
17 members that are going to be sworn in in a
18 moment.

19 I just realized I failed to
20 introduce myself. Those of you that don't
21 know me well yet, my name is Todd Davidson.
22 And when I'm not chairing the Travel and
23 Tourism Advisory Board, I am the CEO of
24 Travel Oregon.

25 I ask that we begin with John.



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository
1.888.ACR.3335 • 1.800.862.4206 (FAX)
info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com

MEETING

MR. SPROULS: John Sprouls, Executive
Vice President of Universal Parks and
Resorts.

MS. RAMUDO: Olga Ramudo, Express
Travel of Miami.

MR. HOESSLE: Kirk Hoessle, President
of Alaska Wildland Adventures and Alaska
Travel Association.

MR. ZUK: Jonathan Zuk, Amadeo
Travel Solutions and the Chair of the
Receptive Services Association of America.

MS. RIVERA: New Member Ingrid
Rivera, Executive Director of the Tourism
Company Puerto Rico.

MR. LYNCH: Bob Lynch, President and
CEO of Americans for the Arts.

MS. FERENC: Maryann Ferenc, Founder,
President and CEO of Mise en Place restaurant
in Tampa, Florida.

MR. HAYES: Good afternoon. Robin
Hayes, Chief Operating Officer of JetBlue
Airways.

MS. RAUTIO: New Member Trudy
Rautio, CEO of Carlson.

MEETING

MR. GIBBONS: Mike Gibbons, President and CEO of Mainstreet Ventures, which is a restaurant company in Ann Arbor, Michigan. And I'm here representing the National Restaurant Association.

MS. BAUSCH: Maureen Bausch. I'm Executive Vice President of Mall of America.

MS. ANDOLINO: Rosemarie Andolino, Chicago Department of Aviation.

MS. AGRA: Holly Agra, President of Chicago's First Lady Cruises.

MS. HEIZER: Julie Heizer, Office of Traveland Tourism Industries, U.S. Department of Commerce.

MS. PILAT: Good afternoon. Jennifer Pilatat the Department of Commerce.

MS. HILL: I'm Isabel Hill. I'm the Deputy Director of Policy and Planning at the Office of Travel and Tourism Industries, Department of Commerce.

MR. HYATT: I'm Ken Hyatt, Deputy under Secretary for International Trade.

MR. SMITH: Douglas Smith, Assistant Secretary for the Private Sector, Homeland

10
MEETING

Security.

MR. RAMOTOWSKI: Ed Ramotowski,
Deputy Assistant Secretary for Visa Services,
U.S. Department of State.

MS. ADAMS: Gail Adams, Director of
Office of Intergovernmental and External
Affairs at the U.S. Department of the
Interior.

MR. FERGUSON: Elliott Ferguson, CEO
of Destination D.C.

MS. RUPERT: Sherry Rupert, Vice
President of the American Indian Alaska
Native Tourism Association.

MR. PATEL: CK Patel, Past Chairman
of the Asian American Hotel Owners
Association and President of BVM Holdings in
Atlanta, Georgia.

MR. CHAMPLEY: Dick Champley,
Department of Commerce.

MR. ERDMANN: Ron Erdmann, Office of
Travel and Tourism Industries, U.S. Department
of Commerce, in the research area.

MR. MULLIS: Brian Mullis, New
Member, CEO and Founder of Sustainable Travel



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository

1.888.ACR.3335 • 1.800.862.4206 (FAX)
info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com

International.

MS. WALLACE: Carol Wallace, San Diego Convention Center Corporation.

MR. MANDALA: Laura Mandala, Mandala Research and Founder of Women in Travel and Tourism.

MR. STUBBLEFIELD: Greg Stubblefield for Enterprise Holdings and Enterprise Rent-A-Car.

MS. MATTHEWS: Kathleen Matthews, Marriott International.

MR. GILLILAND: Sam Gilliland, Chairman and CEO of Sabre Holdings.

CHAIR DAVIDSON: Ken, I would like to turn it over to you to offer us some remarks from our colleagues at the Department of Commerce.

MR. HYATT: Thank you, Todd and Rossi. I was thinking as we watched the luncheon presentation by Brand USA, as I was sitting next to Carolyn, I said, "What a difference a year makes," and then it popped at me on the screen. It seems like an extraordinary year with Brand USA and the

implementation of strategy.

I think again from our perspective this continued commitment and energy that we continue to have, which I know is sort of an issue when we think of administrations, I think that energy still is with us. So thank you for this day.

I did want to welcome the new members, and I do want you all to stand up. So you can stand up. Bill, I know you're on the phone. But those new members, if you would stand up.

MR. TALBERT: I'm going to stand up at my hotel room.

MR. HYATT: You also have to raise your right hand.

(Whereupon, New Members sworn in.)

MR. HYATT: Thank you in advance for your service. We were just commenting on that I remember when I joined three years ago the government and had the opportunity to give that oath. And I think it's a great oath to give.

And thank you in advance for your

1
2 service. You are joining an extraordinary
3 group and an extraordinary committee that I
4 think has made a real difference in the way
5 we think about what we're doing. So again
6 welcome. We look forward to working with
7 you as we go forward.

8 MR. HYATT: Let me just start our
9 conversation with Douglas and I were in New
10 York a few weeks ago at the invitation of
11 Senator Gillibrand. Brand USA was there.
12 And Brand USA announced a marketing program
13 for the Niagra/Buffalo region. And it was
14 memorable to me.

15 Number one, it was incredibly cold,
16 just unbelievably cold. There were tourists
17 there. As we spent the day there, again it
18 was a reminder of how far we came in a year
19 for Brand USA standing next tous on the
20 stage talking about a new program with the
21 Senator there. The local news maybe was
22 there, and a bunch of communities were there.
23 Again, another example of a higher level of
24 coordination that I think we have and again
25 this continued commitment. So we're excited

by this.

If you've seen the numbers this year, 2012 is an excellent year. International visitation hit 67 million visitors, which is up 7 percent from 2011, spending \$168 billion, up 10 percent. And again I now track whether we're above the compound annual growth rate. We need to hit the hundred million visitors by 2021.

So I am delighted we're up above those numbers, and it's great to see great results. So we were delighted to see those results. From our perspective, the Tourism Policy Council continues to work very effectively. We are excited about our nominee, whom many of you know. She's going to be a great advocate.

But the Tourism Policy Council continues to work working groups against each of the chapters of the strategy, great correspondence to which you are doing here, and lots of progress from recreation, having the teams describe to me just how much has changed, which was great to see. I think



1 the coordination with Brand USA is working
2 very well.

3
4 So lots and lots of progress. We're
5 excited to be here today. I'm going to turn
6 it back to you, and we're very interested in
7 the recommendation. I have particular
8 interest in the research. But, again, we're
9 delighted to be here, and thank you for your
10 service.

11 CHAIR DAVIDSON: I'm confident
12 Douglas and Ed would love to see the
13 spotlight shift.

14 Ken hit on a couple of really,
15 really key points. Some of you have been in
16 service to previous Travel and Tourism
17 Advisory Boards. Some of you have been new
18 to this one. And some of you are new
19 to this one.

20 I want to hit on a couple of
21 points. The work of previous TTABs really
22 helped fuel and give the President a
23 foundation from which he could then propel
24 his Executive Order forward. The changes we
25 have seen as a result of that, the board

1
2 response, the executive administration's board,
3 the acknowledgment constantly being given to
4 the Travel and Tourism Industry. I have
5 been involved two decades and have never seen
6 the level of engagement at this high level.
7 It's terrific to be involved.

8 As I was reading the letters of
9 recommendation, it's really about sustaining
10 that momentum and making sure as this
11 industry grows, it's growing in a wise way.
12 And we're identifying where some of these
13 other choke points may be where we want to
14 make recommendations to address. That's our
15 role, is to bring policy recommendations
16 forward for the Secretary's consideration and
17 bring back this whole government approach.

18 When you consider the fact that the
19 strategy was embraced last May, a year ago
20 in May, the Secretaries of Commerce agreed
21 they wanted to continue that collaboration,
22 not just chairing the task force but also to
23 move forward with the Tourism Policy Council.

24 So we're at an amazing moment of
25 time. We said that when we were first sworn

1 in in January of 2012 when we were down in
2 Orlando together. What's been nice is to
3 see that moment in time continue for what's
4 been the next 18 months. And I believe it's
5 going to continue into the future. And it's
6 happened because we have terrific federal
7 partners as well.

8 (Applause.)

9 CHAIR DAVIDSON: With our colleagues
10 at Homeland Security, Department of the
11 Interior, with the recommendations we brought
12 forward, they made suggestions. It's become
13 this virtual circle where we're bringing
14 ideas to one another that will help us
15 agree.

16 Ken was calling us in Tokyo as we
17 were working on the goals for the growth of
18 tourism strategy. It's kind of a stretch
19 goal. But is it too much? And we have
20 gone to 67 million visitors, 33 million more
21 to go. Mr. Hyatt, we're obviously well
22 along our way.

23 Another thing I love about Ken is
24 every time he sees an opportunity, he says,
25

MEETING

"How will I be evaluating this market value?
How are we going to be working internally?"

MR. HYATT: As I watched Cirque Du
Soleil, I was wondering how this can become
fair market value.

CHAIR DAVIDSON: I just wanted to
share these sentiments with you more or less
on my behalf, especially for those of you
who are new to the board, that this is an
amazing moment in time.

I also want to share these comments
with you as we move into an update. Edward,
Douglas, and Gail, I understand they have
comments they want to share with us. And,
Douglas, I believe you are going to lead us
off.

MR. SMITH: I'm going to go briefly
through some highlights, but what I am most
interested in, as I always am, is engagement.
I believe we are closing the gap.

Before I get started, I have our
port director from Las Vegas and Los Angeles
behind me. Gentlemen, if you want to wave.

In all seriousness, I want to start

1 with CTP, and then I'm going to dig into
2 some other areas.

3
4 I want to use the word "challenge"
5 as we tackle the situation at our airports
6 for foreign visitors to visit. The most
7 important thing is to figure out a way to
8 balance the ports of security with economic
9 through put. It's the partnership that we
10 continue to work it.

11 So much of what we do, much like
12 you do in your industry, is touch people.
13 In our airports today we will process 1.7
14 million people. It's a big operation. That
15 doesn't take into consideration the cargo we
16 do in our ports.

17 We also understand just how important
18 that touch is and know this is not a TSA
19 joke. We're past that. We understand just
20 how important it is for us to balance the
21 critical ports and what our officers have to
22 do.

23 They couldn't figure out the
24 challenges of wait time and kept pushing me.
25 I said it's a simple equation. If growth is

going like this and our hiring is like this, that's what you are faced with.

As I said at the beginning, I am so proud with what our officers are doing with what they have. But we are reaching that breaking point.

In the 2014 budget we've asked for new front line officers. I believe that will go a long way in helping us to hold that and allow the gentlemen behind me to do what they need to do, to process passengers safely, quickly and efficiently through our ports.

And I come here and ask. And the ask is we need you to be vocal with that. As we look at the growth in international travelers, if we don't haggle it with bringing in new officers, we're going to be with a tough challenge.

Global entry. This past week we celebrated five years of global entry. We're at 1.3 million with global entry benefits.

Now we continue to add international partners. Task Number-2, we need more

foreign partners to join this program. We need France and Japan in particular. I would love to add ten more countries.

If we can just take the couple of the biggest international countries coming into this and get them into the program, tell them what we can do to bring this program on board.

As the airlines know, this is an incredibly effective way to take care of their customers. They're in the market competing, but when it comes to safety, this is one of the programs where we can have our cake and eat it too. We will keep it safe and move your customers where they need to go. Those are the two highlights I would like to talk about.

And the last is TSA. When we were first meeting, the TSA checklist was just a gleam in our eye. It is a program that is working. Once again, it is a program that is working. We need help in partnerships.

I will single out Chicago because what we've been able to do in Chicago and

1
2 with John's team in Orlando, with the Orlando
3 Authority partnering with the airport
4 authorities, we have been able to move the
5 needle in a staggering fashion.

6 In two weeks Rosemarie is going to
7 host a really exciting announcement. Let's
8 just say on July 1st there will be a
9 fabulous announcement in Chicago what the
10 partnership is going to achieve and how we
11 were able to move the needle.

12 So my final ask that I close with
13 is to continue these partnerships. When we
14 first started model ports two years ago is
15 what Rosie is doing in Chicago and the
16 challenges that Chicago faces. Next year we
17 go out there for IPW. You are going to see
18 significant changes.

19 I emphasize that we were a
20 partnership. I have mellowed with my years.
21 I try to mix in the humor and lessen the
22 outbursts that some across from me have
23 witnessed. I no longer call you at 3:00
24 a.m. when you malign my front-end officers.

25 But the partnership part is critical.

1
2 It's the only way we can continue to improve
3 what we are trying to do. I hope in the
4 discussion period both for you, Todd and Sam
5 and the new members, you have a chance to
6 offer comments, ideas and thoughts on how we
7 continue to close this gap because it will
8 only close through these partners, through
9 this collaboration.

10 And the White House reminded me this
11 week when I came out here that you are our
12 representatives out there. You need to
13 remind us how much this is important. And I
14 said, "Valerie, they know. They get it."

15 The President rides all of us. He
16 rides Ken's team on the economic numbers.
17 He rides my team on the value of the ports
18 of tourism. With that, I'll turn it over.

19 CHAIR DAVIDSON: Douglas, thank you
20 very much.

21 For those of you again that are kind
22 of new, Douglas made a pledge to the Travel
23 and Tourism Advisory Board at our meeting 18
24 months ago that he was going to grow this
25 thicker skin. And, Douglas, I want you to

1
2 know that you have done a great job. You
3 have brought a spirit to this Travel and
4 Tourism Advisory Board. So thank you very
5 much for your updates and report.

6 MR. SMITH: It is really our
7 frontline officers that deserve the credit
8 because they are having to do this all day
9 long.

10 CHAIR DAVIDSON: Ed at the
11 Department of State.

12 MR. RAMOTOWSKI: I'll just tie onto
13 what Douglas said about the value of
14 partnerships. The two biggest elements of
15 that that affected the Department of State
16 were the requirements to increase visa
17 capacity in China and Brazil by 40 percent
18 before the end of 2012 and also to ensure
19 that at least 80 percent of all these
20 applicants worldwide receive an interview
21 within three weeks of applying for one.

22 And the choice of China and Brazil
23 did not come about through happenstance. It
24 came about through dialogue with the Travel
25 and Tourism Advisory Board and other industry

1 groups as being two of the key markets of
2 your business.

3
4 Well, before the end of 2012, the
5 Department of State had increased visa
6 staffing in Brazil by over 50 officers and
7 in China by over 40 officers. And you can
8 see the results today. The wait times in
9 both of those key markets are in the single
10 digits after being at a hundred to 120-day
11 levels two years ago.

12 So that's a concrete success that we
13 can attribute directly to the dialogue we
14 have and public and private partnership.

15 We also achieved the target of 80
16 percent in two weeks' time in August 2012,
17 well before the end of the year. I am
18 happy to report as of right now, which is
19 the peak period for visa applications
20 worldwide, more than 90 percent of all
21 applicants get an interview within three
22 weeks and well over 80 percent within two
23 weeks of applying.

24 So that's a tribute to the frontline
25 personnel that we have all around the world

1
2 who are working incredibly hard to ensure
3 that every legitimate traveler gets an
4 opportunity to visit the United States.

5 I would just like to highlight a few
6 more things. As of the end of May 2013, we
7 are seeing a 7 percent increase in visa
8 demand worldwide. So compared to the 19
9 percent increase last year, it's much
10 smaller.

11 But some countries are running well
12 ahead of that figure, most notably China
13 where demand is up by 13.5 percent compared
14 to an increase of 34 percent last year.

15 So again we continue to facilitate
16 the international travel to the greatest
17 extent of our abilities within the budget and
18 resource constraints that we have.

19 And I would like to close by just
20 emphasizing two points. One, as Douglas
21 said, resources are key. If you don't have
22 the staffing and other resources to do the
23 work, we simply won't be able to reduce wait
24 times or maintain the wonderful averages that
25 we have now.

1
2 So your support for adequately
3 resourcing this work is critical, and we're
4 very grateful for it.

5 And then finally I would like to
6 invite all members of the board to come and
7 visit our operations abroad on your next
8 visits overseas. We had the privilege of
9 hosting today and two of our consulates in
10 Brazil.

11 It was great for the officers there
12 to see this high level interest from the
13 private sector and feel that their efforts
14 are appreciated by the private sector in the
15 industry.

16 We are happy to arrange that for any
17 members abroad in any one of our facilities
18 abroad. So please do consider that and let
19 me know. Thanks again for your support.

20 CHAIR DAVIDSON: Thank you for your
21 report and partnership. Ed's exactly right.
22 A few weeks before I headed to Brazil -- and
23 this was going to be my first trip, and I
24 was headed down there for tradeshow in Rio
25 Grande and Sao Paulo.

MEETING

1
2 But I thought what a tremendous
3 opportunity to hear about the work we've been
4 hearing about on this board and see the
5 recommendations in action and the executive
6 order in action.

7 And after a simple e-mail to Ed, I
8 received a near immediate response because he
9 was somewhere in the world. Within a matter
10 of a few days, I was getting confirmed
11 appointments with Don Jacobson, who traveled
12 to Sao Paulo.

13 Phil and Brendan in Rio were
14 terrific. I had a chance to observe some of
15 the interviews in action and to see how that
16 whole process works, to see the amazing
17 absence of lines that have become somewhat
18 legendary in these discussions.

19 There were maybe 25 people in line,
20 and only because they had arrived earlier
21 because they probably needed to be because
22 there's still a shadow of the legend that
23 you need to show up earlier because the
24 lines were long. Not to mention the fact
25 the whole process took about 30 to 35

minutes from the time you started until the time you were walking out the door.

It was great to have the opportunity to experience it firsthand in Brazil. And I thank you again for your responsiveness and your partnership.

So, Gail, it's good to have you here. And it's good to have you representing the Department of Interior. Again, a terrific partner for this board and the industry nationally. So we look forward to your report, Gail.

MS. ADAMS: Thank you. And I'll just echo what Douglas and Ed have said. The key for the progress we have been able to make have definitely been our partnerships. Without you all and without your input and giving us your expertise, we definitely as federal agencies could not do any of the things that we're doing. So thank you for that.

The first thing is that the things that have changed is just our ideology, which is really great the difference a year makes.



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository

1.888.ACR.3335 • 1.800.862.4206 (FAX)
info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com

MEETING

1
2 Just two years ago when I came on board with
3 the Department of Interior, you couldn't say
4 the M word and the A word. The M word is
5 "marketing," and the A word is "advertising."
6 When I first came, it was, "Don't say those
7 words."

8 In a very short two-year frame, we
9 have not only gone from not being able to
10 say the M and A words, but a lot of that
11 is due to you and the leadership that you
12 all have brought.

13 Another thing is when we talk about
14 how this remains a very important aspect of
15 the administration, we have Great Outdoors
16 Month. Because June is Great Outdoors Month,
17 the President mentioned travel and tourism in
18 the Great Outdoors Proclamation.

19 We continue to get feedback from
20 people across the country. Thank you to all
21 of you who I have called and bothered to ask
22 questions.

23 One of the big accomplishments we've
24 had has been regulations.gov. We are totally
25 not there, but we are working on it. One

1
2 of the things we have heard is, "It's only
3 in English. So what are you going to do
4 about it?"

5 So now we've got Google translator
6 that translates into 60 languages. It's
7 really huge on that. We have built out
8 itineraries for different regions. So if you
9 like hiking or snowboarding, whatever it may
10 be, we can link all of our assets together.
11 You probably didn't know what's a parks
12 service property versus national forest.

13 So when I talk about the ideology,
14 we have actually gone in as all of the
15 federal management agencies. With that we
16 are not just talking about our own
17 representative lands, but we are talking
18 about them in a way where we can link them
19 all together.

20 Where our national parks might be
21 the recognizable economic things people know
22 immediately, we have lesser known sites that
23 we want to promote. So we are using our
24 national parks as the hook to introduce
25 people to new experiences here in the United

1
2 States. So I would just like to acknowledge
3 some of the federal team.

4 So that concludes my report, and
5 thank you very much.

6 Oh, one other thing. Because I have
7 the funnest job and I am really happy about
8 that, I have this for every one of the board
9 members. This is to demonstrate how we have
10 come together across federal government,
11 including state department, DHS. This is a
12 thumb drive that we're giving to all of the
13 people that are coming by our federal booths,
14 and it has all of the information for all of
15 our federal participants.

16 If you want to know how you get a
17 visa, all of this information is here. If
18 you want to know where to go and what we
19 have to offer, it has all of our brochures.

20 CHAIR DAVIDSON: Thank you, Gail,
21 very much. I thank all three of you for
22 your reports and updates and most importantly
23 for your engagement with this board not just
24 at our meetings but everything you're doing
25 24/7, whether it is a phone call at 3:00

1
2 a.m. or something else.

3 Gail's department kind of epitomizes
4 that right now in the Department of the
5 Interior with a secretary that has recently
6 been selected and sworn in. Sally Jewell
7 comes from the private sector, comes from a
8 major outdoor sportswear brand that also
9 happens to sell travel because REI also has
10 a travel selling component as part of it as
11 well.

12 It would not be inappropriate if you
13 were to welcome Sally to her position as
14 Secretary of the Interior and let her know
15 how much the engagement with the Interior
16 Department, with this board, and with our
17 industry has meant as we move forward.

18 There was a reason the Secretaries
19 of Commerce and Interior were asked to
20 co-chair that task force, and we want to
21 continue to see that momentum and recognition
22 continue.

23 With that, thank you all for your
24 presentations.

25 We're going to move into the

1
2 discussion and deliberations of proposed
3 recommendations. This is the piffy part of
4 the meeting, as I mentioned earlier on, as
5 we start diving into the kinds of
6 recommendations we want to bring forward as a
7 board. And we have formed subcommittees to
8 do the deeper dive in certain key areas.

9 Just a little bit about the process.
10 We are going to discuss and deliberate these
11 letters. We're not a rubber stamp group.
12 So I do want to see discussion from members
13 of the board even though it's affirming
14 points and directions that are being brought
15 forward. This is our opportunity to do
16 that.

17 Each of the chairs and
18 representatives will be providing us with a
19 brief presentation of their recommendations.
20 You've had them in advance. You have copies
21 behind the agenda in your folders so that
22 you can refer to them as we move through
23 them. And they were put in your folders in
24 the order we will be going through them
25 today.

We will be adopting by consensus.

We will not be doing a roll-call vote or show of hands. I'll just look for consensus at that point. And with that, we will then move on to the next letter of recommendation.

So with that, I am going to turn it over to Mr. Stubblefield, who graciously agreed to chair our business climate subcommittee for a review of their recommendations. Greg?

MR. STUBBLEFIELD: Thanks, Todd. I echo the same things that Douglas, Ed, Ken and Gail said. The partnerships we've seen over the last 18, 24 months have really proven to be very, very successful.

And one of the things that we've kind of taken on in our subcommittee is this sustainability of that. There's got to be some processes that have to be put in place and some different things so we can memorialize the success that we're having as opposed to just talking about it. We want to continue to put the necessary things into place so it's sustainable over time.

MEETING

1
2 So with that, I'm going to take the
3 first couple recommendations, and Maryann is
4 going to talk about the others. But anybody
5 else on the subcommittee, please chime in as
6 you see fit.

7 So the first one is really a
8 recommendation that in the September TTA
9 board meeting, we actually put on the agenda
10 session for discussing the National Travel
11 and Tourism Strategy and started to put
12 together the information on how successful
13 we've been with that based upon the National
14 Travel and Tourism Strategy that was put
15 forth back in January of last year.

16 One of the things we want to do is
17 look at all the historical data and adverse
18 things inside of there to show we are
19 meeting and achieving what was set out in
20 that national strategy.

21 And we had a session earlier today.
22 And we spent a lot of time talking, for
23 example, about the international inbound
24 traveler, and it's very measurable.

25 One of the things that the National

1
2 Traveland Tourism Strategy calls for is
3 domestic travel by Americans. This is not
4 as easily tracked.

5 So that's our first recommendation
6 that we would put together and then look at
7 the general prospective of the TTA and the
8 government staff engage in this collaborative
9 process. So that would be the first one.

10 Do you want me to go through all
11 four of them, Jenna?

12 JENNA: However you want.

13 MR. STUBBLEFIELD: We can have
14 discussions about that now if there's any
15 questions or thoughts about that.

16 And this framework really becomes
17 important for this next recommendation we
18 have. That's why we want to do it at the
19 September meeting.

20 Because the second recommendation we
21 have is that the work of the Tourism Policy
22 Council is really fantastic, but one of the
23 things it does not do is have an annual
24 report that talks about all the things that
25 are either in process or making progress on

or accomplishing or starting to accomplish.

We want to make sure there's an annual report that describes the activities of the TPC, including the four working groups, that describes the challenges and goals and success for the following year. We think that's a really important recommendation.

The first one really lays the groundwork and the framework for the second one. And the second one we think is very important for the sustainability of the things that we have taking place. I would like to see if there's any other comments about that or any other discussion. Maryann?

MS. FERENC: I might just point out that although it is written, it also includes a report from the Director of the National Travel and Tourism Office. We think those are really important pieces in this as well as an opportunity for the TTAB to comment or respond in a letter from the acting chairperson at that time that is weighed in by the entire board.

1
2 MR. STUBBLEFIELD: Thanks for
3 bringing that up, Maryann. We think it's
4 important as we formalize all the great work
5 that's being done and collaborative effort
6 between the TTAB, the TPA, and National
7 Travel and Tourism Office, to kind of
8 formalize that every year and put that
9 together.

10 So with that, Maryann, the third
11 recommendation?

12 MS. FERENC: I would like to take a
13 brief moment to add my thanks to Gail,
14 Douglas and Ed and all the different agencies
15 as well as the chairs of this board the
16 opportunity to serve as our committee chair
17 because it's always exciting and invigorating
18 to come here and see the representation
19 around the table and the in-depth and lively
20 conversations at the subcommittees bringing so
21 many different perspectives together in
22 consensus.

23 That leads to this third
24 recommendation, which has been introduced by
25 Ed and Doug and Gail. And it's actually

1 listed on the strategy on page 5 of the
2 executive summary in talking about the
3 whole-of-government approach, the necessity to
4 talk across different federal agencies, and
5 the necessity to work in public and private
6 partnerships.
7

8 So Number-3, again in going along
9 with the things that Greg has said, is an
10 opportunity to memorialize that process and
11 the success of that. So that not only for
12 the immediate folks that might be coming in
13 and joining this group, whether at the board
14 level or certainly at the agency levels but
15 also in the future, to look back at a time
16 when this public-private partnership -- and
17 "partnership" is the word we use so often in
18 our different conversations, but we have
19 named it "the collaborative" because it is a
20 collaborative process. This is our
21 opportunity to set forth that it has worked
22 and how can it continue in the future.

23 The first paragraph is talking about
24 the current scenario. But the second
25 paragraph is a recommendation to review the

1 practices and policies by and through which
2 they work and partner and work with the
3 private sector when there are written laws,
4 guidance and written acknowledgment that an
5 opportunity is not always available for the
6 public and private sector to work together.
7

8 But at the same time, it's been
9 clearly demonstrated, and we are around this
10 table. And the private sector is so engaged
11 in this process because there are
12 opportunities where we can work together to
13 achieve mutual goals.

14 And so this is asking for that to
15 become a bit more formalized, some attention
16 paid to it, and find where our circles cross
17 and really work within those areas, and for
18 all the different agencies to look at how
19 does it work for them. Because everybody
20 has different rules, regulations, and
21 guidelines that they must follow.

22 So understanding that doing it better
23 today and memorializing so it will be done
24 tomorrow is what this recommendation is
25 about.

MEETING

Is there some conversation or questions? Guy from Chicago.

MR. SMITH: This is great. You should hold our bosses more accountable for that. I apologize. I missed Number-4 in the pre-read. Don't underestimate the importance of holding our feet to the fire under public and private partnerships because they exist anywhere. Continued planning only works if we're all sitting here doing this stuff and we're all moving around. Ed's a career foreign service officer. He's here now, but he may be in Paris next year.

On Number-4, Greg and Mary, I would beef it up a little bit and put something more there that holds to the test of time that isn't dependent upon the four of us, that speaks to a larger ongoing process. So that would be my one thought.

CHAIR DAVIDSON: Are you referring to recommendation 3 or 4?

MR. SMITH: 4.

CHAIR DAVIDSON: Because recommendation 4 is new language.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

MR. SMITH: I tried to read all the letters, but I just think that's a great point. But I think you're being too passive.

MS. FERENC: I couldn't be happier to hear that, Douglas. I think my colleagues agree.

CHAIR DAVIDSON: Thank you, Douglas, for that.

We want to go through some of those things and formalize so it's easier for people to access it.

MR. SMITH: Each of our agencies do have slightly different rules and regulations that we have to follow but laying out a road map or creating better ways for customers to come into this country. And not to single out Enterprise.

MS. FERENC: It's a great public relations story because it is so much fun to go back into our communities and say, "You think this is how it works, but let me tell you stories what's happening between the federal government and the average citizen."

MEETING

So thank you very much for your comments.

Number-4 we think is essential. So this recommendation is addressing domestic travel as part of the national strategy. And it's a goal across both the public and the private sectors.

The strategy has an obvious constant focus on domestic travel. It's in every headliner in the document practically, obviously as well as international travel, but it does not set up a specific goal in domestic travel as international travel. Amongst our discussions the conclusion that we came to as the best way to do this was to address the role of the National Travel and Tourism Office relative to domestic travel.

So that's what this recommendation seeks to do, is create and talk about the goals in a relative and quantitative fashion. We are not recommending a new measure at this time, but to simply gather some existing data and have it be gathered at the federal government level so it could be looked upon

1 as that data across all of the states. And
2 I'll read that more specifically in a moment.

3 And the other piece is a qualitative
4 goal that really talks about the NTTO through
5 the TPC. And that addresses the necessary
6 and desired reach into ethnic markets, the
7 SPA. We talk about it in terms of
8 acknowledging and articulating the role of
9 the National Travel and Tourism Office, NTTO,
10 and domestic travel. And it talks about the
11 national strategy, not just international but
12 domestic travel, impact of travel and tourism
13 such as visitor volume, total expenditures,
14 tax revenue and jobs to quantify domestic
15 travel, track progress, and disseminate the
16 information back to the states.

17 So again the motion is to collect
18 existing data, not creating new mechanisms in
19 collecting data at a federal level.

20 And this is a piece that would be
21 on the qualitative end of things to support
22 domestic travel by encouraging travel beyond
23 gateway markets as called for in the -- we
24 recommend the NTTO on a basis as described
25

in recommendation Number-2.

And, lastly, we look forward to working with the NTTD implementation, which leaves the door open that there's more work to be done here and perhaps bring more recommendations in September to the Secretary.

And for all of the board, we thank you for your patience. This is a completely rewritten Number-4, which came from our meeting this afternoon. So we thank those of you.

CHAIR DAVIDSON: The subcommittee actually took the initiative to look at what it was they wanted to accomplish but why did they feel so strongly about it. And that's what led to this rewriting of this. So with that, I would like to turn it over to Rossi.

MR. RALENKOTTER: The National Travel and Tourism Strategy has been approved two weeks ago to be implemented -- to take effect to begin to operate in October of next year. But that was approved by the House and Senate roughly three weeks ago.

So this question then is that the

1 office essentially gather, coordinate, analyze
2 and disseminate data. That's essentially
3 what this is asking with respect to the
4 domestic side. Is that the sense of it?

5 MS. FERENC: Every tourism office
6 has their own data that they count on. So
7 instead of creating a home set of data for
8 this, we use what the state is already using
9 and then measure that year on year. They
10 count on year on year. They're not
11 consistent between dates. Each have
12 different drivers they're looking for.

13 So we wanted to use the data that
14 was already out there. And as part of the
15 National Tourism and Travel Strategy, it
16 doesn't say we have to have a goal in there
17 by 2021, but it does say an increase in
18 travel by the American public.

19 We figured we could then determine
20 if more people were traveling. And then the
21 quantitative part we'll tie back to the
22 agencies that would tie back in the TPC
23 report.

24 UNIDENTIFIED SPEAKER: I don't think
25

MEETING

we're asking for an analysis.

MS. FERENC: No.

MS. MANDALA: Since our conference call last week, I was able to check with you. And they have consistently been monitoring domestic travel for decades.

So they have that historical data. They have current data. They have forecasts. They base it on consumer data and economic data on consumer confidence.

But currently they are telling us that there's 20 billion trips in the United States, and for the past five years it's been increasing. And I've been told that by your chief economist.

CHAIR DAVIDSON: Thank you, Laura. And again I'm going to remind the committee members, again for our transcription folks as well as our folks on the phone, if you will introduce yourselves before you begin your comments.

UNIDENTIFIED SPEAKER: Just a question. In our advocacy language, we were looking at the old language and excited by

MEETING

1 the old language. It was less about data,
2 which is also great, but it was more about
3 encouragement of strategies for encouragement
4 of American travel within the United States.
5 So having not actually read the new data, is
6 it about that too or just the data?
7

8 UNIDENTIFIED SPEAKER: It is just
9 one component of it. The qualitative field
10 has a lot more on the encouragement side.
11 It could be through the parks. It could be
12 through the marine sanctuaries, a whole host
13 of things that we're going to put a punch
14 down. We just didn't have enough time.

15 MS. FERENC: I think the qualitative
16 is much stronger in the recommendation.

17 CHAIR DAVIDSON: Jonathan?

18 MR. ZUK: I want to go back to Item
19 Number-3 and want to ask basically, after we
20 establish the corroboration and the ground
21 rules for them giving us information to what
22 is being done, there are a lot of government
23 programs that a lot of people don't know
24 about. Do you see us using information in
25 other programs?

MEETING

For example, we were discussing yesterday the commercial services. Most people don't even know they can call them and ask them to assist them. Can we use that as a vehicle to get information from those government programs out to the business community?

UNIDENTIFIED SPEAKER: Clearly one of the things we want to do is educate people, whether it's on government programs that we're talking about here. We have other things in the community we were talking about and how we can educate and disseminate that out to people to take advantage of it. And that's forthcoming from the committee.

MR. RALENKOTTER: There's another aspect to this whole domestic travel discussion. It came up when Brand USA came into effect. There was some discussion that Brand USA should be the organization that markets domestic USA.

I'll give you an example of the split. Of the 40 million people that come to Las Vegas each year, only 17 percent is

1 international. The other 83 percent is
2 domestic. So for most of us, the biggest
3 market share is domestic.
4

5 So it comes down to who owns
6 domestic USA brand. Who owns that brand?
7 And it's about how you motivate us as
8 Americans to travel and see our own country.

9 We had a little bit of that if you
10 go into the '70s and 80 with Discover
11 America. But nobody really owned it. We
12 had those discussions at USA America. If
13 you look at the total number of unused, lost
14 vacation days that the working people in
15 America don't take, that's a huge opportunity
16 for all of us.

17 So I think part of the discussion
18 needs to come down to, is it the
19 responsibility of commercial? Should it be
20 another initiative within commercial to talk
21 about a cohesive effort to say the education
22 value of travel, the health value of travel,
23 the memories that travel creates for
24 families. It's all of those things. It's
25 the emotional side of the brand. If we can

1
2 get the research, we can find out how many
3 trips and how many people.

4 The millennium is coming up, and all
5 of the new customers that we all have, the
6 13-, 14- and 15-year-olds of today that
7 hopefully will be in Las Vegas ten years
8 from now because they can gamble then,
9 they're on the techie side. Their experience
10 is on some type of device. Who knows what
11 it will be ten years from now.

12 So when we look at motivating
13 travel, we have to look at the domestic side
14 because it's a huge market for all of us.

15 So that's really it. I believe that
16 it has to have one organization, one body,
17 that's going to be responsible for delivering
18 the message of travel domestically and one
19 body that's funded to do one branding
20 campaign for the United States, for us as
21 Americans to see the country.

22 There's too many people who live in
23 Las Vegas. I can take a survey tomorrow and
24 find out that probably a large percentage
25 have not seen the Great Basin National Park,

1 who have not maybe gone to Hoover Dam. I
2 just think that we miss a lot of
3 opportunities there.
4

5 So whether it comes into this
6 recommendation or somewhere along the way, we
7 need to look at that side.

8 MS. FERENC: I think we tried to
9 leave it open with our last line there
10 hoping that this will force the conversations
11 that we as an industry need to have about
12 this issue. And asking the NTTU to do these
13 qualitative measures, that we will get some
14 small successes perhaps or maybe some large
15 successes.

16 CHAIR DAVIDSON: Rossi, those are
17 excellent points. And I know the
18 subcommittees will have the opportunity
19 because you're already discussing a second
20 round of discussion to bring forth at a
21 future meeting. Ken?

22 MR. HYATT: Two questions for you to
23 consider as we think about the domestic side.
24 The first is, if it's a government role, how
25 do we favor consumption in one sector versus

1
2 another? Because as we've had these
3 conversations, part of what we wrestled with
4 was to say is it appropriate for us to
5 somehow opine that buying a washing machine
6 or a car or education or travel?

7 So that's one question that I would
8 ask you to think about. How we would think
9 about that. Because we thought about that,
10 and we couldn't figure out a way out of that
11 question.

12 And then the second question is what
13 role, if any, should the government have in
14 particular if the government is involved on
15 the domestic side? That action is somehow
16 perceived by other governments that we're
17 saying don't travel. Like don't go
18 internationally.

19 So those would be just two questions
20 that we would find extremely helpful. And
21 what I like about this recommendation is
22 we're gathering data to have a conversation.
23 But I know those are two difficult questions
24 that we would need help on as we think about
25 what's the right role versus maybe it is

1
2 more appropriate for the private sector to be
3 leading this chart, the companies doing it,
4 when we're in the data gathering.

5 MR. RALENKOTTER: We know we can
6 create a demand that after he buys that TV
7 set, he comes to Las Vegas. On the other
8 side, it is really more the value of travel,
9 who is responsible for that brand experience.

10 It's not to say go to Disneyworld or
11 go to L.A., Chicago, or any place you want.
12 It's getting curriculums within the schools.
13 It's taking that vacation. It's the value
14 people get by taking that break and knowing
15 that for many of them, the only vacation
16 they are going to have is within the United
17 States. We have done a little bit of it on
18 the research side. I think it has a lot of
19 great opportunities going forward.

20 CHAIR DAVIDSON: Any other questions
21 or comments for -- yes, Rosemarie.

22 MS. ANDOLINO: Oh, I am resonating
23 the "You got milk" commercial that you
24 discussed a moment ago. But if you want to
25 promote better health and better wellness,

MEETING

1
2 take a few minutes, explore with your
3 families, build the memories, decompress,
4 reduce stress. It's almost like a health
5 campaign to some degree.

6 I think part of the messaging is,
7 it's okay to do that. In the U.S. it's
8 still that guilt that if you travel, you're
9 going to lose your job or somebody is going
10 to replace you. To reduce that thinking
11 that a few days away, a long weekend, that
12 you and your family can decompress and enjoy
13 life as well.

14 So there might be a way to combine
15 it with kind of the healthcare movement as
16 well and wellness.

17 CHAIR DAVIDSON: Yeah, I've often
18 wondered. Maybe a better way to put it for
19 me personally, a benchmark for this industry
20 for all the momentum we feel will be during
21 National Heart Health Month when the Surgeon
22 General is on the morning talk show and
23 says, "Exercise, eat healthy, and take your
24 vacation." Rosemarie, good point.

25 Any other comments or questions for

1 the subcommittee?

2
3 MS. MANDALA: It may also be a
4 movement that a high-level political figure
5 takes on, like the First Lady. It wouldn't
6 necessarily need to be funded, but it's a
7 prominent spokesperson.

8 CHAIR DAVIDSON: Thanks, Laura.
9 Brian?

10 MR. MULLIS: I'm Brian Mullis. What
11 I think I'm hearing today is that more
12 domestic travel and vacation days are
13 happening. It seems to me one question we
14 should consider is, could there be
15 cooperation among the states to determining a
16 couple measures and key metrics that could be
17 harmonized across the states so we are
18 actually getting data in a similar matter and
19 it's easier to track on an ongoing basis?

20 CHAIR DAVIDSON: And I think Brian
21 is the first new member to speak. So the
22 ice has been broken. Other comments?

23 All right. From my perspective, I
24 kind of see one lingering issue regarding the
25 recommendations that are contained within this

1 letter. And that is it originated with
2 Douglas's comment with the strengthening of
3 the language and recommendation Number-3.
4

5 A couple possible ways to address
6 that, but I'm not sure one is appropriate.
7 So again I'm looking at Jenna. But I don't
8 believe that we could adopt the letter as is
9 with consensus asking the subcommittee to
10 strengthen that language.

11 What I believe may be the better
12 course is that we pull Recommendation-3 out
13 and that the subcommittee continue to work on
14 Recommendation Number-3 and bring it forward
15 to our September meeting.

16 UNIDENTIFIED SPEAKER: I think it's
17 a great idea, Todd.

18 CHAIR DAVIDSON: I'm loving the head
19 nod. Jenna, we're good with that suggestion,
20 right? So with that --

21 UNIDENTIFIED SPEAKER: The only
22 hesitant I have is, does that not delay us
23 executing --

24 CHAIR DAVIDSON: If we pull it out
25 and bring the recommendation forward in three

months with stronger language.

UNIDENTIFIED SPEAKER: As opposed to making the recommendation now?

MR. SMITH: Maybe an extra sentence?

UNIDENTIFIED SPEAKER: We have a lot of work to do underneath this to give the understanding of a partnership so within that we can strengthen.

MR. SMITH: This has got a marker.

MS. FERENC: So maybe we can go ahead with the recommendation, Todd, and we can make another recommendation that strengthens this concept in September.

CHAIR DAVIDSON: We can do that. I've got the nod.

So the first recommendation that I thought we couldn't do, we can. So we can go forward with this one and then add stronger language to this when we meet in September. But I have every confidence that Douglas, Ed, Ken and Gail can add stronger language.

So with that and not hearing any other comments, I will declare that this

MEETING

letter is adopted by consensus. Thank you.
Good work, subcommittee. I appreciate it
very much.

(Applause.)

JENNA: I just wanted to say it is
absolutely unprecedented to have two federal
agencies argue to have more work to do. So
kudos.

CHAIR DAVIDSON: And let the record
show they both said they wanted their boss
to have their feet held to the fire.

I'm going to take the chairman's
prerogative here. I'm going to ask that we
move down one agenda item.

Chris Thompson, President and CEO of
Brand USA. I was thrilled when Chris
decided to become the next CEO of Brand USA.
It's succumbing to pressure, he accepted.
But he is the right individual for the job.
He is the DMO and DNA in recognizing the
role. And, Chris, thank you for joining us
today.

MR. THOMPSON: Thank you, Mr.
Chairman. I appreciate the opportunity to be

1 here. I have not said it often because I
2 really haven't thought about it until I'm
3 around you again, but there were very
4 positive things associated with taking this
5 position. But one of the downsides was
6 giving up my position here.
7

8 I truly appreciate the work of this
9 board. It's so important and so valuable to
10 what we do. We're the marketers. Lots of
11 issues and challenges as a result of that.
12 But if we're going to get to that goal of a
13 hundred million, we have to do our job.

14 So the work that you're doing here,
15 the cooperation among the federal agencies,
16 as I say often on the record and you have
17 heard me say this, it's unprecedented in my
18 30 days to see the support that the
19 administration has given to the travel and
20 tourism industry. And it's invaluable to us
21 as we're trying to navigate telling the world
22 that we're open for business and inviting
23 more and more visitors to come to the United
24 States.

25 You're going to hear a lot of this

1
2 during the course of this week. We love
3 IPW. I've always had a great appreciation
4 for it when I was in Florida. I have an
5 unbelievable appreciation of it now. It's
6 the one time a year where the United States
7 has an opportunity to sell to the buyer
8 community around the world. And I can have
9 both sides of my stakeholds in one spot,
10 which is the buyers and sellers.

11 Congrats to Rossi for record numbers,
12 record attendance, doing it only as Las Vegas
13 can do it. I think it will be a
14 tremendously productive show. I think all
15 the participants are going to get a lot out
16 of it.

17 I'm going to cover broad categories.
18 The last time I was here, I wasn't official
19 yet. I was here with Carolyn. I was
20 tendering my resignation. I don't know how
21 much of this will be duplicative. If there
22 are questions you would like answered, I
23 would be happy to do that.

24 As of January 31st, we actually had
25 18 people. So I'm happy to say that right

MEETING

now we have 40. We have a staffing plan that takes us to 54. I continue to be amazed by the number and quality of people that want to be a part of what we're doing.

Right after that January meeting, we posted all the positions. We eventually have to hire into them. So I said just put them all out there. We got a hundred applications an hour.

I would like to introduce our newest member of our team. Yvonne Penteer is the newest addition of our team. We went on an executive search. Again, the quality of the individuals who wanted to become a part of that was amazing.

She brings a tremendous background career to the table. I said, "So this will be your honeymoon period, and after this, you'll have to start producing." I encourage you to get to know Yvonne. She's going to be a great member of the team and as we continue to grow this.

I'll cover a couple categories. Representation. We currently have



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository

1.888.ACR.3335 • 1.800.862.4206 (FAX)
info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com

MEETING

1
2 representation in 14 markets. That will grow
3 to 18 when we're done with what we think we
4 need to be doing at this point. When we're
5 in those 18 markets, we'll actually have
6 representation through regional representations
7 in 40 countries and represent 93 percent of
8 the representation to the United States.

9 All the committees have kind of been
10 out there doing their own thing. That's
11 great and challenging. What we're trying to
12 do now is bringing discipline to that
13 resource. We're the newest guy to the
14 block. So we're humbly stepping up to the
15 block and saying how can you help us.

16 We're also active in 30 international
17 tradeshow around the world. This is a
18 tremendous opportunity for us to get in major
19 opportunities.

20 We are creating Brand USA pavilions
21 and increasing the attendance at the shows.
22 Not only the attendance but the relevance and
23 effectiveness for everybody. So if we can
24 bring more visibility to the pavilions.

25 We just in May hosted a mega family



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository

1.888.ACR.3335 • 1.800.862.4206 (FAX)
info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com

MEETING

1
2 in cooperation with British Airways. They
3 brought a hundred of their top trade over
4 for the first time ever. We designed seven
5 itineraries that obviously had to come in
6 through the gateways but then took people
7 from the gateways to areas that they would
8 otherwise have not thought about on their
9 own.

10 They partnered with other airlines
11 and threw them to Miami for a send off. I
12 did not attend that event, but the staff
13 that attended that said it was the most
14 compelling thing. The BA was excited about
15 the outcome and wanted to be engaged with us
16 in future activities.

17 We had 300 companies step up that
18 allowed us to draw down on the allocation
19 that the federal government gives to us. We
20 had to double our production. The first
21 year we had a two-for-one match. And that
22 generated a hundred. And this year we have
23 to generate 100 to get to 200. There was
24 enough of that to where we have a lot of
25 optimism in being able to do that. I have

MEETING

two new additions to my staff. I am an internal optimist.

The month of June is a big month for us. Most of our engaged partners are destinations. A lot of fiscal years are tied to July 1 and June 30. So we're seeing a lot of interest, and we're excited about that.

The good news is that we are able to follow up the intent to travel from 12 to 22 percent. That was really good as it relates to what was set up as a metric.

Starting next week we'll be launching the campaign in Brazil and Mexico. After that we'll be in China and other countries. That's 11 new markets. Otherwise, what we're trying to do is build off the success of the first year identifying ways for us to partner with the industry and for the industry to see the value where they're contributing to our cause and to our efforts.

A lot of what came in came in at the end of last fiscal year, which was August or September of last year. Now we've



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository

1.888.ACR.3335 • 1.800.862.4206 (FAX)
info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com

1
2 got to go get another hundred million. I
3 have had a lot of fun meetings with our
4 board.

5 That's kind of the overview and the
6 highlights of the major things that we're
7 doing. I'd much rather answer any questions
8 that you all have. I see many people around
9 the table here that have been engaged with
10 us by contributing and otherwise deploying in
11 cooperative marketing, and I sincerely
12 appreciate that.

13 I realize initially in some cases
14 that was a leap of faith. I don't
15 underestimate the fact that in some cases it
16 is still a leap of faith, but I promise you
17 next year you won't recognize the
18 organization, and the year after that, you
19 won't recognize it.

20 With the confidence and the
21 enthusiasm and support that the industry has
22 given us, I appreciate the opportunity to
23 come and present to you. Thanks for having
24 me.

25 CHAIR DAVIDSON: Thank you, Chris.

MEETING

Travel Oregon is a very proud partner of Brand USA.

Just one quick example. We did joint advertising together where we were collaborating on our media buy into Vancouver, British Columbia specifically but into Canada. The increase in advertising increased 30 percent in one year. It did exactly what the industry believed it could do because of the inspiration that has continued to campaign.

The other thing to see with Chris's engagement and the openness of the Tourism Policy Council with our federal partners has been their desire to reach out to Chris and make sure that that's working and inviting him into the marketing and promotion task force meetings and to make sure that that level of engagement is there with Chris and Brand USA.

MR. THOMPSON: What a platform. If you're trying to make the private/public partnership work and you have that kind of network on that side of it, that's amazing.

MEETING

Carol Reem joined our team. She comes from Focus Right. She's got tremendous potential and credentials.

So we're going to be working really hard to expand what we're holding ourselves accountable for. I want to wrap ourselves around the macro things. If we're in the market, then we can claim part of that humbly, put things again that are going to help us measure that.

I think, Ron, you're going to see an increased level of activity, and we look forward to continuing to partnering with you.

How much of you were at the lunch today? I was in the green room with Roseanne. So I was just trying to get a little feel from her with the conversations she and I were going to have on the stage.

I said, "Roseanne, you have no idea what you did last year." I was in the audience. And we were watching the review of the campaign. And we saw the song. And every one of us were going, Holy mackerel. She literally had no idea.



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository

1.888.ACR.3335 • 1.800.862.4206 (FAX)
info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com

MEETING

1
2 She said, "My little song?" I said,
3 "You are a rock star in the travel and
4 tourism industry." How about that young
5 girl. She was unbelievable.

6 MS. PENTEER: How about the guy?

7 MR. THOMPSON: Yvonne says, "What
8 about the guy?" We always have to remember
9 that we're in the audience. But more
10 importantly, the people in the audience are
11 our buyers. So we want them to feel
12 energetic and fired up and realize this thing
13 is going to work. And it's only going to
14 work in the ways we need to engage them.

15 So I hope that luncheon accomplished
16 that and got everybody excited and fired up
17 about going in.

18 MS. RIVERA: Ingrid Rivera. I'm the
19 Executive Director of the Puerto Rico
20 Marketing Company.

21 I thought the ad was inspirational.
22 How are you going to use that in countries
23 where English isn't spoken?

24 MR. THOMPSON: We're determining the
25 effectiveness of an English-spoken message.

MEETING

1 In translation sometimes that gets lost. But
2 those are the conversations we're having.
3 Those countries that don't necessarily have a
4 lot of English-speaking folks.
5

6 MS. RIVERA: The campaign that
7 you're going to launch in Brazil, is that
8 going to be in English?

9 MR. THOMPSON: Actually, it is to
10 start with.

11 MS. RIVERA: On the first video we
12 had last year and we played again last year
13 that showed New Orleans and other places, I
14 think the one thing for me as an American,
15 some of the images I knew where those
16 locations were and if you see something in
17 that image and think that's beautiful. But
18 I don't know where to look. So if you can
19 put something in that image.

20 MR. THOMPSON: That was the
21 intention. On our website that's done, to
22 be able to identify where that is and what
23 that opportunity presents. Certainly not in
24 the spot, but we try to extend that on the
25 website.

MEETING

MS. RIVERA: Some of those pictures were just gorgeous. If you at least had Utah or something in there, that would make it simpler for people.

CHAIR DAVIDSON: Sherry?

MS. RUPERT: I'm Sherry Rupert. Chris, I'm trying to remember. At the very end, was the website on there so somebody could go back to the website to look at where those places were?

MR. THOMPSON: Absolutely. It's a close to that.

CHAIR DAVIDSON: Chris, thank you very much. I appreciate you being here.

Mr. Hayes on behalf of the infrastructure and sustainability subcommittee. You are up, my friend.

MR. HAYES: You're putting me before the tea break?

CHAIR DAVIDSON: There is no tea break.

MR. HAYES: I think I'll keep my comments very brief because although this is I think a very significant recommendation, I

MEETING

1 think it's one that you've probably been
2 exposed to in some form before.

3 We have a couple of slides. So you
4 can just T-up the first one.

5 First of all, today what we're going
6 to talk about is an aviation infrastructure
7 recommendation. We have a sustainability
8 component to the group and envision that
9 coming either in December or September. So
10 today we're focusing on aviation.

11 I would also like to thank the
12 members of the subcommittee. It's been a
13 very engaging subcommittee. A lot of people
14 with strong opinions, putting airport and
15 airline people in the same room. It's
16 amazing we can agree on anything, but we
17 did.

18 A special thanks to Holly as well,
19 who is the vice chair.

20 I have asked the team to speak up
21 in favor of this recommendation because this
22 is exactly what you expect an airline guy to
23 say. So it would be good to get other
24 constituents who are as excited as we are.
25

MEETING

1
2 We put up there a picture of the
3 National Travel and Tourism Strategy. I
4 think it's great. We have a goal of a
5 hundred million by 2021.

6 The aviation infrastructure that we
7 have today actually can't get us there. If
8 you look at the amount of inefficiency that
9 we have in our system today, already there's
10 a few spots where flights get delayed.

11 Now, for those of you who may not
12 be familiar with Nextgen, if I was to tell
13 you the navigation unit -- who's got a GPS
14 in their car? That is more sophisticated
15 than what most airplanes have in the sky.

16 Imagine if you were driving along
17 and your navigation system said, "You are
18 around here somewhere. And by the way,
19 there's huge roads and there's huge airways
20 where you need to call us and tell us where
21 you are and let us know." That is what the
22 aviation system is like.

23 So the FFA and the DOT have been
24 leading a wonderful plan that is really
25 upgrading that technology. The technology as

1
2 it sits in the aircrafts, it's designing new
3 approaches into airports, on the ground.

4 It's designing new ground-based navigational
5 units and receivers that can all talk to
6 each other.

7 The problem of it is that it all
8 feels technical and it's all invisible. It's
9 probably one of the infrastructure projects
10 that the United States is currently looking
11 at undergoing in the future. I think it
12 gives you the size and scale on that.

13 I think what we wanted to get out
14 -- and we can come back to dialogue -- is I
15 don't think it's moving as quick as it
16 could. And once you get into designing
17 approaches for airports, what happens?

18 The thing about these very high
19 position Nextgen approaches is if you run
20 over a house that is in that aircraft
21 pathway, you're going to get a lot of noise.
22 You can potentially get any set of local
23 residents or local representatives who could
24 maybe slow things down. And from a national
25 perspective, it's tough if that happens.

MEETING

1
2 So our recommendation is really
3 predicated on the principle. But we really
4 want to engage communities at a local level
5 to highlight the importance of Nextgen and
6 maybe get ahead of some of these proverbial
7 things.

8 I think if we do that, if it's more
9 than the FAA and DOT and the airline
10 industry calling for this, we think it will
11 give us a better chance of funding things
12 more quickly and allow Nextgen to be
13 implemented more quickly.

14 So we've asked the federal agencies
15 to work with us. Some really nice work has
16 been done already that talks to some of the
17 savings. There's reduced fuel use. That's
18 good for sustainability. Reduced carbon
19 monoxide emissions. Growth without adding
20 new infrastructure. If we want to hit these
21 travel and tourism goals, we've got to have
22 the infrastructure that supports that.

23 There's a plan to achieve it. What
24 we want to do is collaborate and work across
25 public and private stake holds at a local

1 level to try and get more passion and
2 interest to get this to happen more quickly.
3 We think it's a great topic for the
4 President's State of the Union Address.
5

6 For those of you who travel Asia and
7 different parts of the world, I was in South
8 Africa last week. This is getting better
9 much more quickly. There's a lot of other
10 destinations out there that are really
11 opening up and doing a better job on some of
12 these issues.

13 That's really in a nutshell our
14 recommendation on the aviation side of the
15 sustainability. Is there any other members
16 of the subcommittee that want to add
17 anything?

18 UNIDENTIFIED SPEAKER: This
19 recommendation was two boards prior to this.
20 They discussed Nextgen. But the board prior
21 to this really didn't choose it as an action
22 item.

23 So I think your idea to memorialize
24 that work going forward is really spot-on
25 because we didn't want to forget about it.

MEETING

1
2 Certainly it's worthy of work, but it's so
3 much. How do we prioritize it?

4 So I think it's an excellent point,
5 and I hope this is one of the first
6 priorities that's memorialized going forward.
7 So thank you for that.

8 CHAIR DAVIDSON: Jonathan?

9 MR. ZUK: I served on the
10 subcommittee as well. And what we tried to
11 do over and above everything else is
12 basically the concept of Nextgen is that it's
13 an airline and airport issue, and it's not
14 really the general public's issue.

15 But if we can educate the public
16 that the more Nextgen implementation we have,
17 the more traffic there will be in the cargo
18 arena or any type of aviation area. It will
19 influence the whole economy.

20 MR. SMITH: We are operating on
21 1950s technology in the 21st century. But
22 be careful what you ask for because one of
23 the wonderful things about Nextgen is that it
24 will allow that many more people. You think
25 the lines are bad now. It's going to be

MEETING

1 the safest and most efficient system in the
2 air as long as you are in the air.

3
4 CHAIR DAVIDSON: Douglas, it's job
5 security for a future Advisory Board because
6 we're going to have to come up with more
7 recommendations.

8 UNIDENTIFIED SPEAKER: It is an
9 issue. We are conscious of that.

10 We have a show point today, and it's
11 going to be a show point in the future. If
12 you think about space in an aircraft, I
13 think we will have a problem. We'll hit a
14 point where we can't stretch the system any
15 further unless we get Nextgen, ATV and other
16 infrastructure improvements over the course of
17 the next several years, the best way to
18 increase our past system.

19 MS. MATTHEWS: In the same way that
20 Nextgen really advances the ball, I'm sure
21 we'll see new technologies, things like CCB.
22 Just the invasion we've seen on TSA in terms
23 of the arrival at the airport. We've seen
24 many generations of technology there. I
25 think in some ways it challenges us to find

1 solutions at the various other choke points
2 we have.

3
4 Perhaps I missed this. But I don't
5 know if the Travel and Tourism Advisory Board
6 has actually had a chance to watch airports
7 where Nextgen would be coming in. As you
8 talked about your recommendations, it sounds
9 like it's a rolling process. And I think it
10 will be very good for this group, since we
11 are in a wonderful position to be advocates
12 and ambassadors for Nextgen, for us to have
13 the latest exposure to what it actually looks
14 like, how it operates.

15 If we could sort of have a field
16 trip at the earliest point to do it, then I
17 think we will have better ideas to amplify
18 what you might be doing in these regional
19 town halls around the country.

20 CHAIR DAVIDSON: Thank you, Kathleen.

21 Any other comments or questions for
22 discussion?

23 MS. ANDOLINO: I'll touch on it a
24 little bit further. With the Nextgen, that's
25 going to improve the system in the air.

1
2 It's important to have a complimentary
3 infrastructure on the ground and, therefore,
4 the role of the airport infrastructure to
5 improve the runways and taxi ways.

6 Nextgen will make some improvements
7 to New York's air system, but will it truly
8 make a difference? New York is building new
9 runways. It's a marginal benefit that comes
10 into play with Nextgen.

11 The airports that do not have the
12 opportunity to increase their infrastructure,
13 it's the only opportunity they have. But
14 the reality is putting in that infrastructure
15 on the ground allows us to get those planes
16 out of the sky and onto the ground safer and
17 faster.

18 The one thing we did discuss as well
19 as a group -- and I think it's in our
20 letter -- is that where this actually goes
21 is the Art Advisory Committee. The Art
22 Advisory Committee of the American Association
23 of Airport Executives has been improving
24 environments and airport staff alike.

25 Integrative public art design

enhancement scan be implemented and/or installed in the existing infrastructure and funded through local capital. And in terms of budgets, we were talking about should that go some place else in terms of the overall mission. It's not truly infrastructure.

In addition, I did verify with triple E. There's an art conference but not an arts advisory committee. So that doesn't actually exist. We need to definitely change that.

But we talked about using a sense of place and branding strategy. As we explore our opportunities in Chicago, we're looking at ways to partner with our neighboring community members, like our institutions, our art museum, our museum of natural history, and again looking at corporate sponsors to help build exhibits and help fund exhibits, and maybe student opportunities with our institutions or high-education institutions or even younger, or again the museums, that it truly is a public/private partnership.

In terms of building new space,



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository

1.888.ACR.3335 • 1.800.862.4206 (FAX)
info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com

1
2 there's usually state requirements and local
3 requirements about public projects and having
4 a budget for art. In most cases, at least
5 .5 percent to 2 percent of your construction
6 budget goes to art programs or developing
7 public art.

8 Again, I see the art component as an
9 important component in the sense of creating
10 space. But I think we should put it in
11 public/private rather than infrastructure. So
12 any comments or thoughts or conversation
13 further on that?

14 UNIDENTIFIED SPEAKER: I think that
15 recommendation came from me to put that in
16 there, just in case anybody was wondering.

17 The thing about it is simply it came
18 because of the way the language was written.
19 Everything else was written more about a
20 different kind of infrastructure.

21 The first half of that paragraph was
22 already there, and it talked about impression
23 of the experience, not the other kinds of
24 things that are more about runways and so
25 on. It's the traveler's image of arrival

and departure and so on.

So when it comes to that, one of the things that has happened since 1958 is the evolution of about 500 public art programs across the country. And you're absolutely right. Most of them are funded. Most of their money comes from 1 percent or 2 percent of construction of programs. 1 percent of the budget is going to the arts that come from all these various cities.

But these enhancement programs have been very successful around the country. Denver is a great example of that enhancement program. Most people here if they thought about it, would recognize if they're coming into Miami, would see the art on the floors and so on.

So if somebody is talking about the lasting impressions of travelers, it seems like it's a problem. If that's not what it's about, it could go to different places, where it should go, and if you're actually talking about the impressions of travelers as they're arriving and departing as opposed to

1 infrastructure.

2
3 That was the only reason we
4 identified that there, is because it was an
5 aesthetic point of view that was also
6 expressed in the committee report.

7 CHAIR DAVIDSON: I think Rosemarie's
8 recommendation was perhaps where the
9 subcommittee talks about the private/public
10 collaborative, one of their illustrations of
11 that may be in another place where this
12 language could go. How does that feel to
13 you?

14 UNIDENTIFIED SPEAKER: It feels fine
15 for me to go someplace else if this is not
16 a recommendation related to aesthetics or
17 impression. You can see that distinction.
18 The original language is slightly different
19 than just seeing it now. But it's talking
20 about airports are often the first and last
21 impressions for travelers. And their
22 experience in our cities, states and country
23 are affected by the time spent in those
24 airports.

25 That's an environment experience

MEETING

1 statement. And that was the statement that
2 was in there already, and we were just
3 adding that to the statement. So if the
4 concept of that whole statement should go
5 some place else, then sure. That sounds
6 great.
7

8 CHAIR DAVIDSON: So we have two
9 options, then, it seems to me. So I'm going
10 to look at both Robin and Rosemarie and
11 Holly as members of this committee. But
12 also it does make sense to Greg and Maryann
13 as members of the climate committee. But
14 I'll start with you, Robin and Holly.

15 MS. AGRA: I think as much as we
16 appreciate the inside of the airport, I think
17 the initial sentence was referring to the
18 time spent on the outside of the airport,
19 specifically on the runways. So in this
20 particular instance, I think we were speaking
21 about time spent on the runways.

22 I think about this as the big
23 infrastructure that's going to impact growth.
24 I think it's the warmth and how do you feel
25 when you arrive. It actually gives me a

1 different thought. If these are the goals
2 in 2021, then I think all stakeholders, whether
3 they be private or public -- Doug mentioned
4 the number of people coming through. It's
5 incumbent upon all of us to have these goals
6 to make these plans fall into place.
7

8 In Asia and China, you get a sense
9 that they're playing catch-up. I don't think
10 we need to do all of that in the U.S., but
11 we have to move away from the tactical
12 nature. And I think that applies to all
13 stakeholders here as well.

14 CHAIR DAVIDSON: Go ahead, Maryann.

15 MS. FERENC: I think that it is a
16 place where we could continue to identify and
17 talk about that as part of an example of
18 success.

19 MR. LYNCH: I think I agree with
20 that. I think we can possibly take a look
21 at some of that, especially with the model
22 port program that's out there.

23 CHAIR DAVIDSON: Robert, if that's
24 agreeable to you -- and it sounds like it is
25 to the two subcommittees that will be

MEETING

involved in this -- then I will suggest that we strike the language from that third full paragraph on page 5 beginning with "anairport's visible connection" through the end of that paragraph. That we would strike that. And I would ask the business subclimate committee to look at strengthening that collaborative language at our meeting in September. John?

MR. SPROULS: Another recommendation would be to create a long-term solution, maybe a five-year funding or something like that, where they can plan long-term and not go back every six months to getmore paperwork.

UNIDENTIFIED SPEAKER: The airlines have been criticized for saying we want this and not having the funding to do it.

CHAIR DAVIDSON: Maryann?

MS. FERENC: Something we didn't talk about on our conference call. Do we have to re-language that to address it more directly to the Secretary and the Department of Commerce in order for it to fit into our

charge?

JENNA: We will make that clarification.

CHAIR DAVIDSON: We will make that technical correction as well. I will consider this letter adopted by consensus.

And we will move on to our next subcommittee to discuss and deliberate their proposed recommendations. And that was chaired by Mr. Sproulson our travel facilitation subcommittee.

MR. SPROULS: The president's executive order, our subcommittee really wants to say thank you to our partners in government because it has been a partnership and they have listened.

I was part of the previous subcommittee, and there were a number of goals established and a number of things that came forward. And they really formed the base and backbone for a lot of things that happened over the last 18 months, and we applaud that.

We are serious about a hundred

MEETING

1 million visitors in 2021. So we identified
2 a number of recommendations that both
3 maintain momentum and try to accelerate
4 progress. Many of them are tactical. Some
5 of them are operational. But they're both
6 about moving the ball forward and continue on
7 with success.

8 I'm going to talk about the
9 recommendations and then devote the time to
10 any questions. They are clustered around
11 five areas: streamlined visa processing,
12 staffing and resource integration, expansion
13 of pre-check and model ports, in no
14 particular order.

15 With respect to streamlined visa
16 processing and visa access, we would like to
17 ask that we explore and pilot a better
18 utilization of consular locations with agents
19 that are presently at out posts.

20 We realize that with a lot of the
21 things that happened, it may take a while
22 before such a pilot could happen. But we
23 think it's something we should put on the
24 radar stream. We like to see that both in
25

terms of benefiting our country but also
toput pressure on the Chinese government to
deliver that reciprocity.

We would like to request that the
State Department give us information and let
us know about the process they currently use
to process and factor into deciding where
that happens.

We urge the administration to work
to pass the JOLT Act and the elements of the
JOLT Act. There are a number of things that
are on the table now with respect to
legislation that we think would really help
from a facilitation point of view. They're
detailed in the letter, but I would just
point outone or two.

Within the JOLT Act, for example,
with respect to the measurements of what
countries can participate in the visa waiver
program, the visa refusal rate, which right
now is at a 3 percent threshold, will be
moved to 10 percent.

With regard to the Senate legislation
bill, there is authority for the Secretary of

MEETING

1
2 State to waive in-person visa interviews
3 where appropriate. That legislative authority
4 does not exist, but that would go a long way
5 to allow the Secretary of State to decide
6 where there are very low risk categories.

7 Turning to staffing and resource
8 integration. We would like to request a
9 staffing analysis briefly so it allows some
10 of our top talent that deals with processes
11 and best practices of moving around people.

12 I met Randy Garfield from Disney
13 during the lunch. He said to us, "I know
14 you're on the solicitation committee." We've
15 done that with model ports, but we would
16 like to do that more.

17 Part of that staffing analysis ought
18 to be also in the Appropriation Act. As we
19 continue to free the number of visitors and
20 don't grow the officers, it doesn't show how
21 efficient our practice has become. It's
22 going to be sheer volume. I strongly
23 support it. I know you can't lobby, but
24 there's people that can lobby to make sure
25 we get new officers in 2013. Anytime you

1
2 get customer feedback, it helps in managing
3 processes.

4 In our industry -- and I'm sure
5 other industries do as well -- we do a lot
6 of cross-utilization of people. You've got
7 CTP and TPA.

8 Moving on to global entry. We like
9 to see global validity expand during the next
10 ten years. The point that was raised early
11 by Douglas was to increase.

12 We talked in our subcommittee this
13 morning that the process in the UK for being
14 able to participate in global entry is so
15 cumbersome. We think there are 120 people
16 in the UK that can actually participate in
17 global entry coming into our country. And
18 that's just insane.

19 Along those same lines, we would
20 like to see new bilateral agreements,
21 especially France and Japan. But we would
22 like to see us have new conversations.

23 One of the issues that's come up in
24 the conversations we've been having over the
25 last few months is that your global entry

MEETING

1
2 approval doesn't automatically transfer when
3 you get a new transport. It's a process
4 that the individual passport holder has to
5 take responsibility for.

6 We would also like to, from a
7 marketing point of view, see us get the
8 numbers higher, expansion of TSA pre-check.
9 We think pre-check is a wonderful thing.
10 Anything we can do to increase the use of
11 pre-check.

12 I applaud the airlines for
13 participating in and making it able to be
14 launched. But I think ultimately if it is
15 going to be driven as a major way to offset
16 the lines, it's going to have to be a plan
17 independent of the airlines. It should be a
18 partnership, but it should be bigger than
19 that.

20 With respect to model ports, there's
21 a lot of things that go on in terms of
22 infrastructure on the ground. And we'd like
23 to see and understand, from a national point
24 of view, some standardization when CTP gets
25 brought into discussions with respect to

1 infrastructure.

2
3 So recognizing that there's only so
4 much you can do wasn't getting things built.
5 If we could try to have a process whereby
6 before capital commitments are made, CTP can
7 participate in those discussions to see how
8 it could be set up.

9 We recommend national standardizations
10 of signs and symbols to guide people in
11 international ports. In most every airport
12 there is a standardization. We're confused
13 enough. And for those folks that are
14 visiting the country, it's gotto be
15 impossible.

16 We would like to see DHS and CTP
17 dedicate a staff resource to help expand and
18 enhance the model ports.

19 So those are the recommendations with
20 respect to the facilitation subcommittee. I
21 would ask any of the subcommittee members if
22 there's anything they want to add or if
23 there's any questions.

24 MS. MATTHEWS: As the co-chair of
25 this, I think that we also want to go on

MEETING

1
2 record thanking all of the agencies for the
3 incredible amount of cooperation and
4 integration of systems that have in the past
5 really been in silos and to really applaud
6 you and encourage you for continued
7 collaboration on this because this is how
8 we've made progress and will continue to make
9 the kind of progress we've set forth in this
10 letter.

11 CHAIR DAVIDSON: Thank you, Kathleen.
12 Any comments for discussion?

13 MS. AGRA: I really like your idea
14 about informing the passport offices to talk
15 about global entry. I have a new agency for
16 you to enlighten. It is the U.S. Postal
17 Office. Because I saw a sign at my post
18 office advertising, "Apply for your passport
19 here." And I said, "Do you have any
20 information on global entry?" And they have
21 not heard of that before. So it's a new
22 agency for us to enlighten.

23 CHAIR DAVIDSON: Thanks, Holly.

24 MR. SPROULS: Holly, thanks for
25 bringing that up. For those of you who

1
2 don't know, the U.S. Postal Service and other
3 agencies do handle passport acceptance duties
4 for Americans either renewing or applying for
5 their first passport. And there is a lot
6 going on now to inform those other agencies
7 about global entry.

8 So that's definitely something that
9 we're going to expand in the future.

10 CHAIR DAVIDSON: I have a laundry
11 list, but I'll wait.

12 JENNA: Wait until the
13 recommendations are adopted.

14 MR. SMITH: This is all great.
15 And, John, first of all, thank you. You and
16 Kathleen and Melissa have been amazing. Just
17 a couple points, somewhat just as a level
18 set and to clarify.

19 We have talked about this TSA/CTP
20 thing. There are many different employees.
21 The employees of CTP are federal law
22 enforcement officers. They go through the
23 academy. They are part of federal statutes
24 and immigration authorities that TSA employees
25 don't.

MEETING

1
2 So you really can't cross-pollinate
3 it. And while they both work very closely
4 in the same department, it sort of ends
5 there.

6 Todd, as a port director, will work
7 with the head of TSA for his ports, and they
8 communicate a lot in terms of immigration of
9 passenger flow input. In terms of the
10 actual bodies, they are very different.

11 MS. MATTHEWS: Did we conflate this
12 in the letter that we need to address?

13 TODD: There's really no way that we
14 could cross-use them. They're very different
15 employees.

16 MS. MATTHEWS: Can we table this?

17 MR. SMITH: They each play a very,
18 very important role in what we do, but
19 they're trained entirely differently and
20 they're given by law very different
21 authority. So you can't sort of shift back
22 and forth. It would be kind of like asking
23 the flight attendant to go to the cockpit
24 and fly the plane. They are very good in
25 what they're trained to do in the cabin and

passenger safety.

Just a clarification on that. An idea is that, John, you should try to be in Chicago on July 1st to see the cool announcement that O'Hare is going to be doing, because they are leading the way in our next evolution of what a model port can look like through several innovative programs. I think it will be a great place to do a sub-meeting after the exciting announcement that O'Hare is going to do. We are doing it in Chicago, and I think it will be a pretty neat thing to see.

MS. MATTHEWS: In the staffing resource integration, this is where it's popping up as a concern. That you think maybe it implies that we thought people could shift from one to another. Isn't that sentence that both sides can discuss how they can learn from each other?

MR. SMITH: The things we can improve on, absolutely.

Let's use Chicago as an example. You're going to see something very

1 innovative. I think that will be a great
2 starting point. In Orlando we used you guys
3 and the Disney folks to maximize the
4 efficiency there. I don't want to speak for
5 Todd, but we're always looking for smart ways
6 to do it better. Our port directors try to
7 be very engaged and active in our community.
8

9 UNIDENTIFIED SPEAKER: I don't know
10 what to add to the conversation. But in
11 terms of cross-pollination, CTP officers,
12 they're law enforcement officers. They're
13 trained. They do extensive questioning.
14 Whereby TSA personnel, I'm not sure exactly
15 what their training is, but it's a whole
16 different skill set.

17 And one area we are looking to work
18 with TSA -- and this kind of gives you an
19 example -- is through global entry whereby
20 TSA personnel can help us with some of the
21 administrative duties at point of entry. Not
22 being allowed to do the interviewing portion,
23 but to help with administrative functions.
24 We take that very seriously, and we don't
25 think we can just put a TSA officer in there

1
2 and just increasethe staffing that way.

3 MR. SPROULS: What you just said
4 you're going to try out, that's what we're
5 talking about. Where it's possible for those
6 kinds of things to happen to see if we can
7 make that happen.

8 MS. MATTHEWS: It's like outsourcing
9 some of the administrative work on some of
10 your visa processing to non-foreign service
11 officers.

12 So this would be a case where
13 potentially onsome of administrative
14 back-of-the-house kind of work, if there are
15 opportunities for TSA to support CTP where
16 they don't need the law enforcement training,
17 that seems like that would be a comparable
18 thing of manpower deployment.

19 MR. DOUGLAS: CTP is funded every
20 other year, but we do a very comprehensive
21 survey. Last year's survey was some
22 passengers coming in. It's not uniformed
23 officers doing the survey. It's civil people
24 doing the survey. We're hopeful that the
25 funding will be in existence for us this

1 coming year to once again do a refresh.

2 And, John, if you have not seen that
3 survey, I will be delighted to get that to
4 you as the comprehensive. You might have
5 not sat through the comprehensive work
6 staffing presentation.

7 MR. SPROULS: No, I didn't.

8 MR. DOUGLAS: A lot of guys from DC
9 got to sit through that.

10 One last thing. Global entries. We
11 think that is our secret weapon. The more
12 we can do about that, the better.

13 I was just getting clarification
14 after our morning meeting. One of you asked
15 me where are we at with Brazil on the visa
16 waiver. On the visa waiver side of it, no,
17 they have not asked yet. There has been
18 discussions, but they have not pushed on
19 anything.

20 Recently, though, they have been
21 asking about global entry. We might not get
22 visa waiver, but this may be an interest
23 from Brazil to see how they can bring on a
24 global entry type system.

1
2 On the JOLT Act, the administration
3 haspublicly endorsed the JOLT Act. There's
4 nothing wecan do about that. But we have
5 put out our support paper, and we are pretty
6 much in a holding pattern. The line we can
7 no longer cross we are at.

8 UNIDENTIFIED SPEAKER: Thanks, Doug.
9 Rosemarie?

10 MS. ANDOLINO: I have to say thank
11 you to Douglas and his team. We have been
12 working collaboratively with not only CTP but
13 our stakeholders and airline parties to be
14 ready for our July 1st announcement. Again,
15 another collaborative measure where we're able
16 to expedite people coming through.

17 If you're carrying on and don't have
18 any checked baggage, you can go through the
19 side entrance of O'Hare and not go through
20 inspection. So you bypass that.

21 In fact, we were there when we
22 welcomed our first passenger through. And
23 his comment was, "They told me this was
24 going to be an hour wait or more, and it's
25 three minutes."

1
2 So that's where we quoted him in our
3 press statement. And we said, "You need to
4 tell your friends." He said, "You need to
5 tell yours." He was very excited about how
6 quickly this process went through. And the
7 ability to pull as many people out of the
8 primary lines and kind of minimize the risk
9 task. So what your officers have to
10 concentrate on is important.

11 One of the things I learned during
12 our dialogue and discussion is what really
13 might help here. As a CTP officer, your
14 work rules does not allow in CTP to have the
15 flex time. If we can encourage labor to sit
16 at the table to develop a process to invite
17 that, that will help us with those peaks.
18 Not mixing lines of business but actually
19 using your resources more efficiently.

20 Because for our challenges, we have
21 peaks and lulls in our banks of arrivals.
22 So if you have part-time officers, you can
23 bring them in for that.

24 Or another thing that we actually
25 looked at as well for the Department of

1
2 Aviation is using people that are retired to
3 come back for part-time because they have all
4 the training. Just different ways to look
5 at utilizing resources that may have already
6 existed and gone through training and
7 minimize wait times.

8 MR. SMITH: I think the short answer
9 is we have always looked at innovative ideas.
10 The challenge we have found with bringing
11 back retired officers is just keeping the
12 trainings current. It's one thing if
13 literally they're on the job today and they
14 retired tomorrow and they want to scale back
15 a little bit. I think that would be an area
16 we could look at.

17 The longer term retirees would
18 probably be more challenging just because the
19 training they go through is ever-present.
20 It's not that they learn it once and forget
21 it. It's a recurrent effort.

22 With all that being said, we've got
23 a tough situation. And with that tough
24 situation, we can look at any reasonable
25 solution to help us get where we want to

1
2 get.

3 CHAIR DAVIDSON: Thank you, Douglas.
4 Andt hank you, Rosemarie, for the suggestion.
5 Jonathan?

6 MR. ZUK: Going back though your
7 point regarding the visas and the officers in
8 countries that are large. This is something
9 that we've heard many times. That people
10 basically need to take a vacation to go on
11 vacation because they need to go through the
12 lines. Is this something in the works or is
13 this something you are thinking about doing
14 to make it easy to process?

15 UNIDENTIFIED SPEAKER: The issues and
16 probability of micro office is something that
17 could not happen in the near term. We are
18 looking at locations to establish visa
19 services. Iraq will start visa services by
20 the end of this month.

21 But if you look across the board at
22 the Brand USA marketing campaign where
23 they've identified 11 countries that supply
24 75 percent of the people coming in those
25 markets, a micro-post would be overwhelmed

1
2 anyway even if the security situation would
3 allow for its establishment.

4 Where we are putting in the new
5 posts, which Brazil and China are going in
6 big with new consulates that will have the
7 capacity to handle a hundred thousand
8 applications a year, that doesn't address
9 your point of people having to take a trip
10 to take a trip. But legislatively we have
11 to interview applicant and collect their
12 biometric fingerprints. So they have to go
13 to a facility where that can be done.

14 We want to make that process as
15 quick and painful as possible. That's where
16 the single-digit wait times help so people
17 can plan their visit and have the confidence
18 that it won't take extra time. And then
19 with other things that are in effect, they
20 can renew that visa and never have to come
21 into one of our facilities again unless
22 something shows up in the database.

23 But to be frank, using small
24 facilities around the world is probably not
25 something we're going to be able to do in

1 the near term.

2
3 CHAIR DAVIDSON: Which doesn't make
4 it anyless appropriate for the subcommittee's
5 recommendation.

6 Not seeing any other comments or
7 questions at this time, I will consider this
8 letter adopted by consensus.

9 Before the last letter of
10 recommendation comes to us, I want to thank
11 both John and Kathleen for co-chairing the
12 great work that was done by the travel
13 subcommittee.

14 Our research task force was chaired
15 by Rossi, but he was called away. We have
16 Kevin, who is going to be standing in. I'll
17 turn it over to you, Kevin.

18 MR. BAGER: For the record, my name
19 is Kevin Bager, and I work for Rossi. He
20 offered his apologies. But his bosses, our
21 board, had the audacity to do stuff like
22 now. So he is busy in the midst of that.

23 Rossi is a market researcher at
24 heart. He understands these programs inside
25 and out. Over the last several months, he

1 and Laura have spearheaded the program to
2 optimize it. And I know in the interest of
3 time, we'll do this quickly.
4

5 I think part of the reason he had
6 me talk is because I am the fastest speaker
7 on the staff. Laura is going to walk us
8 through the recommendations.

9 MS. MANDALA: Thank you, Kevin. We
10 have outlined briefly in some of our earlier
11 meetings that we have assembled the task
12 force from a variety of members of the
13 travel industry, these including major polling
14 companies such as Gallup. They include
15 some of the major users including Las Vegas,
16 Oregon, New York, California.

17 We included travel companies, travel
18 agencies, associations, Universal Studios, and
19 airlines to all come together and really
20 seriously look at this as a tool for
21 providing the industry with the only source
22 of data it has on understanding inbound
23 international travelers.

24 I won't go into the recent history
25 where funding was at jeopardy. It didn't

1
2 exist for the latter half of 2013. But we'd
3 like to think that part of our work on
4 focusing on this, along with new travel and
5 other members of the industry, resulted in
6 SIAT having a line in the budget for 2013.

7 But there are still questions about
8 SIAT and its effectiveness and its ability to
9 be as robust and informed a tool as
10 possible. So with the think tank, which we
11 like to call it with industry people, in
12 fact, we have our university partners there
13 as well. And we provide you a list of the
14 organizations that were present in these
15 conversations on the back of this memo.
16 It's called an appendix. And you can see
17 who were present at these meetings.

18 Some of the conclusions we've come
19 to, the first conclusion is to increase the
20 sample size of SIAT. The TPA, Traffic
21 Promotion Act, mandates a 1 percent sample.
22 Well, 1 percent is not critical. You can
23 still have a very robust sample size at 5
24 percent. And that's what we are recommending
25 here.

1
2 By increasing the sample through a
3 variety of ways, you're going to make the
4 data available and relevant to more
5 destinations. You're going to capture more
6 countries and overall improve this as a
7 research tool.

8 And we've gone through each of these
9 recommendations. We have pretty in-depth
10 recommendations for steps that you could take
11 to improve each of these areas.

12 And we can open those up for
13 discussion if you'd like, but I'm going to
14 go over the top level recommendations now,
15 and we'll talk about the specifics if you
16 have any questions about those.

17 So let's go to our second
18 recommendation. The second recommendation was
19 really the most critical and formed the
20 foundation for us moving forward on this
21 recommendation by SIAT. We had face-to-face
22 meetings and conference calls -- I would say
23 about six in all -- with our task force.
24 It was determined that there really is no
25 other reliable and valid approach to gaining

1 methodically sound data that you need for
2 understanding inbound travel to the United
3 States.
4

5 While undergoing this process, we
6 also learned from the BEA that they've
7 decided to use the SIAT for looking at
8 balance and payments. They looked at the
9 credit card data, and they don't represent
10 the bulk of international travelers.

11 So BEA has stated their intent to
12 use SIAT as the use of balance and payments.

13 We're going to enhance -- keep the
14 SIAT the way it is, maintain the methodology,
15 but improve it. We can improve it by
16 expanding at more airports. Right now we're
17 at 27 airports. We can go to 40 or 50.
18 We can improve the data collection methods
19 right now. It's kind of an old-fashioned
20 method, standing and interviewing people at
21 the gates, but it's still a valid and
22 reliable way to go.

23 But we can improve that through
24 electronic tools. So instead of handwriting
25 a questionnaire, we can have data inputted

1 into a tablet. Or instead of having
2 face-to-face interaction with the customer, we
3 can give them a link to go online on their
4 mobile device or computer and have them fill
5 it out when they get home. So a lot of
6 technical improvements can improve the data
7 collection.
8

9 UNIDENTIFIED SPEAKER: Can I ask you
10 two questions? One is, did you make any
11 estimates on how to drive the cost per
12 survey? There's a current cost structure per
13 survey, and one of the fundamental questions
14 has been, are there ways to reduce the
15 costper survey through scale.

16 In the current world of that
17 individual filling it out, you don't get any
18 kind of scale. Therefore, the cost of
19 survey has stayed somewhat constant. With
20 some improvements, have you estimated at all
21 where you think the cost of survey could go?

22 MS. MANDALA: I don't have a
23 specific number, but we believe it will
24 decline because of these improvements.
25 However, those reductions in cost are going

1
2 to be offset by the fact that we anticipate
3 to be interviewing more people.

4 UNIDENTIFIED SPEAKER: Fair enough.
5 And the second question is, did you quantify
6 the cost of test? It says here test.

7 MS. MANDALA: Right.

8 UNIDENTIFIED SPEAKER: Is there any
9 sort of quantitation what the test will cost?

10 MS. MANDALA: We will determine the
11 cost of the test once we have agreement on
12 the approaches that we want to take. So we
13 have estimates right now.

14 MR. BAGER: In discussion, the test
15 we were debating was what is the amount of a
16 test. Is it one month of data? Is it
17 three months of data? Whatever that cost is
18 at the end of the day, we do believe a
19 three-month period would be optimal to prove
20 that the improvements are doing what they
21 need to do.

22 MS. MATTHEWS: You suggested mobile
23 in there, and we all know in China.

24 MS. MANDALA: It won't be
25 exclusively mobile. It will just be adding

1 mobile for a certain portion. So we're
2 going to maintain the original approach.

3 MS. MATTHEWS: Does going exclusively
4 to mobile skew your samples too much?

5 MR. BAGER: The testing will tell
6 that. This was an online sample to skew
7 your response. We believe that online,
8 whether it's a mobile device or your PC at
9 home, an online element is absolutely a key
10 improvement.

11 MS. MATTHEWS: Mobile is so critical
12 right now. If you don't have mobile, you
13 don't have an accurate sample.

14 MS. MANDALA: The original approach
15 is to stand at the gate.

16 MS. MATTHEWS: I'm trying to decide
17 how far away from that continuum you were
18 at.

19 MS. MANDALA: The testing is going
20 to determine what the ratio will actually be.

21 MR. BAGER: Where the visitor is
22 intercepted will be at the gates of the
23 airport. It's how they fill out the survey
24 is what we're suggesting. You'll still get
25

1
2 a sample based on inbound to the United
3 States, if it's 15 percent.

4 MS. MANDALA: Kathleen, we'll keep
5 that in mind because our goal is to capture
6 the entire inbound copy. So we'll look at
7 what will skew how many travelers.

8 The next recommendation is we feel
9 that SIAT needs a line item within the
10 federal budget since it's now so critical to
11 the balance of payments. We feel it cannot
12 be subject to the vagaries of political and
13 economic life. To have that a dedicated
14 line item is going to provide some stability
15 not only in the travel industry, but for
16 government in its reporting globally what the
17 balance of payments are.

18 Then there were a variety of options
19 for I guess this dedicated funding. One is
20 to ask the Department of Commerce to ensure
21 that that funding is allocated every year.
22 It could be part of their annual budget.

23 Option-2 is to take some of the
24 unallocated ESTA monies that have been
25 captured for the TPF, travel promotion fund,

and an additional ESTA fee to support SIAT.

I should preface this by saying we're not the government funding experts. We just talked to a lot of people and are laying out what our options are. We would see it as government's role to identify what the best approach is for finding the funding for making this happen.

The third option was to look to Brand USA's budget outside of manufacturing funds to pay for both the core and testing phases. We've had talks with Brand USA. And needless to say, it would involve alot of legal investigation. So we didn't go down that path since we weren't sure how the TTAB felt about us moving in that direction.

But if we were to move in that direction, it would be explored fully with government and government lawyers as an option.

UNIDENTIFIED SPEAKER: Outside of manufacturing funds, I'm curious. What does that mean?

MR. BAGER: What it's intended to

mean is it's a line item that's not tied to a donation. They have a dedicated fund for SIAT regardless of how the money moves around on their side of the ledger.

Again, we have to see what the government lawyers decide, if that's even feasible or not. But we were told the manufacturing fund absolutely complicates the effort.

UNIDENTIFIED SPEAKER: It's hard for us to map and then get that money back to do something.

MR. BAGER: Certainly.

UNIDENTIFIED SPEAKER: It puts us in a difficult position.

MS. MANDALA: SIAT will now be handled under the National Travel and Tourism Office. So I would really be a proponent of Option-1, which is let's fund what's necessary appropriately through the budget process.

Dick and I were talking about this yesterday. The funding has now been restored. It was actually going to be taken

1
2 out and put in for 2014. So we've been able
3 to maintain it. Now, if it's not funded
4 appropriately or to its right levels, I think
5 we should then look at doing it in the
6 budget.

7 My concern on Option 2 is the fact
8 that in the immigration proposal, that's how
9 there's the increase on the ESTA basically
10 almost doubling the ESTA fee to \$30. Today
11 it's \$14. It's adding another \$16 onto
12 that.

13 In addition, the ESTA money really
14 goes to support the DHS's role and CTP.

15 MR. SMITH: A very small part of
16 that.

17 UNIDENTIFIED SPEAKER: It was \$16.

18 MR. SMITH: Oh, within the bill
19 you're talking about. The language keeps
20 changing. The initial language was relating
21 to the ability to pay for a biometric exit,
22 I believe. I don't know if that's been
23 settled upon.

24 MS. MANDALA: Do you find CTP
25 officers apart of it as well, Todd?

1
2 MR. SMITH: Half of it is through
3 appropriation, and that would be \$4. And
4 that is tied to immigration tax.

5 MS. MANDALA: Does that then further
6 complicate it?

7 MR. SMITH: We probably should table
8 this one. This is opening up large can of
9 worms that we should probably dial back and
10 address maybe a little bit offline today on
11 some of these things that relates to funding.
12 This is not the appropriate moment to delve
13 into it.

14 MR. HAYES: It is the government's
15 job to figure out how things get funded and
16 not funded. I think we need to point out
17 some of the risks that come with all these
18 additional fees and charges. You know, it's
19 \$2 here, \$5 here.

20 By the way, it's not just on the
21 U.S. end, but when travelers come from all
22 parts of the world, it also increases
23 charges. You very quickly get to several
24 hundred dollars of fees and charges. I
25 think that we haven't yesterday understood

1 what an impact it's having on demand.

2 And specific to the item here,
3 there's a lot of companies, and there's been
4 so much collaboration with companies. But
5 the ability in this area to get step-changed
6 on the amount of information, one of the
7 things we do every week now is, social media
8 is so big. You get a one-page work file.
9 It's not market research in the purest form
10 that allows you to go and allocate assets,
11 but it gives you a very good snapshot that
12 says now you have a problem with U.S.
13 arrivals from what China officials are
14 telling me.

15 I think just being transparent I
16 think on behalf of the airline sector, adding
17 \$2 as an extra fee on top of other charges,
18 we're not helping them build the goals to
19 get travelers come to this currently.
20

21 CHAIR DAVIDSON: So are the second
22 and third paragraphs in the letter being
23 asked to be tabled?

24 MR. SMITH: Given the tremendous
25 attention to competitive reform and what is

1
2 going on in those negotiations and the
3 complications associated withit, we may be
4 asking for trouble. I'm trying to be
5 diplomatic.

6 MS. MANDALA: Would the research
7 committee want to pull back at this time
8 because of what's happening?

9 CHAIR DAVIDSON: The reason for my
10 question -- and I don't know if you want to
11 defer to Kevin to pick up your diplomacy
12 where you just left off. But what I'm
13 trying to determine is, are you good with
14 Options 1 and 3 and Option 2 having A and
15 B?

16 UNIDENTIFIED SPEAKER: There's a
17 balance of funds there that are unallocated
18 within the ESTA fund. There's \$10 that goes
19 to DHS, and there's \$10 that are held in
20 trust for Brand USA. But there's additional
21 revenue that is generated over and abovethe
22 hundred million.

23 CHAIR DAVIDSON: This becomes 2B to
24 me. If that's the sticky point, let's have
25 the conversation there. That's what I'm

asking. I'll let Kevin answer Part 1.

But what I'm saying is, well, right now as you all know, the access fee we don't get. The access fee goes to deficit reduction. There are alot of good parts in the immigration bill. And I think there's some things in there that could be very effective and helpful to many of the themes that have been spoken about in the last few hours.

It's not to be diplomatic. But I'm not prepared -- well, I'm prepared but maybe not willing in an open forum -- and I'm willing to go off-lineand talk about this. I think Robin is picking up on there's an underlying situation going on that we have to be cautious about.

And it's not to take away the good smart research. We support that wholly. But there is significant complications within the funding streamas to how we want to look at doing that.

MS. MANDALA: Is it acceptable to say that we are advocating for a dedicated

1 source of funding without going into how that
2 happens?

3 UNIDENTIFIED SPEAKER: A dedicated
4 source of funding, yes. The issue is Option
5 1. It's sort of hard to actually exercise
6 Option 1 because funds are appropriate. And
7 so it's unclear to me.

8 I think it's fine to have it. It's
9 unclear to me operationally how that sustains
10 the survey for many years because there are
11 still decisions that need to be made and the
12 appropriators need to appropriate to us.

13 Now, let me just ask, is your
14 concern --because, on the other hand, you can
15 make recommendations to us, and we just don't
16 have to respond.

17 There's a lot of information up here.
18 Do you have a particular concern around the
19 recommendation coming in? Because we can
20 simply say there's a commendation that
21 comes, and we will think about it.

22 MR. SMITH: I think you're opening
23 up a can of worms with 2B. There's a
24 turbulence at the moment, and we're trying to
25

1 navigate and we're trying to fly this plane
2 in for immigration reform. And I think we
3 just need to walk cautiously. You probably
4 all find it hilarious saying that you have
5 to be cautious. I'm being sensitive.
6

7 But there are a lot of moving parts,
8 and there are a lot of people that want to
9 be cautious that we don't overextend.

10 MS. MANDALA: Can we make the
11 statement that we would like a line item in
12 the budget?

13 MR. SMITH: You can make that
14 statement. We're just here to listen. I'm
15 just offering some cautious advice as to how
16 we work through this.

17 UNIDENTIFIED SPEAKER: I think
18 getting better information, thinking about how
19 we organize these surveys, how we can create
20 steps to gather information. There's other
21 conflicting -- not necessary conflicting ideas
22 with the survey, but things that people want
23 to get funded. Until we understand what all
24 of those are, what impact we think it's
25 going to have.

1
2 You look at countries in Europe who
3 have made big increases in fees and taxation,
4 and then they've pulled them out because of
5 the catastrophic impact they had in terms of
6 numbers. I think that's something we're very
7 nervous about until we better understand
8 that.

9 MS. MANDALA: Would you say in a
10 few months' time you will have more
11 information that will guide us in a better
12 direction?

13 MR. SMITH: For DHS I think we play
14 out the clock for the 2014 budget before we
15 cloud the playing field with other
16 complications.

17 MR. BAGER: Is it still as
18 complicated without 2B in there?

19 UNIDENTIFIED SPEAKER: Can I make a
20 recommendation in terms of the language? If
21 you got rid of Options 1, 2 and 3 and leave
22 it as long-term dedicated funding for SIAT to
23 achieve its support inthe tourism industry.
24 How about extending that with a discussion of
25 appropriate funding mechanisms?

1
2 UNIDENTIFIED SPEAKER: It would be
3 fine.

4 UNIDENTIFIED SPEAKER: Dedicate
5 sufficient funding for the SIAT to achieve
6 its mandate in support of the tourism
7 industry.

8 MR. ZUK: Is it okay to do a
9 negative recommendation and say we advocate
10 not to raise the ESTA fee. There was a
11 push back to \$14. And if we change it to
12 \$30, the explosion would be worse.

13 CHAIR DAVIDSON: This would not be
14 the letter to do it in coming from our
15 research task force. That would be a
16 recommendation that would be complicated. We
17 would want to refer it to one of our
18 subcommittees.

19 From my personal perspective, it
20 seems to run into the same concern we've got
21 here in terms of how it plays out. I don't
22 think this is a letter todo that in,
23 Jonathan.

24 MR. ZUK: I agree. It is a concern
25 in the industry. These countries when

1
2 they've looked at these charges in the past,
3 they've viewed it as we can just put these
4 things up. And my concern is if you keep
5 increasing these charges, we decrease the
6 demand for coming in.

7 UNIDENTIFIED SPEAKER: A bolder step
8 would be to say dedicated sufficient funding
9 for the SIAT to achieve its mandate in
10 support of the tourism industry with a
11 discussion over appropriate funding mechanisms,
12 including but not limited to Option 1 and
13 Option 3. And you just eliminated Option 2,
14 which is sort of the red herring here.

15 But you were not limiting it to
16 that. So you're sort of saying one option
17 is dedicated funding that shows that the
18 group believes that this is important to
19 fund, but we also recognize maybe some of the
20 challenges of a line item like that.

21 Option 3 shows that perhaps putting
22 this within Brand USA and funding it within
23 their existing mechanism is an option, but
24 there might be some other ones out there on
25 the table.

1
2 UNIDENTIFIED SPEAKER: And the
3 subcommittee will further explore, et cetera,
4 et cetera?

5 UNIDENTIFIED SPEAKER: Right.

6 UNIDENTIFIED SPEAKER: And if I may,
7 just to hijack the moment. And I'm sorry
8 for hogging the mike. If we agreed by the
9 way with the hypothesis that the more
10 expensive we make it to come here, the less
11 likely people are to come. Where do we have
12 that dialogue? Because I'm extremely
13 concerned that some of the things that we
14 may choose to do in the United States the
15 next two or three years may mirror some of
16 the things I've seen in Europe. For an
17 airline industry, we're concerned with the
18 direction of demand.

19 MS. ANDOLINO: I think that this
20 conversation moves that up on the list of
21 things that the business climate subcommittee
22 needs to address.

23 CHAIR DAVIDSON: That was one of
24 those topics that was handed to your
25 committee that was raised by the full-time

MEETING

1
2 board to look at taxes on visitors as well
3 as taxes on businesses themselves and the
4 climate we're creating.

5 MS. MANDALA: I'm kind of remiss
6 that Rossi is not here because I know he
7 feels strongly about the funding component,
8 and he feels there should be a government
9 funded survey. So I just wanted to make
10 that statement.

11 And I'm hoping that we're going to
12 be able to pick up funding maybe at our next
13 meeting or before the end of the year
14 because it sounds to me that this initiative
15 is getting put under the table because
16 certain folks think there's more important
17 initiatives taking place.

18 And I'm sure there are important
19 things going on, but this is a source of
20 balance of payments. And to keep putting
21 off funding this thing just seems like a bad
22 dream.

23 MR. SMITH: Don't take hesitation
24 from this side of the room as -- we do
25 research in everything we do, and there's a

1 huge support for research. I think we just
2 need to be walking into that fully aware and
3 just being fully aware. No one is opposed
4 to research. We're all for it. We think
5 it's great. But we want to do a deep-dive
6 look at how we fund research.
7

8 Adding another fight into the mix,
9 my guidance, putting on my advisory hat is,
10 don't back off the importance of doing
11 research. Let's just be cautious about how
12 we talk about financing it.

13 UNIDENTIFIED SPEAKER: I would just
14 say there's nobody questioning -- I think
15 everybody knows the importance of research
16 and how to fund it. I think we don't want
17 to undermine the larger recommendation simply
18 because there is an option in here that
19 touches the third rail. You'll have
20 opposition to the entire recommendation in my
21 view.

22 And that's why I would suggest --
23 and I concur with Kathleen's recommendation
24 in terms of how we might change the
25 language. It doesn't change anything about

MEETING

our warranting to get funding for it. I think you share my view in that.

MS. MATTHEWS: I think it's an important thing for this group. I think we had not addressed that head-on. And for that conversation to start in the subcommittee and come to the Advisory Board will be a very good thing.

UNIDENTIFIED SPEAKER: I think just take the options out. It says everything we need to say right there.

MS. MANDALA: We can live with that, taking the options out.

MR. BAGER: There should be some dedicated funding mechanism. The intent of it is, these are the three we discussed.

UNIDENTIFIED SPEAKER: But it's going to touch a nerve. Yeah, we've unhighlighted the one that has --

MR. BAGER: Like everything, everyone is competing for funds in research. Just so I understand, we're removing all of the options?

UNIDENTIFIED SPEAKER: Why do we

1 need options if the recommendation says
2 dedicate sufficient funding for the SIAT to
3 achieve mandate insupport of the tourism
4 industry?
5

6 CHAIR DAVIDSON: The options would
7 be removed from the letter, and then later
8 explore what those options would be.

9 UNIDENTIFIED SPEAKER: Put in a
10 discussion of funding not limited --
11 including Options 1 and 3.

12 UNIDENTIFIED SPEAKER: We probably
13 should take a vote on this.

14 CHAIR DAVIDSON: The consensus is
15 driving towards pulling the detail of the
16 options out but putting in the language that
17 there needs to be a dedicated sufficient
18 funding source identified and there needs to
19 be conversations going forward that weneed to
20 be engaged in around what these funding
21 options are.

22 We are going to either put a period
23 there or say "including but not limited to
24 Option 1 and Option 3." No references to
25 Option 2 in our including but not limited

1 language.

2
3 UNIDENTIFIED SPEAKER: We already
4 know that Option 3 would be a legal problem.
5 Why not simply take 1, 2 and 3 out and
6 summarize what we need, and it will be open
7 for discussions.

8 UNIDENTIFIED SPEAKER: I would
9 support taking 1, 2 and 3 out, but I would
10 leave the line in.

11 CHAIR DAVIDSON: And that's the line
12 we would add. Is that this group would work
13 with the federal government to discuss what
14 our options would be.

15 I'm not hearing any strong visceral
16 reactions either way. So we will consider
17 this letter adopted subject to the options.

18 We have taken all three options off
19 the table, and we will reference this
20 recommendation. That there needs to be a
21 dedicated tabled funding source, and it will
22 be working in conjunction with the TTAB and
23 the SIAT subcommittee.

24 MR. LYNCH: The advocacy committee
25 has decided not to put in a report, not put

1 in a letter today. We are doing it in the
2 fall. And part of the reason for doing it
3 in the fall is that so many of the committee
4 reports have advocacy issues in them, like
5 this, for example.

6
7 And so we wanted to see what that
8 was first, and we wanted our report to in
9 some instances reflect what you all are
10 saying and in some instances make sure we
11 are not redundant in what you're saying. So
12 that will be coming up.

13 In our meeting today, we looked at a
14 variety of recommendations that we've been
15 working on for awhile, but there are three
16 real categories of that: Impediments to
17 travel and tourism, legacy issues from the
18 last committee, issues about destination and
19 enhancing going to destinations, partnering
20 with destinations, content of destination, and
21 then promotion and communications around those
22 issues. So that's what we're looking at.

23 We have a number of things that the
24 committee today discussed that were in your
25 recommendations, like whole government and

MEETING

1
2 issues that are related to the various
3 segments of population, to tribal ethnicities,
4 to different kinds of destination communities
5 to work in there.

6 So with that, that's pretty much
7 what we're going to be working on over the
8 summer. And, Maureen, anything else?
9 Maureen is the vice chair. Thank you.

10 CHAIR DAVIDSON: Thank you, Robert,
11 Maureen and everybody on that committee.
12 Thank you very much. We look forward to
13 your recommendations when we get together in
14 September.

15 Jenna has some house keeping items
16 for us as we come up on adjournment.

17 JENNA: Thank you everyone for your
18 comments and letters. We have two meetings
19 in the next two days. We will be confirming
20 the September meeting. There is a reminder
21 for tomorrow for the tour of the airport,
22 the CTP and TSA operations. If you want to
23 learn the differences between what a TSA and
24 CTP officer does, here's the chance. We
25 will meet at the Alaska Airlines ticketing

counter.

Thank you to Douglas for putting that together. Thank you to U.S. Travel for hosting us. It's an incredible partnership to be able to be here at the IPW in Las Vegas.

Rossi invited you all to a show tonight to Beatles Love. If you took him up on those tickets, see me at the reception, which is right across the hallway right now. As soon as Todd adjourns us, we will see you there.

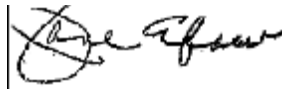
CHAIR DAVIDSON: If that doesn't tell you what I need to do next, so I don't stand in the way of a martini, showgirls or anything else, then all I have to say is we are adjourned.

(Whereupon the meeting was concluded at 5:25 p.m.)

CERTIFICATE

COUNTY OF CLARK

I, Jane V. Efaw, certified shorthand reporter, do hereby certify that I took down in shorthand (Stenotype) all of the proceedings had in the before-entitled matter at the time and place indicated; and that there after said shorthand notes were transcribed into typewriting at and under my direction and supervision and the foregoing transcript constitutes a full, true and accurate record of the proceedings had.



Jane V. Efaw

DATED: June 18, 2013

A		
abilities 25:17 ability 100:4 105:24 115:3 116:11 able 3:1 21:5,8,15 25:23 28:13 29:5 46:8 63:11,20 69:2 89:22 90:20 99:13 103:19 114:9 125:8 131:20 abovethe 117:25 abroad 26:6,16,17 absence 27:15 absolutely 57:23 69:16 80:24 95:25 110:21 113:17 academy 94:2 accelerate 86:15 acceptable 119:2 acceptance 93:7 accepted 58:10 access 41:21 87:3 118:7,8 accomplish 36:15 44:20 accomplished 67:21 accomplishing 36:15 accomplishments 29:19 accountable 40:14 66:14 accurate 110:25 133:14 achieve 21:14 39:23 73:23 121:23 122:4 123:7 127:22 achieved 24:16 achieving 35:9 acknowledge 30:21 acknowledged 2:13 acknowledging 43:15 acknowledgment 15:13 39:15 Act 87:21,22 88:3 89:2 98:25 99:1 106:12 acting 37:11 action 27:3,4,13	52:12 74:20 active 62:3 96:9 activities 36:17 63:2 activity 66:20 actual 94:13 ad 68:2 Adams 9:22,22 28:11 add 20:5,9 37:25 57:11,14 74:15 92:3 96:11 129:4 adding 73:19 82:19 110:12 114:18 116:22 126:3 addition 61:1 79:2 114:20 additional 112:11 115:24 117:24 additions 63:12 address 15:24 42:23 55:23 74:4 85:11 94:15 103:2 115:16 124:19 addressed 126:25 addresses 43:12 addressing 42:11 adequately 26:1 adjourned 132:7 adjournment 131:6 adjourns 132:1 administration 29:11 59:9 87:20 98:25 administrations 6:25 11:20 administration's 15:12 administrative 96:22 96:24 97:9,13 adopt 56:1 adopted 57:18 85:19 93:17 104:1 129:9 adopting 33:18 advance 12:8,14 33:12 advances 76:17 advantage 48:16 Adventures 8:1 adverse 35:7	advertising 29:1 65:13,16 92:23 advice 120:16 advisory 1:1 2:23 4:10 7:17 15:3 23:1,6 24:2 76:2 77:1 78:16,17 79:4 126:4 127:2 advocacy 47:2 129:16 129:21 advocate 14:5 122:8 advocates 77:7 advocating 119:3 aesthetic 81:21 aesthetics 82:7 Affairs 9:24 affirming 33:5 Africa 74:7 afternoon 8:14 9:8 44:16 agencies 28:17 30:10 38:1,16 40:3 41:22 46:2 57:24 59:5 73:14 92:7 93:7,10 105:10 agency 38:25 92:20 93:2 agenda 3:20,22 33:13 34:24 58:6 agents 87:5 ago 6:24 12:11,23 16:4 21:18 23:2 24:12 28:23 45:1,4 53:20 agovernment 125:4 Agra 9:3,3 83:5 92:18 agreat 81:6 agree 16:25 41:16 70:20 84:8 122:23 agreeable 84:13 agreed 16:5 33:25 124:5 agreement 109:23 agreements 90:3 ahead 2:3 25:12 57:4 73:6 84:3 air 75:25,25 77:21

78:2 120:1 aircraft 72:21 76:9 aircrafts 72:3 airline 70:19 71:1 73:9 75:11 99:11 116:22 124:14 airlines 20:15 62:21 85:5 90:19,24 105:11 131:15 airplanes 71:17 airport 21:7 70:18 75:11 76:20 77:24 78:18,19 83:6,8 91:17 111:10 131:11 airports 18:12,20 72:4,18 77:2 78:6 82:11,15 108:5,6 airways 8:16 62:13 71:21 Alaska 8:1,1 10:4 131:15 alike 78:19 alittle 101:11 allocate 116:16 allocated 112:6 allocation 63:4 allow 19:17 73:12 75:22 88:14 100:11 102:22 allowed 4:3 63:4 96:23 allows 78:10 88:18 116:16 alot 112:23 118:9 Amadeo 8:3 amazed 60:17 amazing 16:9 17:19 27:14 61:4 66:8 70:20 93:20 ambassadors 77:8 America 8:5,25 49:11 49:12,15 American 10:4,7 45:23 47:7 68:19 78:17 Americans 8:10 35:17 49:8 50:20 93:8	amount 71:10 92:8 110:2 116:12 amplify 77:13 anairport's 84:18 analysis 46:5 88:18 89:1 analyze 45:6 andit 128:23 Andolino 9:1,1 53:18 77:19 99:8 124:16 Andt 101:24 and/or 78:21 Angeles 18:6 Ann 8:21 announced 5:24 12:25 announcement 21:11 21:13 95:8,13 99:12 annual 13:21 36:12 36:17 112:7 answer 64:16 101:4 118:5 answered 60:11 anticipate 109:14 anybody 34:19 80:9 anyless 103:22 Anytime 89:9 anyway 102:21 apart 61:3 115:7 apologies 104:13 apologize 40:15 appendix 106:7 applaud 86:11 90:19 92:10 Applause 16:18 57:21 applicant 103:5 applicants 23:22 24:22 applications 24:20 60:23 103:2 applies 84:1 Apply 92:23 applying 23:23 24:24 93:8 appointments 27:9 appreciate 2:16 57:19 58:16,23 64:21 65:6 69:19	83:6 appreciated 26:13 appreciation 59:17 59:19 approach 16:2 38:15 107:15 110:14 111:1 112:17 approaches 72:4,18 72:20 109:24 appropriate 52:1,23 55:24 88:12 103:22 115:18 119:9,15 121:25 123:9 appropriately 114:4 114:11 appropriation 89:2 115:9 appropriators 119:15 approval 90:9 approved 44:25 45:3 apretty 95:16 Arbor 8:21 area 10:14 75:16 96:18 101:11 116:11 areas 18:10 32:25 40:2 62:18 86:23 107:1 arena 75:16 argue 57:24 arrange 26:15 arrival 76:20 80:18 arrivals 100:18 116:19 arrive 83:15 arrived 27:18 arriving 81:17 art 78:16,16,20 79:3 79:12,22,24,25 80:1,22 81:9 articulating 43:15 arts 8:10 79:4 81:2 Asia 74:5 83:22 Asian 10:7 asked 3:4 4:1 19:14 32:12 70:24 73:14 98:14,17 117:3 asking 39:24 45:8
--	--	---

46:5 51:10 56:2 94:25 98:21 117:8 118:5 as opposed 34:14 aspect 29:10 48:19 assembled 105:3 assets 30:5 116:16 assist 48:6 Assistant 9:16, 20 associated 58:20 117:7 Association 8:2, 5, 23 10:5, 8 78:17 associations 105:10 assurances 2:8 Atlanta 10:9 at my 92:22 attend 62:23 attendance 60:1 62:8 62:9 attendant 95:1 attended 62:24 attendees 4:19 attending 2:15 attention 39:25 117:5 attribute 24:14 ATV 76:12 audacity 104:14 audience 67:4, 15, 16 August 24:17 64:10 authorities 21:8 94:3 authority 21:7 88:10 88:12 94:24 automatically 90:9 available 39:16 106:19 average 42:8 averages 25:24 aviation 9:2 70:10 70:14 71:8, 24 74:13 75:16 100:23 aware 125:23, 24 awhile 130:6 a.m. 22:3 31:20	B 117:19 BA 62:25 back 5:20, 25 14:17 16:2 35:5 39:1 42:5 43:23 46:1, 2 47:20 69:14 72:15 85:3 94:24 100:24 101:7, 10 102:1 106:6 113:20 115:15 117:11 122:10 126:5 backbone 86:9 background 61:5 back-of-the-house 97:14 bad 75:23 125:17 Bager 104:11, 12 110:1, 17 111:8 113:9, 22 121:17 127:9, 15 baggage 99:16 balance 18:15 19:2 107:22 108:1 111:21 112:2 117:21 125:16 ball 76:17 86:18 banks 100:18 bars 5:16 base 46:13 86:9 based 35:3 111:12 basically 47:21 75:10 102:5 114:16 Basin 50:24 basis 44:6 55:13 Bausch 8:24, 24 BEA 107:20, 25 Beatles 131:23 beautiful 68:22 beautifully 2:10 beef 40:25 before-entitled 133:8 beginning 19:10 84:17 behalf 17:17 69:20 116:22 believe 16:14 17:24 18:4 19:15 50:14	56:1, 4 109:11 110:5, 19 115:4 believed 65:18 believes 123:16 Ben 3:1 benchmark 54:14 benefit 78:4 benefiting 87:12 benefits 20:4 best 42:22 76:14 88:20 112:17 better 7:1 40:7 41:25 53:21, 21 54:13 56:4 73:11 74:7, 10 77:13 87:4 96:8 98:12 120:19 121:7, 11 beyond 44:4 big 18:21 29:19 63:14 83:12 102:25 116:14 121:3 bigger 90:25 biggest 20:11 23:16 49:3 bilateral 90:3 bill 2:16, 25 11:25 88:10 114:25 118:10 billion 5:8, 22 13:19 46:16 biometric 103:6 115:3 bit 33:1 39:25 40:25 49:9 53:13 77:20 101:11 115:16 block 62:1, 2 board 1:1 2:23 4:10 7:17 15:11, 12 17:18 20:14 23:1, 6 24:2 26:5 27:2 28:8, 23 31:2, 17 32:9, 24 33:5 34:24 37:13 38:2, 24 44:13 58:24 64:13 74:19 76:2 77:1 102:16 104:14 124:23 127:2 boards 15:3 74:18
--	---	---

B



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository

1.888.ACR.3335 • 1.800.862.4206 (FAX)

info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com

Bob 8:9 bodies 94:13 body 50:15,18 bolder 123:5 booths 31:7 boss 58:2 bosses 40:14 104:13 bothered 29:17 brand 11:11,15 12:24 12:25 13:7 14:13 32:1 48:20,22 49:6 49:6,25 53:5 58:8 58:9 62:7 65:11 66:4 102:17 112:20 112:22 117:24 123:20 branding 50:18 79:8 Brazil 23:19,24 24:7 26:9,21 28:2 63:25 68:12 98:15,23 102:24 break 53:10 69:24 70:1 breaking 4:17 19:13 Brendan 27:11 Brian 2:19 10:15 55:3,4,14 brief 33:11 37:25 70:3 briefly 18:1 88:18 105:2 bring 15:25 16:2 20:13 32:23 44:11 51:18 56:7,18 62:11 98:23 100:20 bringing 16:23 19:25 37:15 38:7 61:24 93:5 101:6 brings 61:5 British 62:13 65:15 broad 60:6 brochures 31:13 broken 55:16 brought 16:21 23:5 29:8 33:6 62:14 91:7 budget 19:14 25:17 79:22,24 81:2	105:22 111:20 112:7,20 114:4,13 120:13 121:14 budgets 78:24 build 53:23 64:3 79:14 116:24 building 78:3 79:19 built 30:2 91:10 bulk 107:24 bunch 13:10 business 5:4 24:4 33:25 48:8 59:12 84:20 100:15 124:18 businesses 124:24 busy 104:15 buy 65:14 buyer 59:21 buyers 4:22 59:24 67:17 buying 52:2 buys 53:2 BVM 10:8 bypass 99:18	care 7:7 20:16 career 40:22 61:6 careful 75:20 cargo 18:22 75:15 Carlson 8:18 Carol 10:18 66:9 Carolyn 11:12 60:8 carrying 99:15 case 80:9 97:12 cases 64:22,24 79:22 catastrophic 121:5 catch-up 83:23 categories 60:6 61:12 88:15 130:7 cause 64:7 cautious 118:21 120:7,10,16 126:6 cautiously 120:5 CCB 76:18 celebrated 20:3 Center 1:4 10:19 century 75:19 CEO 7:17 8:10,12,18 8:20 10:1,16 11:4 58:7,9 certain 32:25 110:13 125:12 certainly 38:25 69:3 74:25 113:22 CERTIFICATE 133:1 certified 133:5 certify 133:6 cetera 123:25 124:1 chair 2:3 4:9 7:8 8:4 11:5 14:22 16:19 17:15 22:22 23:12 26:19 31:14 33:25 38:3 41:5,8 41:17 44:18 46:20 47:19 51:14 53:16 54:12 55:2,14 56:11,17 57:7 58:1 65:9 69:10,18,25 70:23 75:6 76:1 77:16 81:23 82:23 84:3,12 85:8,17 92:16 93:3,14 101:23 103:21
--	--	---

C

cabin 95:3
cake 20:20
California 105:8
call 7:6 22:2 31:19
 46:8 48:5 71:22
 85:10 106:2
called 29:17 44:5
 104:8 106:7
calling 17:1 73:10
calls 35:16 107:12
campaign 50:19 53:25
 63:25 65:20 67:5
 68:11 102:17
Canada 65:16
capacity 23:19 103:1
capital 78:23 91:12
capture 106:20
 111:15
captured 112:10
car 52:3 71:16
carbon 73:18
card 107:23

117:1,13 118:2 122:12 124:20 127:24 128:7 129:3 130:24,25 132:3 chaired 85:23 104:7 chairing 7:16 16:7 Chairman 10:6 11:4 58:16 chairman's 58:4 chairperson 37:12 chairs 33:9 38:2 challenge 18:11 20:1 101:6 challenges 19:6 21:20 36:19 59:1 76:22 100:17 123:18 challenging 61:23 101:14 Champley 10:10,10 chance 22:8 27:12 73:11 77:2 131:14 change 79:5 122:10 126:19,20 changed 14:12 28:21 changes 15:10 21:22 changing 115:2 chapters 14:8 charge 85:14 charges 115:24 116:4 116:5,23 122:25 123:3 chart 52:24 check 46:8 checked 99:16 checklist 20:25 Chicago 9:2 21:4,5 21:13,19,20 40:12 53:7 79:9 95:7,15 96:1 Chicago's 9:4 chief 8:15 46:19 chime 34:20 China 23:19,24 24:8 25:12 64:1 83:22 102:24 110:10 116:19 Chinese 87:13	choice 23:24 choke 15:23 76:23 choose 74:20 124:11 Chris 58:7,8,13 65:9 65:24 66:3 69:12 69:18 Chris's 65:21 circle 16:23 circles 40:1 Cirque 6:4 17:12 cities 81:3 82:13 citizen 42:8 city 2:5 5:21 civil 97:23 CK 10:6 claim 66:16 clarification 85:16 95:5 98:13 clarify 93:22 CLARK 133:3 clearly 39:19 48:10 climate 33:25 83:3 124:18,25 clock 121:14 close 21:16 22:10,11 25:19 69:17 closely 94:6 closing 18:4 cloud 121:15 clustered 86:22 cockpit 95:1 cohesive 49:21 cold 13:3,4 collaborate 73:24 collaborating 65:14 collaboration 16:6 22:12 92:12 116:10 collaborative 35:22 37:17 39:5,6 82:1 84:22 99:13 collaboratively 99:10 colleagues 11:7 16:19 41:16 collect 43:24 103:5 collecting 44:1 collection 108:7,21 Columbia 65:15	combine 54:9 come 19:21 23:25 26:5 31:4 38:5 42:1 48:25 49:18 59:13 62:16 65:7 72:15 76:3 81:3 90:6 100:24 103:14 105:11 106:9 116:2 116:25 124:7,8 127:2 131:6 comes 20:18 31:25,25 49:5 51:3 53:3 66:9 78:4 80:20,25 104:3 119:24 coming 5:1,20 20:11 31:7 38:23 50:3 70:13 77:3 81:8 83:19 89:25 97:22 98:1 99:14 102:19 119:22 122:13 123:4 130:3 commendation 119:23 comment 3:12 37:10 55:21 99:21 commenting 12:9 comments 3:10 17:20 17:23 22:9 37:3 42:9 46:25 53:17 54:20 55:16 57:17 70:3 77:17 80:5 92:17 103:24 131:8 Commerce 9:7,9,13 10:11,14 11:8 16:5 32:12 85:13 112:5 commercial 48:4 49:19,20 53:19 commitment 11:18 13:13 commitments 91:12 committee 12:16 38:3 46:21 48:17 78:16 78:17 79:4 81:22 83:1,3 84:21 88:23 117:11 124:22 129:16,20 130:9,15 131:1 committees 61:21 communicate 94:11
--	---	--

communications 130:12 communities 13:10 42:5 73:4 130:19 community 48:9,14 59:22 79:11 96:9 companies 52:24 63:3 105:6,9 116:9,10 company 8:8,21 68:1 comparable 97:17 compared 25:8,13 compelling 62:25 competing 20:18 127:16 competitive 117:5 completely 44:14 complicate 115:12 complicated 121:18 122:15 complicates 113:17 complications 117:7 118:24 121:16 complimentary 77:22 component 32:3 47:11 70:12 80:1,2 125:3 compound 13:21 comprehensive 97:20 98:4,5 computer 108:18 concentrate 100:7 concept 57:6 75:10 82:20 concern 95:19 114:14 119:17,21 122:19 122:23 123:2 concerned 124:10,14 concluded 132:8 concludes 30:23 conclusion 42:21 106:10 conclusions 106:9 concrete 24:13 concur 126:18 conference 46:7 79:3 85:10 107:12 confidence 5:18 46:14 57:13 65:4 103:11	confident 3:2 14:22 confirmed 27:8 confirming 131:9 conflate 94:14 conflicting 120:22 120:22 confused 91:18 Congrats 59:25 conjunction 129:14 connection 84:18 conscious 76:6 consensus 33:18,20 38:9 56:2 57:18 85:19 104:1 128:7 consider 16:3 26:17 51:21 55:8 85:19 103:25 129:8 consideration 16:1 18:22 consistent 45:16 consistently 46:9 constant 42:15 109:7 constantly 15:13 constituents 71:3 constitutes 133:13 constraints 25:18 construction 5:9,11 5:23 6:10 79:23 81:1 consular 87:5 consulates 26:8 102:25 consumer 46:13,14 consumption 51:23 contained 55:19 content 130:11 continue 5:5 6:17 11:19 16:6,13,15 18:17 20:5 21:17 22:5,10 25:15 29:15 32:14,15 34:15 39:8 56:6 60:16 61:11 84:5 86:18 89:3 92:13 continued 11:18 13:13 40:19 65:20 92:11 continues 14:2,7	continuing 66:21 continuum 111:4 contributing 64:6,19 convention 1:4 4:16 6:8 conversation 12:22 40:11 52:19 80:5 96:11 118:4 124:17 127:1 conversations 38:7 39:4 51:8,25 66:25 68:8 90:5,7 106:6 128:12 cool 95:7 cooperation 55:9 59:5 62:13 92:8 cooperative 64:20 coordinate 45:6 coordination 13:12 14:13 copies 33:12 copy 111:16 core 112:21 corporate 79:13 Corporation 10:19 correction 85:18 correspondence 14:9 corroboration 47:22 cost 108:24,25 109:6 109:9,13,18,21,23 110:4 costper 109:3 Council 14:2,6 16:8 36:11 65:23 count 45:11,15 counter 131:16 countries 20:9,11 25:11 61:19 64:1 68:3,9 88:5 102:3 102:18 106:21 121:2 122:24 country 29:16 42:1 49:8 50:20 77:15 80:23 81:5 82:13 87:12 89:25 91:20 COUNTY 133:3 couple 5:6 14:25 15:6 20:10 34:18
---	---	---

55:10,23 61:12 70:7 93:21 course 56:5 59:16 76:13 cover 60:6 61:12 co-chair 32:13 92:5 co-chairing 104:4 create 43:2 53:2 84:25 120:20 creates 49:23 creating 41:25 43:25 45:12 62:7 80:2 124:25 credentials 66:11 credit 7:3 23:9 107:23 critical 5:2 6:23 19:3 22:4 26:2 106:13 107:9 110:23 111:20 criticized 85:6 cross 40:1 99:5 cross-pollinate 94:5 cross-pollination 96:12 cross-use 94:17 cross-utilization 89:14 Cruises 9:4 CTP 18:9 89:15 91:6 91:12,22 93:25 96:12 97:15,19 99:10 100:10,11 114:21 115:6 131:12,14 cumbersome 89:23 curious 113:7 current 39:10 46:12 101:8 108:25 109:4 currently 46:15 61:13 72:11 87:17 116:25 curriculum 53:8 customer 89:10 108:16 customers 20:17,21 41:25 50:4 cutting 6:2,3	D Dam 50:25 data 35:7 43:6,8,25 44:1 45:7,11,12,18 46:11,12,13,14 47:4,8,9 52:19,25 55:12 105:14 106:19 107:16,23 108:7,14,20 110:3 110:4 database 103:16 DATED 133:20 dates 45:16 Davidson 2:3 7:8,15 11:5 14:22 16:19 17:15 22:22 23:12 26:19 31:14 41:5,8 41:17 44:18 46:20 47:19 51:14 53:16 54:12 55:2,14 56:11,17 57:7 58:1 65:9 69:10,18,25 75:6 76:1 77:16 81:23 82:23 84:3 84:12 85:8,17 92:16 93:3,14 101:23 103:21 117:1,13 118:2 122:12 124:20 127:24 128:7 129:3 130:25 132:3 day 11:22 13:5 23:10 110:5 days 5:24 6:20 27:8 49:14 54:6 55:6 59:8 131:9 DC 98:8 deals 88:19 debating 110:2 decades 15:15 46:10 December 70:13 decide 88:14 111:3 113:15 decided 58:9 107:21 129:17 deciding 87:18 decisions 119:14 declare 57:17	decline 109:12 decompress 53:23 54:7 decrease 123:3 dedicate 91:23 122:3 127:21 dedicated 111:23 112:4 113:11 119:3 119:6 121:22 123:6 123:15 127:10 128:10 129:13 deeper 32:25 deep-dive 126:1 defer 117:15 deficit 118:8 definitely 7:2 28:14 28:17 79:5 93:12 degree 53:25 delay 56:15 delayed 71:12 deliberate 33:2 85:21 deliberation 4:4 deliberations 3:9 32:19 delighted 13:23,25 14:20 98:3 deliver 87:14 delivering 50:16 delve 115:18 demand 25:8,13 53:2 116:7 123:4 124:15 demonstrate 31:3 demonstrated 5:19 39:19 Denver 81:6 departing 81:17 department 9:2,6,9 9:13,21,24 10:11 10:13 11:7 16:20 23:13,17 24:6 28:7 28:24 31:5,21,22 32:9 85:12 87:16 94:7 100:22 112:5 departure 80:19 dependent 41:2 deploying 64:19 deployment 97:18
---	---	---

Deputy 9:11, 14, 20	differently 94:22	doing 3:6 12:18 14:9
describe 14:11	difficult 52:20	19:11 21:19 28:18
described 44:6	113:24	31:18 33:19 40:7
describes 36:17, 19	dig 18:9	40:20 52:24 59:4
deserve 23:9	digits 24:11	60:1, 18 61:16, 22
design 78:20	diplomacy 117:15	64:16 74:10 77:14
designed 62:15	diplomatic 117:9	95:9, 14 97:23, 24
designing 72:3, 5, 17	118:15	102:8 110:7 114:12
desire 65:24	direction 113:1, 3	119:1 126:5 129:18
desired 43:13	121:12 124:15	129:19
destination 5:10	133:12	dollars 116:5
10:2 130:9, 11, 19	directions 33:6	domestic 35:17 42:11
destinations 63:16	directly 24:14 85:12	42:16, 20, 24 43:17
74:9 106:20 130:10	director 8:7 9:11, 22	43:19, 21 44:4 45:9
130:11	18:6 37:7 67:25	46:10 48:19, 23
detail 128:8	94:9	49:3, 4, 6 50:12
detailed 88:1	directors 96:8	51:21 52:12 55:6
determine 45:24	discipline 61:24	domestically 50:17
109:22 111:7	Discover 49:10	Don 27:9
117:17	discuss 3:25 33:2	donation 113:11
determined 107:14	78:13 85:21 95:22	door 27:25 44:10
determining 55:9	129:5	DOT 71:25 73:9
68:5	discussed 53:20	double 63:6
develop 100:13	74:19 127:11	doubling 114:17
developing 79:24	130:15	Doug 38:12 83:18
device 50:9 108:18	discussing 34:25	99:6
110:20	48:3 51:17	Douglas 9:16 12:22
devote 86:21	discussion 4:4 22:7	14:23 17:22, 24
DHS 31:5 91:22	32:19 33:4 37:4	22:22, 25 23:3, 15
117:23 121:13	48:20, 21 49:17	25:20 28:12 34:4
DHS's 114:21	51:18 77:18 92:17	38:1 41:15, 17
dial 115:15	100:9 107:3 110:1	57:14 76:1 89:19
dialogue 24:1, 14	121:24 123:9 128:3	97:19 98:8 99:9
72:15 100:9 124:9	discussions 27:16	101:23 131:17
Dick 10:10 114:6	36:3 42:21 49:12	Douglas's 55:21
DiegoConvention	91:7, 13 98:18	downsides 58:21
10:19	128:24	draw 63:4
difference 7:2 11:13	Disney 88:21 96:5	dream 125:18
12:17 28:22 78:3	Disneyworld 53:6	drive 31:6 108:24
differences 131:13	disseminate 43:22	driven 90:22
different 3:17 4:18	45:7 48:15	drivers 45:17
30:3 34:12 38:1, 8	distinction 82:8	driving 71:18 128:8
38:16 39:4 40:3, 5	dive 32:25	Du 17:12
41:23 45:17 74:6	diving 32:22	due 29:7
80:13 81:14 82:9	DMO 58:12	duplicative 60:10
83:16 93:24 94:13	DNA 58:12	duties 93:7 96:22
94:17, 23 96:17	document 42:17	D.C 10:2
100:25 130:19	dog 3:24	

E		
E 79:3 earlier 27:18,21 32:21 35:11 105:2 earliest 77:12 early 2:16 89:18 easier 41:20 55:13 easily 35:18 East 6:11 easy 102:9 eat 20:20 54:18 echo 28:12 34:4 economic 18:15 22:19 30:16 46:13 111:23 economist 46:19 economy 75:17 Ed 9:19 14:23 23:12 27:5 28:12 34:4 38:1,12 57:14 edge 6:2,3 educate 48:11,15 75:13 education 49:21 52:3 Edward 17:21 Ed's 26:20 40:21 Efaw 133:5,18 effect 45:2 48:21 103:13 effective 20:16 118:12 effectively 14:3 effectiveness 62:10 68:6 105:24 efficiency 96:6 efficient 75:24 89:5 efficiently 19:19 100:16 effort 37:17 49:21 101:17 113:18 efforts 26:12 64:7 either 36:14 70:13 93:8 128:15 129:8 electronic 108:13 element 110:21 elements 23:16 87:21 eliminated 123:11 Elliott 10:1 embraced 16:4	emissions 73:19 emotional 49:25 emphasize 21:23 emphasizing 25:20 employees 93:24,25 94:3,18 en 8:12 encourage 61:8 92:11 100:12 encouragement 47:6,6 47:12 encouraging 44:4 endorsed 99:1 ends 94:7 energetic 67:18 energy 11:18,21 enforcement 94:1 96:13 97:16 engage 35:22 67:20 73:4 engaged 3:24 39:20 63:1,15 64:18 96:9 128:13 engagement 18:3 31:17 32:8 65:22 66:3 engagementat 15:16 engaging 70:17 English 29:23 68:4 68:13 English-speaking 68:10 English-spoken 68:6 enhance 91:24 108:2 enhancement 78:21 81:4,6 enhancing 130:10 enjoy 54:7 enlighten 92:21 93:2 ensure 23:20 25:2 112:5 Enterprise 10:24,24 42:2 entertainment 6:3,7 enthusiasm 65:5 entire 37:13 111:16 126:15 entirely 94:22	entrance 99:17 entries 98:10 entry 20:2,3,4 89:16 89:22,25 90:8 92:20,25 93:11 96:20,22 98:21,24 environment 82:16 environments 78:19 envision 70:12 epitomizes 31:21 equation 19:7 Erdmann 10:12,12 especially 17:17 84:10 90:4 essential 42:10 essentially 45:6,7 ESTA 112:9,11 114:16 114:17,20 117:22 122:9 establish 47:22 102:13 established 86:7 establishment 102:22 estimated 109:8 estimates 108:24 109:25 et 123:25 124:1 ethnic 43:13 ethnicities 130:18 Europe 121:2 124:13 evaluating 17:10 event 62:23 eventually 60:20 everybody 40:4 62:10 67:22 126:10 131:1 ever-present 101:15 evolution 80:22 95:10 evolve 6:17 exactly 26:20 65:18 71:1 96:15 example 13:11 35:13 48:3,24 65:12 81:6 84:6 88:3 96:1,20 129:22 excellent 13:16 51:15 75:2 excited 13:13 14:3

14:16 47:3 62:25 63:18 67:22 71:3 100:2 exciting 21:11 38:4 95:13 exclusively 110:12 110:15 executing 56:16 executive 7:20 8:7 8:25 15:10,12 27:3 38:14 61:2 67:25 86:1 Executives 78:18 exercise 54:18 119:8 exhibit 6:12 exhibits 79:14,14 exist 40:19 79:5 88:13 105:18 existed 101:2 existence 97:25 existing 43:5,25 78:22 123:21 exit 115:3 expand 66:13 89:17 91:23 93:13 expanding 108:5 expansion 86:24 90:15 expect 71:1 expedite 99:14 expenditures 43:20 expensive 124:7 experience 28:2 50:8 53:5 80:16 82:13 82:16 experiences 30:20 experiencing 5:3 expertise 28:16 experts 112:13 explore 53:22 79:8 87:4 123:25 128:1 explored 113:3 explosion 122:11 exposed 70:6 exposure 77:9 Express 7:23 expressed 81:22 extend 69:4	extending 121:24 extensive 96:14 extent 25:17 External 9:23 extra 56:22 103:12 116:23 extraordinary 11:15 12:15,16 extremely 52:17 124:9 eye 21:1 e-mail 27:5 <hr/> F <hr/> FAA 73:9 fabulous 21:13 faced 19:9 faces 21:20 face-to-face 107:11 108:16 facilitate 25:15 facilitation 85:24 87:25 92:1 facilities 26:16 103:15,18 facility 103:7 fact 5:22 6:21 16:3 27:22 64:24 99:19 106:3 109:14 114:14 factor 87:18 failed 7:13 fair 17:14 109:16 faith 64:23,25 fall 83:21 129:19,20 familiar 71:14 families 49:24 53:23 family 54:7 62:12 fantastic 36:11 far 6:11 13:6 111:4 fashion 21:9 43:3 faster 78:12 fastest 104:23 favor 51:23 70:25 feasible 113:16 federal 16:16 28:17 30:10,22 31:4,7,9 38:16 42:8 43:6	44:1 57:23 59:5 63:5 65:23 73:14 93:25 94:2 111:20 129:5 fee 112:11 114:17 116:23 118:7,8 122:9 feedback 29:15 89:10 feel 26:12 44:21 54:15 66:25 67:17 82:3 83:14 111:18 111:21 feels 72:9 82:5 125:3,4 fees 115:24 116:5 121:3 feet 5:16 40:17 58:3 felt 113:1 Ferenc 8:11,11 37:5 37:24 41:14 42:3 45:10 46:6 47:17 51:6 57:3 84:4 85:9 Ferguson 10:1,1 FFA 71:25 field 47:11 77:11 121:15 fight 126:3 figure 18:14 19:5 25:12 52:7 54:23 figured 45:24 file 116:14 fill 108:18 111:10 filling 109:5 final 21:16 finally 26:4 financing 126:7 find 40:1 50:1,23 52:17 76:22 115:6 120:6 finding 112:17 fine 82:5 119:11 122:2 fingerprints 103:6 finished 5:15 fire 40:17 58:3 fired 67:18,22 first 2:18 3:5 9:4
---	--	--

16:10 20:25 21:18 26:22 28:20 29:2 34:18,22 35:19,23 36:23 39:9 51:22 54:24 55:15 57:9 62:15 63:6 64:4 68:16 70:8,9 75:3 80:14 82:11 93:9 93:19 99:20 106:10 129:24 firsthand 28:2 fiscal 63:16 64:9 fit 34:21 85:13 five 20:3 46:17 86:23 five-year 85:1 Flamingo 5:13 flex 100:12 flight 95:1 flights 71:12 floors 81:9 Florida 8:13 59:18 flow 94:12 fly 95:2 120:3 focus 42:16 66:10 focusing 70:14 105:20 folder 3:17 folders 33:13,15 folks 2:12,14 3:12 38:23 46:22,23 68:10 91:19 96:5 125:12 follow 40:6 41:24 63:21 following 36:20 force 16:7 32:13 51:8 66:2 104:7 105:4 107:13 122:14 forecasts 46:12 foregoing 133:12 foreign 18:13 20:7 40:22 forest 30:7 forget 74:24 101:16 form 70:6 116:15 formalize 37:16,20	41:20 formalized 39:25 formany 119:13 formed 32:24 86:8 107:9 forth 35:5 39:7 51:18 92:14 94:25 forthcoming 48:17 forum 118:17 forward 3:18 4:5 6:17 12:19,20 15:10 16:1,8,22 28:9 32:10,23 33:7 44:8 53:15 56:7,18 57:11 66:21 74:23 75:4 86:8,18 107:10 128:12 131:2 for2014 114:9 found 101:6 foundation 15:9 107:10 Founder 8:11 10:16 10:21 four 3:17 6:20 35:25 36:18 41:2 fourth 4:14 frame 29:4 framework 36:5,24 France 20:8 90:4 frank 103:17 free 89:3 friend 69:22 friends 100:1 front 19:15 frontline 23:9 24:25 front-end 22:3 fuel 15:8 73:17 full 84:16 133:13 fully 113:3 125:23 125:24 full-time 124:22 fun 42:4 64:12 functions 96:24 fund 79:14 112:10 113:11,17 114:3 117:22 123:17 126:2,11	fundamental 109:1 funded 50:18 54:25 78:23 80:24 97:19 114:10 115:21,22 120:24 125:5 funding 73:11 85:1,7 97:25 105:17 112:4 112:6,13,17 114:7 115:17 118:25 119:4,7 121:22,25 122:4 123:6,9,15 123:20 125:3,8,17 126:21 127:10,21 128:3,11,13 129:13 funds 112:21 113:7 117:21 119:9 127:16 funnest 31:1 further 76:12 77:20 80:6 115:11 123:25 future 5:5 16:15 39:1,8 51:19 63:2 72:12 76:2,8 93:13
G		
Gail 9:22 17:22 28:5 28:10 31:14 34:5 37:25 38:12 57:14 Gail's 31:21 gaining 107:15 Gallup 105:6 gamble 6:14 50:7 gap 18:4 22:10 Garfield 88:21 gate 111:2 gates 108:10 111:9 gateway 44:5 gateways 62:17,18 gather 43:5 45:6 120:21 gathered 43:6 gathering 52:19,25 general 35:21 54:17 75:12 generate 63:9 generated 63:8 117:25 generations 76:21		

Genting 6:10	71:6 111:15	gotto 91:20
gentleman 2:9	goals 17:2 36:20	government 12:11
gentlemen 18:7 19:17	39:23 43:3 73:21	16:2 31:4 35:22
Georgia 10:9	83:16,20 86:7	42:8 43:7 47:24
getmore 85:3	116:24	48:8,12 51:22
getting 27:8 53:8	goes 78:15 79:24	52:10,11 63:5 86:3
55:12 74:7 91:10	114:21 117:22	87:13 112:1,13
98:13 120:19	118:8	113:4,4,15 129:5
125:11	going 4:22 5:9,17	130:16
Gibbons 8:19,19	6:9,12,14,19 7:11	governments 52:13
Gillibrand 12:24	12:3 14:4,16 16:15	government's 112:16
Gilliland 11:3,3	17:11,24 18:1,9	115:20
girl 67:11	19:8,25 21:10,14	GPS 71:15
give 12:12,13 15:8	21:21 23:2 26:22	graciously 33:24
48:24 56:24 73:11	29:23 32:18 33:2	Grande 26:24
87:16 108:17	33:16,23 34:17,19	grateful 26:3
given 15:13 59:9	38:19 46:21 47:15	great 4:23 12:12
65:6 94:23 117:4	50:16 53:12,15	13:24,24 14:5,8,12
gives 63:5 72:13	54:4,4 58:4,5 59:2	23:4 26:10 28:1,22
83:15 96:19 116:17	59:15 60:4,6 61:9	29:11,12,14 37:16
giving 28:16 31:6	66:12,17,19 67:1,6	40:13 41:11 42:3
47:23 58:22	67:19,19,23 68:3	47:5 50:24 53:15
gleam 21:1	68:12,13 70:9	56:10 59:17 61:10
global 20:2,3,4	72:22 74:23 75:4	61:23 71:6 74:3
89:16,17,22,25	75:23 76:3,8 77:21	82:22 93:18 95:12
90:8 92:20,25	81:2 82:24 83:13	96:3 104:5 126:1
93:11 96:20 98:10	86:20 89:6 90:22	greatest 25:16
98:21,24	90:23 93:10,13	green 66:23
globally 112:1	95:8,14 96:2 97:4	greeted 2:7
go 2:3 4:5 5:5,9	99:22 102:1,24	Greg 10:23 34:2
6:17 7:8 12:20	103:19 104:9,24	38:20 40:24 83:2
17:6 18:1 19:16	106:18,20 107:3	ground 47:22 72:4
20:22 21:21 31:12	108:2 109:13	77:23 78:10,11
35:24 41:19 42:5	110:14,15 111:6,24	91:4
47:20 49:10 52:14	114:8 117:6 118:20	groundwork 36:24
53:6,7 57:3,11	119:4 121:1 125:7	ground-based 72:5
64:11 69:14 78:25	125:15 127:12	group 12:16 33:3
81:14,15 82:3,6,20	128:12,15 130:10	38:24 70:12 77:6
84:3 85:3 88:13	130:22	78:14 123:16
91:3 92:6 94:1	good 3:6 6:20 8:14	126:24 129:4
95:1 99:16,17	9:8 28:5,6 54:19	groups 14:7 24:3
101:15 102:5,6	56:12 57:19 63:20	36:19
103:6 105:16 107:4	63:22 71:2 73:18	grow 23:2 61:11,14
107:7 108:6,11,17	77:6 95:2 116:17	89:4
109:9 112:24	117:17 118:9,22	growing 15:21
116:16 118:18	127:3	grows 15:21
goal 17:4 42:13,19	Google 29:25	growth 5:3 13:21
43:11 45:21 59:2	gorgeous 69:7	17:2 19:7,23 73:19

83:13 guess 112:4 guidance 39:15 126:4 guide 91:16 121:11 guidelines 40:6 guilt 54:3 guy 40:12 61:25 67:12,14 71:1 guys 3:24 96:4 98:8	head-on 126:25 health 49:22 53:21 53:24 54:16 healthcare 54:10 healthy 54:18 hear 27:1 41:15 59:15 heard 29:22 59:7 93:1 102:4 hearing 27:2 55:5 57:16 129:7 heart 54:16 104:17 Heizer 9:5,5 held 58:3 117:23 help 3:12 16:24 21:3 52:21 62:2 66:18 79:14,14 87:24 91:23 96:21,24 100:10,14 101:21 103:10 helped 15:8 helpful 52:17 118:12 helping 19:16 116:24 helps 89:10 herring 123:12 hesitant 56:15 hesitation 125:19 high 15:16 26:11 72:19 higher 13:11 90:15 highlight 25:5 73:5 highlights 18:2 20:22 64:15 high-education 79:16 high-level 54:23 hijack 124:4 hiking 30:4 hilarious 120:6 Hill 9:10,10 hire 60:21 hiring 19:8 historical 35:7 46:11 history 79:12 105:16 hit 13:17,21 14:25 15:6 73:20 76:10 Hoessle 7:25,25 hogging 124:5	hold 19:16 40:14 holder 90:11 holding 40:17 66:13 99:4 Holdings 10:8,24 11:4 holds 41:1 73:25 Holly 9:3 70:22 83:1 83:4 93:3,4 Holy 67:6 home 45:12 108:19 110:21 Homeland 9:17 16:20 hometown 5:7 honeymoon 61:7 honor 4:2 hook 30:19 Hoover 50:25 hope 22:6 67:21 75:3 hopeful 97:24 hopefully 50:6 hoping 51:8 125:7 host 4:8,15 21:11 47:14 hosted 4:15 62:12 hosting 26:8 131:19 hotel 5:13 6:9,13 10:7 12:4 hotels 6:8 hour 60:23 99:22 hours 3:21,23 118:14 house 22:13 45:4 72:21 131:5 housekeeping 3:5 huge 30:2 49:15 50:13 71:21,21 125:22 humbly 62:1 66:17 humor 21:25 hundred 13:22 24:11 59:3 60:22 62:14 63:8 64:11 71:7 86:12 103:1 116:5 118:1 Hyatt 9:14,14 11:9 12:5,8,21 17:6,12 51:20 hypothesis 124:6
H		
haggle 19:24 half 80:14 105:18 115:8 halfway 5:14 halls 77:15 hallway 131:25 hand 12:6 119:17 handed 2:7 124:21 handle 93:7 103:1 handled 114:1 hands 33:20 handwriting 108:13 hanging 3:25 hank 101:24 happen 2:10 74:2 87:9 97:6,7 102:12 112:18 happened 16:16 80:21 86:10 87:8 happening 5:7 6:18 42:7 55:7 117:12 happens 32:2 72:18 73:1 87:19 119:5 happenstance 23:25 happier 41:14 happy 24:19 26:15 31:1 60:12,14 hard 25:2 66:13 113:19 119:8 harmonized 55:11 haspublicly 99:1 hat 126:4 Hayes 8:14,15 69:20 69:23 70:2 115:20 head 56:11 94:10 headed 26:21,23 headliner 42:17		

I		
ice 55:16 idea 56:10 67:2,7 74:22 92:18 95:6 ideas 16:24 22:9 77:13 101:5 120:22 identified 81:20 86:13 102:18 128:11 identify 69:2 84:5 112:16 identifying 15:22 64:4 ideology 28:21 30:8 if it's 114:10 illustrations 82:1 image 68:22,24 80:18 images 68:20 Imagine 71:18 immediate 4:9 27:6 38:23 immediately 30:17 immigration 94:3,11 114:15 115:10 118:10 120:4 impact 43:19 83:13 116:7 120:25 121:5 Impediments 130:7 Imperial 5:14 implementation 11:16 44:9 75:14 implemented 45:1 73:13 78:21 implies 95:20 importance 40:17 73:5 126:5,10 important 18:14,24 19:2 29:10 36:6,21 37:1,9,16 58:24 77:22 80:2 94:21 100:7 123:16 125:12,14 126:24 importantly 4:21 31:16 67:16 impossible 91:21 impression 80:15 82:8 impressions 81:12,16	82:12 improve 22:5 77:21 77:25 95:25 106:21 107:1 108:4,4,7,12 108:20 improvement 110:22 improvements 76:13 78:1 108:20 109:8 109:12 110:7 improving 78:18 ina 77:7 inappropriate 32:5 inbound 35:13 105:14 107:17 111:12,16 include 105:6 included 105:9 includes 37:6 including 31:5 36:18 105:5,7 123:10 128:4,16,18 increase 23:18 25:7 25:9,14 45:22 65:16 76:15 78:7 89:19 90:17 106:10 114:16 increased 24:6 65:17 66:20 increases 116:3 121:3 increasethe 97:2 increasing 46:18 62:8 106:17 123:3 incredible 92:8 131:19 incredibly 13:3 20:16 25:2 incumbent 83:20 independent 90:24 Indian 10:4 indicated 133:9 indication 6:6 individual 58:11 90:11 109:5 individuals 61:3 industries 9:6,12 10:13 89:13 industry 5:19 6:1,23 15:14,21 18:19	24:2 26:14 28:9 32:10 51:9 54:14 59:10 64:5,5 65:5 65:18 67:10 73:10 89:12 105:5,13,21 106:2 111:25 121:23 122:6,24 123:8 124:14 127:23 inefficiency 71:10 influence 75:17 inform 93:10 information 31:8,11 35:2 43:23 47:23 48:1,7 87:16 92:25 116:12 119:20 120:19,21 121:11 informed 105:25 informing 92:19 infrastructure 69:21 70:10 71:8 72:10 73:20,22 76:13 77:23,24 78:7,9,22 79:1 80:4,13 81:18 83:13 91:4,8 Ingrid 2:20 8:6 67:24 initial 83:7 115:2 initially 64:22 initiative 44:19 49:20 125:10 initiatives 125:13 innovative 95:11 96:3 101:5 input 28:16 94:12 inputted 108:14 insane 90:1 inside 35:8 83:6 104:17 inspection 99:18 inspiration 65:19 inspirational 68:2 installed 78:22 instance 83:10 instances 129:25 130:1 institutions 79:11 79:16,16

insupport 127:22 inTampa 8:13 integration 86:24 88:17 92:9 95:18 Integrative 78:20 intended 113:9 intent 63:21 107:25 127:10 intention 69:1 interaction 108:16 intercepted 111:9 interest 14:19 26:11 63:18 74:2 98:22 104:20 interested 14:17 18:3 Intergovernmental 9:23 Interior 9:25 16:21 28:7,24 31:23 32:7 32:8,12 internal 63:13 internally 17:11 international 9:15 10:17 11:2 13:17 19:23 20:5,11 25:16 35:13 42:18 42:20 43:18 49:2 62:3 91:17 105:15 107:24 internationally 52:15 interview 23:22 24:22 103:5 interviewing 96:23 108:9 109:15 interviews 27:13 88:11 inthe 114:15 121:23 introduce 4:7 7:10 7:14 30:19 46:24 60:24 introduced 38:11 introductions 3:9 invaluable 59:10 invasion 76:19 investigation 112:24 investment 5:20	invigorating 38:4 invisible 72:9 invitation 12:23 invite 26:5 100:13 invited 131:22 inviting 59:12 65:25 involve 112:23 involved 15:15,17 52:11 84:15 in-depth 38:6 106:24 in-person 88:11 IPW 4:8,13 21:21 59:17 131:20 Iraq 102:14 Isabel 9:10 isimportant 22:16 issue 11:20 51:10 55:18 75:11,12 76:6 119:7 issues 4:1 59:1 74:11 90:6 102:10 129:21 130:8,9,13 130:17 item 47:20 58:6 74:21 111:19,24 113:10 116:8 120:12 123:18 items 3:5 131:5 itineraries 30:3 62:16	74:10 76:1 101:9 115:21 jobs 43:21 John 7:19,20 84:23 93:19 95:6 98:2 104:4 John's 21:6 join 3:1 20:7 joined 12:10 66:9 joining 2:17,21,25 12:15 38:24 58:13 joint 65:13 joke 19:1 JOLT 87:21,22 88:3 98:25 99:1 Jonathan 8:3 47:19 75:6 101:25 122:22 Julie 9:5 July 21:12 63:17 95:7 99:12 June 1:3 2:2 29:12 63:14,17 133:20
	J	K
	Jackson 6:4 Jacobson 27:9 Jane 133:5,18 January 16:11 35:5 60:13,19 Japan 20:8 90:4 Jenna 2:13 35:25 36:1 55:25 56:12 57:22 85:15 93:16 131:5,7 Jennifer 9:9 jeopardy 105:17 JetBlue 8:15 Jewell 31:24 job 3:6 23:4 31:1 54:4 58:11 59:3	Kathleen 11:1 77:16 92:16 93:20 104:4 111:14 Kathleen's 126:18 keep 20:20 70:2 108:2 111:14 123:2 125:16 keeping 101:7 131:5 keeps 115:1 Ken 9:14 11:5 14:25 17:1,8 34:4 51:19 57:14 Ken's 22:19 kept 19:6 Kevin 104:9,10,12 105:1 117:15 118:5 key 15:1 24:3,10 25:21 28:13 32:25 55:10 110:21 kind 17:3 22:24 31:21 34:9 37:19 54:10 55:18 61:21 64:14 66:7 80:13 92:14 94:25 96:19

<p>97:14 100:5 108:8 109:6 125:1 kinds 32:22 80:16 97:6 130:19 Kirk 7:25 knew 68:20 know 3:13 6:13 7:15 11:19,25 14:4 18:25 20:15 22:17 23:4 26:18 30:6,16 31:10,12 32:7 47:25 48:5 51:15 52:20 53:1 60:9 61:9 68:23 71:23 77:1 87:17 88:22 89:7 93:6 96:10 104:20 110:10 115:4,24 117:14 118:7 125:2 128:21 knowing 53:10 known 30:17 knows 50:9 126:10 kudos 57:25</p> <hr/> <p style="text-align: center;">L</p> <hr/> <p>labor 100:12 Lady 9:4 54:24 lands 30:12 language 41:9 47:2,3 47:4 55:22 56:3,19 57:12,15 80:11 82:3,9 84:16,22 115:1,2 121:20 126:20 128:9,19 languages 30:1 large 50:23 51:12 102:3 115:14 larger 41:3 126:12 largest 5:11 Las 1:4,5 2:5 4:11 4:14 5:25 18:6 49:1 50:6,22 53:3 60:1 105:7 131:20 lasting 81:12 lastly 44:8 latest 77:9 launch 68:12 launched 90:21</p>	<p>launching 63:24 laundry 93:14 Laura 10:20 46:20 55:2 104:19,24 law 93:25 94:23 96:13 97:16 laws 39:14 lawyers 113:4,15 laying 41:24 112:15 lays 36:23 lead 17:24 leadership 29:7 leading 52:24 72:1 95:9 leads 38:10 leap 64:23,25 learn 6:14 95:23 101:16 131:13 learned 100:8 107:20 leave 51:7 121:21 129:2 leaves 44:10 led 44:22 ledger 113:13 left 2:9 117:16 legacy 130:8 legal 112:24 128:21 legend 27:20 legendary 27:16 legislation 87:24 88:9 legislative 88:12 legislatively 103:4 legitimate 25:3 lessen 21:25 lesser 30:17 letter 33:22 37:11 55:20 56:1 57:18 78:15 85:19 88:1 92:15 94:15 104:1 104:2 117:2 122:13 122:21 127:25 129:9,18 letters 3:16 15:18 33:3 41:11 131:8 let's 21:11 96:1 107:7 114:3 118:3 126:6</p>	<p>level 13:11 15:16,16 26:11 38:25 43:7 44:1 66:3,20 73:4 74:1 93:21 107:4 levels 24:12 38:25 levels,I 114:11 life 54:8 111:23 limited 123:10 128:3 128:16,18 limiting 123:13 line 19:15 27:17 51:7 99:4 105:22 111:19,24 113:10 120:12 123:18 129:2,3 lines 27:15,22 75:23 90:2,23 100:5,15 102:7 lingering 55:18 link 30:5,13 108:17 list 93:15 106:4 124:17 listed 38:13 listen 120:15 listened 86:4 literally 67:7 101:9 little 33:1 40:25 49:9 53:13 66:25 67:8 77:20 115:16 live 50:21 127:7 lively 38:6 lobby 89:7,8 local 13:9 72:23,24 73:4,25 78:23 79:20 locations 68:21 87:5 102:13 long 19:16 23:11 27:22 54:6 75:25 88:13 longer 4:2 22:2 99:5 101:13 long-term 84:25 85:2 121:22 look 12:19 19:23 28:9 33:20 35:7,20 39:1 40:3 44:8,19 49:13 50:11,12</p>
---	--	--

51:5 66:20 68:23 69:14 71:10 82:25 84:9,21 95:11 100:25 101:12,20 102:16 105:12 111:16 112:19 114:12 118:25 121:2 124:23 126:2 131:2 looked 43:7 100:22 101:5 107:22 122:25 130:4 looking 45:17 47:3 55:25 72:11 79:9 79:13 96:7,18 102:13 107:21 130:13 looks 77:9 Los 18:6 lose 54:4 lost 49:13 68:7 lot 29:6 35:12 47:12 47:24,25 51:1 53:14 56:23 59:15 60:4 63:10,16,18 64:8,12 68:10 70:17 72:22 74:8 86:9 87:7 89:13 91:3 93:9 94:11 98:8 108:19 112:14 116:9 119:20 120:8 120:9 lots 14:10,15,15 58:25 love 14:23 17:8 20:9 59:16 131:23 loving 56:11 low 88:15 lulls 100:18 lunch 66:22 88:22 luncheon 11:11 67:21 Lynch 8:9,9 84:8 129:16 L.A 53:7	mackerel 67:6 macro 66:15 Mainstreet 8:20 maintain 25:24 86:15 108:3 110:14 114:10 major 32:1 62:5 64:15 90:22 105:5 105:7 making 15:20 36:14 56:21 90:20 112:18 malign 22:3 Mall 8:25 management 30:10 managing 89:10 Mandala 10:20,20,20 46:7 54:22 105:1 109:10,19,22 110:11 111:1,6,14 113:25 115:6,11 117:10 119:2 120:11 121:9 125:1 127:7 mandate 122:5 123:7 127:22 mandates 106:12 manpower 97:18 manufacturing 112:20 113:7,17 map 41:25 113:20 marginal 78:4 marine 47:14 marker 57:2 market 17:10,14 20:17 49:4 50:13 66:16 104:16 116:15 marketers 58:25 marketing 12:25 29:1 64:20 66:1 68:1 90:14 102:17 markets 24:3,10 43:13 44:5 48:23 61:14,17 64:2 102:20 Marriott 11:2 martini 132:5 Mary 40:24	Maryann 8:11 34:18 37:4,15,22 83:2 84:3 85:8 match 63:7 matter 27:7 55:12 133:8 Matthews 11:1,1 76:16 92:5 94:14 94:19 95:17 97:8 110:9,15,23 111:3 126:23 Maureen 8:24 130:23 130:24 131:1 maximize 96:5 mean 113:8,10 meant 32:10 measurable 35:14 measure 43:4 45:14 66:18 99:13 measurements 88:4 measures 51:11 55:10 mechanism 123:21 127:10 mechanisms 43:25 121:25 123:9 media 65:14 116:13 meet 57:12 131:15 meeting 1:1 2:1,4,6 2:18 3:2 20:25 23:1 32:21 34:24 35:9 36:8 44:16 51:19 56:8 60:19 84:22 98:14 125:9 130:4 131:10 132:8 meetings 4:1,3 31:18 64:12 66:2 105:3 106:8 107:12 131:8 mega 62:12 Melissa 93:20 mellowed 21:24 member 8:6,17 10:16 55:15 60:25 61:10 members 2:22 4:21 7:11 11:24 12:1,7 22:8 26:5,16 31:3 33:4 46:22 70:16 74:14 79:11 83:1,3 92:2 105:4,21
M		
M 28:25,25 29:6 machine 52:2		

memo 106:6	110:12,13,16,20,23	name 3:11 7:15
memorable 13:2	110:24	104:11
memorialize 34:13	model 21:18 84:10	named 39:5
38:21 74:22	86:25 88:24 91:2	national 8:22 30:7
memorialized 75:4	91:24 95:10	30:15,19 34:25
memorializing 40:8	moment 7:12 16:9,13	35:3,10,15 37:7,18
memories 49:23 53:23	17:19 37:25 43:9	42:12,23 43:16,18
mention 27:22	53:20 115:18 120:2	44:24 45:20 50:24
mentioned 29:13	124:4	54:16 71:5 72:25
32:21 83:18	momentarily 2:21	91:5,15 114:1
message 50:17 68:6	momentum 15:20 32:14	nationally 28:9
messaging 54:1	54:15 86:15	Native 10:5
met 88:21	Monday 1:3	natural 79:12
methat 125:10	money 80:25 113:12	nature 84:1
method 108:9	113:20 114:20	navigate 59:11 120:3
methodically 107:16	monies 112:9	navigation 71:15,19
methodology 108:3	monitoring 46:10	navigational 72:5
methods 108:7	monoxide 73:19	near 27:6 102:12
metric 63:23	month 29:12,12 54:16	103:20
metrics 55:10	63:14,14 102:15	neat 95:16
Mexico 63:25	110:3	necessarily 54:25
Miami 7:24 62:22	months 16:14 23:2	68:9
81:9	34:6 56:19 85:3	necessary 34:15
Michael 6:4	86:10 90:8 104:18	43:12 114:4 120:22
Michigan 8:21	110:4 121:10	necessity 38:15,17
micro 102:11	morning 54:17 89:21	need 5:4 6:16 7:5
micro-post 102:20	98:14	13:21 19:18,22
midst 104:15	motion 43:24	20:6,8,21 21:3
mike 8:19 124:5	motivate 49:7	22:15 27:21 51:5,9
mikes 3:8	motivating 50:11	52:21 54:25 61:16
milk 53:19	move 16:8 17:21	67:20 71:22 79:5
millennium 50:3	20:21 21:8,15	83:24 94:15 97:16
million 13:17,22	32:10,18 33:14,22	99:25 100:1 102:5
17:5,5 18:21 20:4	58:6 83:25 85:20	102:6 107:16 110:8
48:25 59:3 64:11	113:2	115:22 119:14,15
71:7 86:13 118:1	moved 88:8	120:5 125:23 127:6
mimosa 2:7	movement 54:10,23	127:20 128:23
mind 111:15	moves 113:12 124:17	132:4
minimize 100:5 101:3	moving 40:21 72:16	needed 27:19
minutes 27:24 53:22	86:18 88:20 89:16	needle 21:9,15
99:23	107:10 113:1 120:8	needless 112:23
mirror 124:12	Mullis 10:15,15 55:4	needs 49:18 111:19
Mise 8:12	55:4	124:19 128:10,11
missed 40:15 76:25	museum 79:12,12	129:12
mission 79:1	museums 79:17	negative 122:8
mix 21:25 126:3	mutual 39:23	negotiations 117:6
mixing 100:15		neighboring 79:10
mobile 108:18 110:9		nerve 127:13
	N	

nervous 121:7	55:22 56:7	ongoing 41:3 55:13
network 66:8	Number-4 40:15, 24	online 108:17 110:18
Nevada 1:5	42:10 44:15	110:19, 21
never 6:25 15:15	nutshell 74:12	onsome 97:13
103:14		open 2:4 44:10 51:7
new 5:23, 23 6:4, 6, 7	O	59:12 107:2 118:17
6:8 7:10 8:6, 17	oath 12:12, 13	128:23
10:15 11:23 12:1, 7	observation 5:12 6:7	opening 74:10 115:14
12:22 13:8 15:3, 4	observe 27:12	119:25
17:18 19:15, 25	obvious 42:15	openness 65:22
22:8, 25 30:20 41:9	obviously 17:6 42:18	operate 45:2
43:4, 25 47:8 50:4	62:16	operates 77:10
55:15 63:12 64:2	October 45:2	operating 8:15 75:18
68:18 72:3, 5 73:20	offer 4:10, 25 11:6	operation 18:21
76:18 78:2, 3, 3	22:9 31:13	operational 86:17
79:19 89:9 90:3, 5	offered 104:13	operationally 119:12
90:10 92:20 93:1	offering 120:16	operations 26:6
102:23, 25 105:8, 20	office 9:5, 12, 23	131:12
newest 60:24 61:1, 25	10:12 37:8, 19	opine 52:2
news 13:9 63:20	42:24 43:16 45:6	opinions 70:18
Nextgen 71:14 72:20	45:10 92:22, 23	opportunities 39:22
73:5, 12 74:19	102:11 114:2	51:2 53:15 62:6
75:10, 14, 21 76:12	officer 8:15 40:22	79:9, 15 97:15
76:17 77:3, 8, 20	97:1 100:10 131:14	opportunity 4:23
78:1, 5	officers 19:3, 11, 15	6:22 12:11 17:9
Niagra/Buffalo 13:1	19:25 22:3 23:9	25:4 27:1 28:1
nice 16:12 73:15	24:7, 8 26:10 89:4	33:7 37:10 38:3, 21
night 6:5	89:9 94:1 96:12, 13	39:7, 16 49:15
nightclubs 5:16	97:11, 23 100:6, 19	51:16 58:16 59:21
nod 56:12 57:8	101:7 102:2 115:7	62:5 65:6 69:3
noise 72:22	offices 92:19	78:7, 8
nominee 14:4	official 2:22 60:7	opposed 56:20 81:17
non-foreign 97:10	officials 116:19	125:24
notably 25:12	offline 115:16	opposition 126:15
notes 133:10	offset 90:22 109:14	optimal 110:6
notice 5:11	off-lineand 118:18	optimism 63:11
now, and 5:4	ofpeople 60:17	optimist 63:13
NTTO 43:11, 16 44:6, 9	ofthe 4:21	optimize 104:20
51:10	Oh 30:25 53:18	option 112:19 113:5
number 4:17 13:3	114:25	114:14 117:18
49:13 60:17 83:19	okay 54:2 122:7	119:7, 9 123:10, 11
86:6, 7, 14 87:22	old 47:3, 4	123:11, 14, 19, 21
89:3 109:11 130:14	old-fashioned 108:8	126:13 128:17, 17
numbers 13:15, 24	Olga 7:23	128:18, 21
22:19 59:25 90:15	once 21:2 72:17 98:1	options 82:24 112:3
121:6	101:16 109:23	112:15 117:18
Number-2 20:6 44:7	ones 123:22	121:21 127:5, 8, 18
Number-3 38:19 47:21	one-page 116:14	127:20, 24 128:1, 4

128:9,14 129:6,9 129:10 Option-1 114:3 Option-2 112:8 orchestrating 2:11 order 15:10 27:4 33:16 85:13 86:1 87:1 Oregon 7:18 65:10 105:8 organization 48:22 50:15 65:2 organizations 7:1 106:5 organize 120:20 original 82:9 110:14 111:1 originated 55:20 Orlando 16:12 21:6,6 96:4 Orleans 68:18 oryour 110:20 ought 89:1 outbursts 22:1 outcome 63:1 outdoor 32:1 Outdoors 29:11,12,14 outlined 105:2 outone 88:2 outside 83:8 112:20 113:6 outsourcing 97:8 overall 78:25 106:21 overextend 120:10 overseas 26:7 overview 64:14 overwhelmed 102:20 owned 49:11 Owners 10:7 owns 49:5,6 O'Hare 95:8,14 99:17	pandas 6:13 paper 99:3 paperwork 85:4 Paradise 1:5 paragraph 39:9,11 80:14 84:17,19 paragraphs 117:2 Paris 40:23 Park 50:24 parks 7:21 30:6,15 30:19 47:13 part 22:4 32:3,20 42:12 45:19 46:1 49:17 51:25 54:1 60:18 66:16 84:6 86:5 89:1 94:2 104:22 105:19 112:7 114:22 118:5 129:19 participants 31:9 60:4 participate 88:5 89:22,24 91:13 participating 90:20 particular 5:1 14:18 20:8 52:11 83:10 87:1 119:21 parties 99:11 partner 28:8 39:13 64:4 65:10 79:10 partnered 62:21 partnering 21:7 66:21 130:10 partners 16:17 20:6 20:7 22:11 63:15 65:23 86:2 106:3 partnership 6:24 18:16 21:14,24 22:4 24:15 26:20 28:4 39:2,3 56:25 66:7 79:18 86:3 90:25 131:19 partnerships 21:3,17 23:16 28:15 34:5 38:18 40:18 parts 74:6 116:3 118:9 120:8 part-time 100:19,24	pass 87:21 passenger 94:12 95:4 99:20 passengers 19:18 97:22 passion 74:1 passive 41:13 passport 90:11 92:19 92:23 93:7,9 Patel 10:6,6 path 112:25 pathway 72:22 patience 44:14 pattern 99:4 Paulo 26:24 27:10 pavilions 62:7,11 pay 112:21 115:3 payments 107:22 108:1 111:21 112:2 125:16 PC 110:20 peak 24:20 peaks 100:14,18 Penteer 60:25 67:12 people 18:19,21 27:17 29:16 30:16 30:20 31:7 41:21 45:25 47:25 48:5 48:11,16,25 49:14 50:2,21 53:10 60:14 62:17 64:17 67:16 69:9 70:17 70:19 75:22 81:7 83:19 88:20 89:8 89:14,23 91:16 95:20 97:23 99:14 100:4,23 102:4,19 103:3,10 106:2 108:9 109:15 112:14 120:9,23 124:8 perceived 52:13 percent 13:18,19 23:19,21 24:17,21 24:23 25:7,9,13,14 49:1,2 61:19 63:22 65:17 79:23,23 80:25 81:1,2 88:7
<hr/> P <hr/> page 38:13 84:17 paid 40:1 painful 103:9 Palace 5:14 panda 6:12		

88:8 102:19 106:12 106:13,15 111:13 percentage 50:23 period 22:7 24:20 61:7 110:6 128:15 personal 122:18 personally 54:14 personnel 25:1 96:15 96:21 perspective 11:17 14:1 55:17 73:1 122:18 perspectives 38:8 phases 112:22 Phil 27:11 phone 2:12,14,25 3:13 12:1 31:19 46:23 photo 2:11 pick 117:15 125:8 picking 118:19 picture 71:4 pictures 69:6 piece 43:10 44:2 pieces 37:9 piffy 3:20 32:20 PILAT 9:8 Pilatat 9:9 pilot 87:4,9 place 8:12 34:11,16 37:2 53:7 78:25 79:8 82:2,21 83:21 84:5 95:12 125:13 133:9 places 68:18 69:15 81:14 plan 60:15 72:1 73:23 85:2 90:23 103:11 plane 95:2 120:3 planes 78:10 planning 9:11 40:19 plans 83:21 platform 66:5 play 78:5 94:20 121:13 played 68:17 playing 83:23 121:15	plays 122:20 please 3:8 7:6 26:17 34:20 pledge 22:25 point 19:13 33:21 37:5 41:12 54:19 61:16 75:2 76:7,8 76:11 77:12 81:21 87:25 88:2 89:18 90:14 91:5 96:4,22 102:2 103:3 115:22 118:3 points 15:1,7,23 25:20 33:6 51:15 76:23 93:21 policies 39:12 policy 9:11 14:2,6 15:25 16:8 36:10 65:23 political 54:23 111:22 polling 105:5 popped 11:13 popping 95:19 population 130:18 port 18:6 84:11 94:9 95:10 96:8 portion 96:23 110:13 ports 18:15,23 19:3 19:20 21:18 22:20 86:25 88:24 91:2 91:17,24 94:10 position 32:6 58:21 58:22 72:20 77:7 113:24 positions 60:20 positive 58:20 possible 55:23 97:5 103:9 106:1 possibly 84:9 post 92:22 Postal 92:21 93:6 posted 60:20 posts 87:6 102:24 potential 66:10 potentially 72:23 97:13 practically 42:17	practice 89:5 practices 39:12 88:20 predicated 73:3 preface 112:12 prepared 118:16,16 prerogative 58:5 present 65:7 106:5,8 presentation 6:22 11:11 33:11 98:6 presentations 32:17 presently 87:6 presents 69:3 president 4:8 7:21 7:25 8:9,12,19,25 9:3 10:4 15:8 22:18 29:13 58:7 Presidentof 10:8 president's 74:4 85:25 press 4:21 99:25 pressure 58:10 87:13 pretty 3:24 99:3 106:24 130:21 previewed 6:5 previous 15:2,7 86:5 pre-check 86:25 90:15,16,18 pre-read 40:16 primary 100:5 principle 73:3 prior 74:18,19 priorities 75:4 prioritize 75:1 private 9:17 24:15 26:12,13 31:25 38:17 39:14,17,20 40:18 42:14 52:23 73:25 83:18 private/public 66:6 81:25 privilege 26:7 probability 102:11 probably 27:19 30:6 50:23 70:5 72:10 101:14 103:18 115:13,15 120:5 128:5
---	---	---

problem 72:8 76:10 81:13 116:18 128:21 proceedings 133:8,14 process 3:7 18:20 19:18 27:14,23 33:1 35:23 36:14 38:21 39:6,21 41:3 77:5 87:17,18 89:21 90:10 91:11 100:3,13 102:9 103:8 107:19 114:5 processes 34:11 88:19 89:11 processing 86:23 87:3 97:10 Proclamation 29:14 producing 61:8 product 6:17 production 63:6 productive 60:3 program 12:25 13:8 20:7,12,14 21:1,2 81:7 84:11 88:6 104:19 programs 20:19 47:25 48:2,8,12 79:24 80:23 81:1,4 95:11 104:17 progress 14:10,15 28:13 36:14 43:22 86:16 92:13,14 project 6:10 projects 5:23 72:10 79:21 prominent 55:1 promise 64:25 promote 30:18 53:21 promotion 66:1 106:12 112:10 130:12 propel 15:9 property 30:7 proponent 114:2 proposal 114:15 proposed 6:9 32:19 85:22 prospective 35:21	proud 7:4 19:11 65:10 prove 110:6 proven 34:7 proverbial 73:6 provide 106:4 111:24 providing 33:10 105:13 public 4:25 24:15 38:17 39:17 40:18 42:3,13 45:23 73:25 75:13 78:20 79:21,25 80:22 83:18 public's 75:12 public-private 39:2 public/private 79:18 80:4 Puerto 8:8 67:25 pull 56:5,17 100:4 117:11 pulled 121:4 pulling 128:8 punch 47:15 purest 116:15 push 122:10 pushed 98:18 pushing 19:6 put 18:16 33:15 34:11,15,24 35:1,4 35:20 37:20 40:25 47:15 54:13 60:21 66:17 68:24 71:4 80:3,8 87:10 97:1 99:3 114:9 123:1 125:11 128:2,15 129:17,17 puts 113:23 putting 69:23 70:18 78:9 102:23 123:19 125:16 126:4 128:9 131:17 p.m 1:6,6 132:9	51:11 quality 60:17 61:2 quantify 43:21 109:17 quantitation 109:21 quantitative 43:3 46:1 question 45:5 47:2 52:4,8,9 55:7 109:17 117:14 questioning 96:14 126:9 questionnaire 108:14 questions 29:18 36:4 40:12 51:20 52:16 52:20 53:16 54:20 60:11 64:16 77:17 86:22 92:4 103:25 105:23 107:6 108:23 109:1 quick 65:12 72:16 103:9 quickly 19:19 73:12 73:13 74:2,8 100:3 104:21 116:4 quoted 99:24
		R
		radar 87:11 rail 126:14 raise 12:5 122:9 raised 89:18 124:22 Ralengkotter 4:7,12 44:24 48:18 53:1 Ramotowski 9:19,19 23:14 Ramudo 7:23,23 Randy 88:21 rate 13:21 88:6 ratio 111:7 Rautio 8:17,18 reach 43:13 65:24 reaching 19:12 reactions 129:8 read 41:10 43:9 47:8 reading 15:18 ready 99:12 real 12:17 130:7
	Q	
	quad 5:14 qualitative 43:10 44:3 47:11,17	

reality 78:9	107:8,11 111:18	regions 30:3
realize 64:22 67:18	119:22 121:20	regulations 40:5
87:7	122:8,15 126:12,15	41:23
realized 7:13	126:18 127:20	regulations.gov
really 14:25 15:1,7	129:12	29:20
15:19 21:11 23:8	recommendations 3:18	REI 32:2
28:22 30:2 31:1	15:24,25 16:21	related 82:7 130:17
34:6,22 36:5,11,21	27:3 32:20,23	relates 63:23 115:17
36:23 37:9 40:2	33:11 34:2,18	relating 115:2
43:11 49:11 50:14	44:12 55:19 76:4	relations 42:4
53:4 58:18 63:22	77:4 85:22 86:14	relative 42:24 43:3
66:12 72:1 73:2,3	91:25 93:17 104:25	relevance 62:9
73:15 74:9,12,20	106:24,25 107:4	relevant 106:19
74:23 75:12 76:17	119:18 130:5,16	reliable 107:15
86:1,8 87:24 92:10	131:3	108:11
92:10,18 94:5,16	recommendationsand	remains 29:10
100:9 105:11 107:9	86:21	remarks 11:7
107:14 114:2,20	Recommendation-3	remember 12:10 67:14
reason 32:11 81:19	56:5	69:12
104:22 117:13	recommending 43:4	remind 3:4 22:16
129:19	106:15	46:21
reasonable 101:20	record 4:16,20 58:1	reminded 22:13
receive 23:22	59:6,25 60:1 92:7	reminder 13:6 131:10
received 27:6	104:11 133:14	remiss 125:1
receivers 72:6	recreation 14:10	removed 127:25
reception 131:24	recurrent 101:17	removing 127:17
Receptive 8:5	red 123:12	renew 103:14
reciprocity 87:14	reduce 25:23 53:24	renewing 93:8
recognition 32:14	54:5 109:2	renovations 5:17
recognizable 30:16	reduced 73:17,18	Rent-A-Car 10:25
recognize 65:1,3	reduction 118:9	replace 54:5
81:8 123:17	reductions 109:13	report 23:7 24:19
recognizing 58:12	redundant 130:2	26:20 28:10 30:23
91:9	Reem 66:9	36:13,17 37:7 46:3
recoming 3:18	refer 33:14 122:16	81:22 129:17,24
recommend 44:6 91:15	reference 129:11	reporter 133:6
recommendation 14:18	references 128:17	reporting 112:1
15:19 33:22 34:23	referring 41:5 83:7	reports 31:16 129:21
35:19 36:6,9,22	reflect 129:25	represent 61:19
37:23 38:11 39:11	reform 117:5 120:4	107:23
40:9 41:6,9 42:11	refresh 98:1	representation 38:5
43:1 44:7 47:18	refusal 88:6	61:13,14,18,20
51:4 52:18 55:22	regard 88:9	representations
56:7,18,21 57:4,5	regarding 55:18	61:18
57:9 70:4,11,25	102:2	representative 30:12
73:2 74:13,18 80:8	regardless 113:12	representatives
81:24 82:7 84:24	region 13:1	22:15 33:10 72:24
103:23 104:3 107:8	regional 61:18 77:14	representing 6:11

8:22 28:7 request 4:2 87:15 88:17 requirements 23:18 79:20,21 research 10:14,21 14:19 50:1 53:14 104:7 106:22 116:15 117:10 118:23 122:14 125:21,22,25 126:2 126:6,10 127:16 researcher 104:16 residents 72:24 resignation 60:9 resonating 53:18 Resorts 7:22 resource 25:18 61:25 86:24 88:16 91:23 95:18 resources 25:21,22 100:16 101:1 resourcing 26:2 respect 45:8 87:2,23 88:4 91:2,7 92:1 respond 37:11 119:19 response 15:12 27:6 110:19 responsibility 49:19 90:12 responsible 50:16 53:5 responsiveness 28:3 restaurant 8:12,21 8:23 restored 114:8 result 15:11 59:1 resulted 105:21 results 13:25 14:1 24:9 retired 100:23 101:7 101:10 retirees 101:13 revenue 43:21 117:25 review 34:1 39:11 67:4 rewriting 44:22 rewritten 44:15	re-language 85:11 Rico 8:8 67:25 rid 121:21 rides 22:18,19,20 right 5:4,7 12:6 24:19 26:20 31:22 52:22 55:17 56:13 58:11 60:14,19 66:10 80:24 88:6 108:5,8 109:19,25 110:24 114:11 118:6 124:2 131:25 131:25 rightthere 127:6 Rio 26:23 27:11 risk 88:15 100:5 risks 115:23 Rivera 8:6,7 67:24 67:24 68:11,16 69:6 road 1:5 41:24 roads 71:21 Robert 84:12 130:25 Robin 8:14 82:25 83:4 118:19 robust 105:25 106:14 rock 67:9 role 15:25 42:23 43:15 51:22 52:10 52:22 58:13 77:24 94:21 112:16 114:21 rolling 77:5 roll-call 33:19 Ron 10:12 66:19 room 2:6 7:9 12:4 66:23 70:19 125:20 Room-N237N241 1:6 Roseanne 66:24 67:2 Rosemarie 9:1 21:10 53:17 54:19 82:25 99:7 101:24 Rosemarie's 81:23 Rosie 21:19 Rossi 4:7 11:10 44:23 51:14 59:25 104:8,12,16 125:2 131:22	roughly 45:4 round 51:18 rubber 33:3 rules 40:5 41:23 47:23 100:11 run 72:20 122:19 running 25:11 runways 77:25 78:4 80:17 83:9,11 Rupert 10:3,3 69:11 69:11 <hr/> S <hr/> Sabre 11:4 safe 20:20 safely 19:19 safer 78:11 safest 75:24 safety 20:18 95:4 sake 3:6 Sally 31:24 32:6 Sam 11:3 22:7 sample 106:11,12,14 106:17 110:18,25 111:12 samples 110:16 San 10:18 sanctuaries 47:14 Sao 26:24 27:10 sat 98:5 savings 73:17 saw 67:5 92:22 saying 52:14 62:2 85:6 112:12 118:6 120:6 123:14 130:1 130:2 says 17:9 54:18 67:13 109:18 116:18 127:5,20 scale 72:13 101:10 109:3,6 scan 78:21 scenario 39:10 schools 53:8 screen 11:14 search 61:2 second 36:9,24,25 39:10 51:17 52:9
--	---	---

107:7,8 109:17 117:1 secret 98:11 Secretaries 16:5 32:11 secretary 9:15,17,20 31:23 32:7 44:12 85:12 88:10,14 Secretary's 16:1 sector 9:17 26:12,13 31:25 39:14,17,20 51:23 52:23 116:22 sectors 42:14 security 9:18 16:20 18:15 76:2 102:21 see 5:19 13:24,25 14:12,23 16:13 21:21 24:9 26:11 27:2,13,14 32:14 33:4 34:21 37:3 38:5 48:1 49:8 50:20 55:18 59:8 64:6,17 65:21 66:19 68:21 76:18 80:1 81:9 82:8 87:11 89:17 90:3,5 90:14 91:5,13,22 95:7,16 96:2 97:6 98:23 106:7 112:16 113:14 129:23 131:24 132:1 seeing 25:7 63:18 82:10 103:24 seeks 43:2 seen 13:15 15:11,15 34:5 50:24 76:19 76:20 98:2 124:13 sees 17:9 segments 130:18 selected 31:24 sell 32:2 59:21 sellers 59:24 selling 32:3 Senate 45:4 88:9 Senator 12:24 13:9 send 62:22 sense 45:9 79:7 80:2 83:2,22	sensitive 120:7 sentence 56:22 83:7 95:22 sentiments 17:16 September 34:23 36:8 44:12 56:8 57:6,13 64:10 70:13 84:23 131:4,10 serious 86:12 seriously 96:25 105:12 seriousness 18:8 serve 38:3 served 75:7 service 12:9,15 14:21 15:2 30:7 40:22 93:6 97:10 services 8:5 9:20 48:4 102:14,14 session 34:25 35:11 set 35:9 39:7 42:19 45:12 53:3 63:23 72:23 91:14 92:14 93:22 96:17 sets 3:17 settled 115:5 seven 62:15 shadow 27:20 share 17:16,20,23 49:4 126:22 sheer 89:6 Sherry 2:20 10:3 69:10,11 shift 14:24 94:24 95:21 shopping 5:16 short 29:4 101:4 shorthand 133:5,7,10 show 4:16 5:1 6:4 27:21 33:20 35:8 54:17 58:2 60:3 76:7,8 89:4 131:22 showcase 4:24 showed 68:18 showgirl 2:8 showgirls 132:5 shows 6:16 62:8 103:16 123:15,19	SIAT 105:22,24 106:11 107:11,21 108:1,3 111:19 112:11 113:12,25 121:22 122:4 123:7 127:21 129:15 side 45:9 47:12 49:25 50:8,12 51:5 51:21 52:12 53:4 53:14 66:8 74:13 98:16 99:17 113:13 125:20 sides 59:23 95:22 sign 92:22 significant 21:22 70:4 118:24 signs 91:16 silos 92:10 similar 55:12 simple 19:7 27:5 simpler 69:9 simply 25:23 43:5 80:10 119:23 126:12 128:22 sincerely 64:20 single 21:4 24:10 42:1 single-digit 103:10 sit 98:9 100:12 sites 30:17 sits 72:3 sitting 11:12 40:20 situation 18:12 101:19,20 102:21 118:20 six 85:3 107:13 size 72:13 106:11,14 skew 110:16,18 111:17 skill 96:17 skin 23:3 sky 71:17 78:11 slides 70:7 slightly 41:23 82:9 slow 72:25 small 51:12 103:17 114:22 smaller 25:10
---	---	---

smart 96:7 118:23	96:10 99:6 102:10	stakeholders 99:11
Smith 9:16,16 18:1	104:23 108:22	stakeholds 59:23
23:8 40:13 41:7,10	109:16,20 113:6,19	83:17 84:2
41:22 56:22 57:2	113:23 114:24	stamp 33:3
75:18 93:18 94:20	117:20 119:6	stand 11:24,25 12:2
95:24 101:4 114:22	120:18 121:19	12:3 111:2 132:5
114:25 115:8,13	122:1,3 123:5,24	standardization 91:6
117:4 119:25	124:2,3 126:8	91:18
120:14 121:13	127:4,12,19 128:2	standardizations
125:19	128:5,20,25	91:15
snapshot 116:17	speaking 3:13 83:10	standing 13:7 104:9
snowboarding 30:4	speaks 41:3	108:9
social 116:13	spearheaded 104:19	star 67:9
Soleil 17:13	special 70:22	start 2:4 12:21 18:8
solicitation 88:23	specific 42:19	32:22 61:8 68:15
solution 84:25	109:11 116:8	83:4 102:14 127:1
101:21	specifically 43:9	started 6:25 18:5
solutions 8:4 76:23	65:15 83:9	21:18 27:24 35:1
somebody 54:4 69:13	specifics 107:5	starting 36:15 63:24
81:11	spending 13:19	96:4
someof 105:7 123:17	spent 13:5 35:12	state 3:11 9:21
someplace 82:6	82:14 83:8,11	23:13,17 24:6 31:5
somewhat 27:15 93:21	spirit 3:3 23:5	45:13 74:4 79:20
109:7	split 48:25	87:16 88:11,14
song 67:5,8	spoken 68:4 118:13	stated 107:25
soon 6:10 132:1	spokesperson 55:1	statement 82:17,17
sophisticated 71:16	sponsors 79:13	82:19,20 99:25
sorry 124:4	sportswear 32:1	120:12,15 125:6
sort 11:19 77:11	spot 59:23 69:4	states 4:24 25:4
94:7,24 109:21	spotlight 14:24	30:21 43:8,23
119:8 123:12,14	spots 71:12	46:17 47:7 50:19
sound 107:16	spot-on 74:23	53:13 55:9,11
sounds 77:4 82:21	Sprouls 7:20,20	59:14,20 61:20
84:13 125:10	84:24 85:25 93:4	72:11 82:13 107:18
source 105:13 119:4	97:3 98:7	111:13 124:11
119:7 125:15	Sproulson 85:23	statutes 94:2
128:11 129:13	square 5:15	stay 6:1
South 74:6	stability 111:24	stayed 109:7
SPA 43:14	staff 35:22 62:23	Stenotype 133:7
space 6:8 76:9 79:19	63:12 78:19 91:23	step 63:3 123:5
80:3	104:24	stepping 62:1
Spain 2:15,16	staffing 24:7 25:22	steps 106:25 120:21
speak 55:15 70:24	60:15 86:24 88:16	step-changed 116:11
96:6	88:18 89:1 95:17	sticky 118:3
speaker 46:4 47:1,10	97:2 98:6	stories 42:7
48:10 56:9,14,20	stage 13:8 67:1	story 42:4
56:23 74:17 76:5	staggering 21:9	strategies 47:6
80:7 82:5 85:5	stake 73:25	strategy 11:16 14:8

16:4 17:3 35:1,4 35:10,16 38:13 42:12,15 43:18 44:25 45:20 71:5 79:8 stream 87:11 streamas 118:25 streamlined 86:23 87:2 strengthen 56:3 57:1 strengthening 55:21 84:21 strengthens 57:6 stress 53:24 stretch 17:3 76:11 strike 84:16,19 strong 70:18 129:7 stronger 47:18 56:19 57:12,14 strongly 44:21 89:6 125:3 structure 108:25 Stubblefield 10:23 10:23 33:24 34:3 36:2 37:14 student 79:15 Studios 105:10 stuff 40:21 104:14 subclimate 84:21 subcommittee 34:1,9 34:20 44:18 54:21 56:2,6 57:19 69:21 70:16,17 74:15 75:8 81:25 85:21 85:24 86:1,6 89:20 92:1,2 104:6 123:25 124:18 127:2 129:15 subcommittees 3:19 32:24 38:7 51:16 84:14 122:17 subcommittee's 103:22 subject 111:22 129:9 sub-meeting 95:13 success 24:13 34:13 36:20 38:22 64:3 84:7 86:19	successes 51:12,13 successful 34:7 35:2 81:5 succumbing 58:10 sufficient 122:4 123:6 127:21 128:10 suggest 84:15 126:17 suggested 110:9 suggesting 111:11 suggestion 56:12 101:24 suggestions 16:22 summarize 128:23 summary 38:14 summer 130:23 supervision 133:12 supply 102:18 support 26:1,18 44:3 59:8 65:5 89:7 97:15 99:3 112:11 114:21 118:23 121:23 122:5 123:8 125:22 129:1 supports 73:22 sure 4:3 15:20 36:16 55:24 65:25 66:2 76:17 82:21 89:8 89:12 96:15 112:25 125:14 130:1 Surgeon 54:16 surprised 2:5 survey 50:22 97:21 97:21,23,24 98:3 108:25 109:1,3,7,9 111:10 119:13 120:23 125:5 surveys 120:20 sustainability 34:10 37:1 69:21 70:11 73:18 74:14 sustainable 10:16 34:16 sustained 5:3 sustaining 15:19 sustains 119:12 sworn 2:21 7:11 12:7 16:10 31:24	symbols 91:16 system 71:11,19,24 75:24 76:11,15 77:21 78:2 98:24 systems 92:9
T		
table 38:6 39:20 61:6 64:18 87:23 94:19 100:13 115:13 123:23 125:11 129:11 tabled 117:3 129:13 tablet 108:15 tackle 18:12 tactical 83:25 86:16 take 7:3,7 18:22 20:10,16 34:17 37:24 45:1 48:16 49:15 50:22 53:22 54:18 58:4 84:9 87:8 90:12 96:25 102:5 103:3,4,12 106:25 109:24 112:8 118:22 125:19 127:5 128:6 128:22 taken 34:9 114:8 129:10 takes 54:24 60:16 Talbert 2:15 12:3 talent 88:19 talk 20:23 29:9 30:8 34:19 38:16 43:2 43:14 49:20 54:17 70:10 72:6 84:6 85:10 86:20 92:19 104:23 107:5 118:18 126:7 talked 77:4 79:7 80:15 89:20 93:23 112:14 talking 13:8 30:11 30:12 34:14 35:12 38:14 39:9 48:13 48:14 78:24 81:11 81:16 82:10 97:5 114:6 115:1		

talks 36:13 43:11,17 73:16 81:25 112:22	14:20 22:22 23:6 26:19 28:3,11,19 29:16 30:24 31:14 31:15 32:16 41:17 42:9 44:13,16 46:20 57:18 58:13 58:15 65:9 69:18 70:15 75:5 77:16 86:2 92:16 93:19 99:8 101:23 104:3 105:1 130:24,25 131:2,7,17,18	12:12,17,18 13:12 14:12 36:21,25 37:8,15 41:11,12 41:15 42:6,10 46:4 47:17 49:17 51:1,6 51:21 52:5,5,21 53:14 54:1 55:5,14 56:9 60:2,3 61:15 66:19 68:19,22 70:2,4,5 71:6 72:12,14,16 73:8 73:10 74:3,22 75:2 75:22 76:9,10,22 77:5,13 78:14 80:3 80:7 81:23 83:5,6 83:10,12,14,17,23 84:1,4,8,9 87:10 87:24 89:23 90:16 90:21 92:6 95:12 95:15,19 96:3 97:1 98:11 101:4,11 104:22 105:19 106:1 109:9 114:11 115:22 116:6,21,22 118:10,19 119:11 119:24,25 120:4,18 120:25 121:6,13 122:21 124:16 125:12,22,25 126:9 126:11,22,23,24 127:4
tank 106:1	thank 92:7	thinking 11:10 54:5 102:8 120:19
target 24:16	thanks 26:18 34:3 37:14,25 55:2 65:7 70:22 93:3,4 99:6	third 37:22 38:10 84:16 112:19 117:2 126:14
task 16:7 20:6 32:13 66:1 100:6 104:7 105:3 107:13 122:14	that 115:23	Thompson 58:7,15 66:5 67:13 68:5,14 68:25 69:16
tax 43:21 115:10	that 11:22 21	thought 26:25 41:4 52:6 57:10 58:18 62:19 68:2 81:7 83:16 95:20
taxation 121:3	thems 118:12	thoughts 22:9 36:4 80:5
taxes 124:23,24	thicker 23:3	thousand 103:1
taxi 77:25	thing 17:8 18:14 28:20 29:9 30:25 61:22 62:25 65:21 67:18 68:19 72:19 78:13 80:10 90:16 93:24 95:16 97:18 98:10 100:21 101:8 125:17 126:24 127:3	three 3:20,23 6:20 6:24 7:1 12:10
tea 69:24,25	things 5:6 25:6 28:18,20 29:22 30:16 34:4,8,12,15 35:6,8,15 36:12,13 37:2 38:20 41:20 44:3 47:15 48:11 48:14 49:24 58:20 64:15 66:15,17 72:25 73:7,11 75:21 76:18 80:17 80:21 86:7,9 87:8 87:22 91:3,10 95:24 97:6 100:8 103:13 115:17,21 116:13 118:11 120:23 123:2 124:10,13,18 125:15 130:14	
team 21:6 22:19,20 30:22 60:25 61:1 61:10 66:9 70:24 99:9	think 11:17,20,21	
teams 14:11		
techie 50:8		
technical 72:9 85:18 108:20		
technologies 76:18		
technology 6:2 72:2 72:2 75:19 76:21		
tell 5:6 20:13 42:6 71:14,22 100:1,2 110:17 132:4		
telling 46:15 59:11 116:20		
ten 20:9 50:6,10 89:18		
tendering 60:9		
term 101:13 102:12 103:20		
terms 43:14 76:19 78:23,25 79:19 87:12 91:3 94:11 94:12 96:12 121:5 121:20 122:20 126:19		
terrific 15:17 16:16 27:12 28:8		
test 41:1 109:18,18 109:21,23 110:1,3		
testing 110:17 111:6 112:21		
thank 2:10 4:12 11:9 11:22 12:8,14		

23:23 24:22 31:15 45:4 56:18 99:23 110:4 124:12 127:11 129:10 130:6 three-month 110:6 threshold 88:7 threw 62:22 thrilled 58:8 thumb 31:6 ticketing 131:15 tickets 131:24 tie 23:14 46:1,2 tied 63:17 113:10 115:10 time 4:14,15 5:2 16:10,13 17:9,19 19:6 24:17 27:24 27:25 34:16 35:12 37:12 39:1,18 41:1 43:5 47:16 59:20 60:7 62:15 82:14 83:8,11 86:21 100:12 103:12,25 104:21 117:11 121:10 133:9 times 24:9 25:24 101:3 102:4 103:10 today 2:20,24 3:19 3:20 14:16 18:20 24:9 26:8 33:17 35:11 40:8 50:5 55:5 58:14 66:23 70:9,14 71:9,11 76:7 101:9 114:17 115:16 129:18 130:4,15 Todd 4:12 7:15 11:9 22:7 34:3 56:10 57:4 94:9,16 96:7 115:7 132:1 todo 122:21 tofigure 115:21 Tokyo 17:1 told 46:18 99:21 113:16 tomorrow 40:9 50:22 101:10 131:11	tonight 131:23 tool 105:12,25 106:22 tools 108:13 top 62:14 88:19 107:4 116:23 topic 74:3 topics 124:21 toput 87:13 total 43:20 49:13 totally 29:20 tothis 15:5 touch 18:19,25 77:19 127:13 touches 126:14 tough 20:1 73:1 101:19,19 tour 131:11 tourism 1:1 2:23 4:10 6:23 7:17 8:7 9:6,12 10:5,13,22 14:1,6 15:2,14 16:8 17:3 22:21 23:1,6 24:2 29:13 35:1,4,16 36:10 37:8,19 42:24 43:16,19 44:25 45:10,20 59:10 65:22 67:10 71:5 73:21 77:1 114:1 121:23 122:5 123:8 127:22 130:8 tourists 13:4 tous 13:7 Touvall 3:1 town 5:17 6:19 77:15 TPA 37:18 89:15 106:11 TPC 36:18 43:12 46:2 TPF 112:10 track 13:20 43:22 55:13 tracked 35:18 trade 4:16 9:15 62:14 tradeshows 26:23 62:4 traditional 3:21	traffic 75:15 106:11 trained 94:22 95:3 96:14 training 96:16 97:16 100:25 101:2,15 trainings 101:8 transcribed 133:11 transcript 133:13 transcription 46:22 transcriptionist 3:7 3:14 transfer 90:9 translates 30:1 translation 68:7 translator 29:25 transparent 116:21 transport 90:10 travel 1:1 2:22 4:9 5:4,18 6:23 7:16 7:18,24 8:2,4 9:12 10:16,21 15:2,14 22:25 23:5 24:1 25:16 29:13 32:2,3 34:25 35:4,17 37:8 37:19 42:12,16,18 42:20,20,23,25 43:16,17,19,19,22 44:4,4,24 45:20,23 46:10 47:7 48:19 49:8,22,22,23 50:12,17 52:3,14 53:4 54:3 55:6 59:9 63:21 65:10 67:9 71:5 73:21 74:5 77:1 85:23 104:5 105:5,9,9,20 107:17 111:25 112:10 114:1 130:8 131:18 Traveland 9:6 10:13 35:16 traveled 27:9 traveler 25:3 35:14 travelers 19:24 81:12,16 82:12 105:15 107:24 111:17 116:2,25 traveler's 80:18
---	--	---

traveling 45:25	88:2 108:23 124:12	124:2,3 126:8
tremendous 26:25	131:8,9	127:4,12,19 128:2
61:5 62:5 66:10	two-for-one 63:7	128:5,20,25
117:4	two-hour 3:22	uniformed 97:22
tremendously 60:3	two-year 29:4	Union 74:4
tribal 130:18	type 4:4 5:20 50:9	unit 71:15
tribute 24:25	75:16 98:24	United 4:24 25:4
tried 41:10 51:6	typewriting 133:11	30:20 46:16 47:7
75:8	T-up 70:8	50:19 53:12 59:13
trip 26:22 77:12		59:20 61:20 72:11
103:3,4	<hr/>	107:17 111:12
triple 79:3	U	124:11
trips 46:16 50:2	UK 89:21,24	units 72:6
trouble 117:8	ultimately 90:21	Universal 7:21
Trudy 2:19 8:17	unallocated 112:9	105:10
true 133:13	117:21	university 106:3
truly 5:25 58:23	unbelievable 59:19	unprecedented 57:23
78:2 79:1,18	67:11	59:7
trust 117:24	unbelievably 13:4	unused 49:13
try 7:7 21:25 69:4	unclear 119:10	update 17:21
74:1 86:15 91:11	unclear to 119:12	updates 23:7 31:16
95:6 96:8 97:4	underestimate 40:16	upgrading 72:2
trying 22:6 59:11	64:24	urge 87:20
61:23 64:3 66:6,24	undergoing 72:12	USA 11:11,15 12:24
69:12 111:3 117:8	107:19	12:25 13:7 14:13
117:17 120:2,3	underlying 118:20	48:20,22,23 49:6
TSA 18:25 20:24,25	undermine 126:12	49:12 58:8,9 62:7
76:19 90:15 94:3	underneath 56:24	65:11 66:4 102:17
94:10 96:15,19,21	understand 2:14	112:22 117:24
97:1,15 131:12,13	17:22 18:24 19:1	123:20
TSA/CTP 93:23	91:5 120:24 121:7	USA's 112:20
TTA 34:23 35:21	127:17	use 3:8 18:11 39:3
TTAB 2:18 37:10,18	understanding 40:7	45:13,18 48:6 68:3
113:1 129:14	56:25 105:14	73:17 87:17 90:17
TTABs 15:7	107:17	96:1 107:21 108:1
turbulence 120:2	understands 104:17	108:1
turn 11:6 14:16	understood 116:6	users 105:7
22:21 33:23 44:23	unhighlighted 127:13	usually 79:20
104:10	UNIDENTIFIED 46:4	Utah 69:8
Turning 88:16	47:1,10 48:10 56:9	utilization 87:5
TV 53:2	56:14,20,23 74:17	utilizing 101:1
two 6:24 15:15 20:22	76:5 80:7 82:5	U.S 1:1 9:6,21,24
21:10,18 23:16	85:5 96:10 99:6	10:13 54:2 83:24
24:3,12,17,23	102:10 108:22	92:21 93:6 116:2
25:20 26:8 28:23	109:16,20 113:6,19	116:18 131:18
44:25 51:20 52:16	113:23 114:24	
52:20 57:23 63:12	117:20 119:6	<hr/>
74:18 82:23 84:14	120:18 121:19	V
	122:1,3 123:5,24	<hr/>
		V 133:5,18

vacation 49:14 53:9 53:11 54:19 55:6 102:5,6	visitors 13:18,22 17:5 18:13 59:13 86:13 89:3 124:23	watched 11:10 17:12
vagaries 111:22	visits 26:7	watching 67:4
Valerie 22:17	vocal 19:22	wave 18:7
valid 107:15 108:10	volume 43:20 89:6	way 12:17 15:21 17:7 18:14 19:16 20:16 22:5 30:13 42:22 51:4 52:7 54:9,13 71:20 76:14,16 80:11 88:13 90:22 94:16 95:9 97:2 108:3,11 116:1 124:6 129:8 132:5
validity 89:17	vote 33:19 128:6	ways 41:25 55:23 64:4 67:20 76:22 77:25 79:10 96:7 100:25 106:18 109:2
valuable 58:24		weapon 98:11
value 17:10,14 22:20 23:15 49:22,22 53:4,9 64:6	W	website 69:1,5,13,14
Vancouver 65:15	wait 19:6 24:9 25:23 93:15,16 99:22 101:3 103:10	wecan 99:2
variety 105:4 106:18 112:3 130:5	waive 88:11	wedo 4:15
various 76:23 81:3 130:17	waiver 88:5 98:16,16 98:22	week 20:2 22:14 46:8 59:16 63:24 74:7 116:13
Vegas 1:4,5 2:5 4:11 4:15 5:25 18:6 49:1 50:6,22 53:3 60:1 105:7 131:21	walk 104:24 120:5	weekend 54:6
vehicle 48:7	walking 2:6 27:25 125:23	weeks 12:23 21:10 23:23 24:17,23,24 26:21 45:1,4
Ventures 8:20	Wallace 10:18,18	weighed 37:12
verify 79:2	want 2:19 4:13 11:23 11:24 15:6,23 17:20,23 18:7,8,11 23:3 30:18 31:10 31:12 32:13,23 33:4 34:14 35:6,24 36:1,7,16 41:19 47:20,21 48:11 53:7,20 60:18 66:14 67:17 73:4 73:20,24 74:15,24 85:6 92:3,6 96:6 101:10,21 103:8 104:3 109:24 117:11,14 118:25 120:9,23 122:16 126:1,11 131:12	welcome 2:17,19,23 4:11,13 6:18 11:23 12:19 32:6
versus 30:7 51:23 52:22	wanted 4:2 16:6 17:15 44:20 45:18 57:22 58:2 61:3 63:1 72:14 125:5 129:23,24	welcomed 99:20
vice 7:21 8:25 10:3 70:23 130:24		welcoming 2:4
video 68:16		wellness 53:21 54:11
view 81:21 87:25 90:14 91:6 126:16 126:22		weneed 128:12
viewed 123:1		went 61:1 100:3
virtual 16:23		weren't 112:25
visa 9:20 23:18 24:6 24:20 25:7 31:11 86:23 87:2,3 88:5 88:6,11 97:10 98:15,16,22 102:13 102:14 103:14		we'll 7:6 46:1 61:17 63:24 64:1 76:10 76:18 104:21 107:5 111:14,16
visas 102:2		we're 12:18 13:13,20 13:23 14:15,17,19 15:22 16:9,23 17:6 19:1,25 20:3 26:2 28:18 31:6 32:18 33:3 34:13 40:20
visceral 129:7		
visibility 62:11	wants 86:1	
visible 84:18	ware 21:23	
visit 18:13 25:4 26:6 103:11	warmth 83:14	
visitation 13:17	warranting 126:21	
visiting 4:25 91:20	washing 52:2	
visitor 43:20 111:8	wasn't 60:7 91:10	
	watch 77:2	

40:21 46:5 47:15 48:13 52:13,19,25 56:12 58:25 59:2 59:11,12 60:18 61:15,16,23,25 62:1,3 63:17,18 64:2,15 66:12,13 66:15 67:15 68:5,8 70:9,14 76:3 79:9 91:18 93:13 96:7 97:4,24 99:13 103:19 108:2,5 110:13 111:11 112:13 116:24 120:2,3,15 121:6 124:14,25 125:7,25 127:17 130:13,22 we've 5:8 19:14 21:5 27:1 29:19,25 34:5 34:8 35:3 51:24 64:10 73:14,21 76:19,20 88:23 90:7 92:13,14 101:18 102:4 106:9 106:23 112:22 114:9 122:19 127:13 130:5 wheel 5:12 6:7 White 22:13 whole-of-government 38:15 wholly 118:23 Wildland 8:1 willbe 127:3 willing 118:17,18 wise 15:21 withit 117:7 witnessed 22:2 Women 10:21 wondered 54:13 wonderful 25:24 72:1 75:21 77:7 90:16 wondering 17:13 80:9 word 18:11 28:25,25 28:25 29:1 39:3 words 29:3,6 work 14:2,7 15:7 18:17 25:23 26:2	27:1 36:10 37:16 38:17 39:13,13,17 39:22 40:2,4 44:10 56:6,24 57:19,24 58:23 59:4 66:7 67:19,20 73:15,15 73:24 74:23,25 87:20 94:6,9 96:18 97:9,14 98:5 100:11 104:5,12 105:19 116:14 120:17 129:4 130:20 worked 39:7 working 12:19 14:7 14:13 17:2,11 21:2 21:3 25:2 29:21 36:18 44:9 49:14 65:25 66:12 99:10 129:14 130:6,22 works 27:14 40:20 42:6 102:7 world 25:1 27:7 59:11,22 62:4 74:6 103:18 109:4 116:3 worldwide 23:22 24:21 25:8 worms 115:15 120:1 worse 122:11 worth 5:8 worthy 74:25 wouldn't 54:24 wrap 66:14 wrestled 51:25 written 37:6 39:14 39:15 80:11,12 <hr/> Y Yeah 54:12 127:13 year 11:13,15 13:6 13:16,16 16:4 21:20 24:18 25:9 25:14 28:22 35:5 36:20 37:20 40:23 45:3,14,14,15,15 49:1 59:20 63:7,8 64:4,9,10 65:1,2 65:17 67:3 68:17	68:17 97:20 98:1 103:2 112:6 125:9 years 6:24 12:10 20:3 21:18,24 24:12 28:23 46:17 50:6,10 63:16 76:14 89:18 119:13 124:12 year's 97:21 yesterday 48:4 114:7 116:6 York 12:23 78:3 105:8 York's 78:2 young 67:10 younger 79:17 Yvonne 60:25 61:9 67:13 <hr/> Z Zuk 8:3,3 47:20 75:7 102:1 122:7,23 <hr/> \$ \$10 117:22,23 \$14 114:18 122:10 \$16 114:18,24 \$168 13:19 \$2 115:25 116:23 \$2.5 5:8 \$30 114:17 122:11 \$4 115:9 \$5 5:22 115:25 <hr/> 1 1 63:17 80:25 81:1 106:12,13 117:18 118:5 119:8,9 121:21 123:10 128:4,17,22 129:1 1st 21:12 95:7 99:12 1.3 20:4 1.7 18:20 10 1:3 2:2 13:19 88:8 100 63:9 11 64:2 102:18 12 63:21
---	--	--

12,000 5:15 120 89:23 120-day 24:11 13 50:5 13.5 25:13 14 50:5 61:14 15 111:13 15-year-olds 50:5 17 49:1 18 16:14 23:1 34:6 60:14 61:15,17 86:10 133:20 19 25:8 1900 4:21 1950s 75:19 1958 80:21	3:00 22:2 31:19 30 5:24 27:23 59:8 62:3 63:17 65:17 300 63:3 31st 60:13 3150 1:5 33 17:5 34 25:14 35 27:23	
<hr/> 2	<hr/> 4	
2 79:23 81:1 114:14 117:18 121:21 123:11 128:18,22 129:1 2B 118:2 120:1 121:18 2:06 1:6 20 46:16 200 63:9 2011 13:18 2012 13:16 16:11 23:20 24:5,17 2013 1:3 2:2 4:8,14 25:6 89:9 105:18 105:22 133:20 2014 19:14 121:14 2021 13:22 45:22 71:7 83:17 86:13 21st 75:19 22 63:22 24 34:6 24/7 31:19 25 27:17 27 108:6	4 41:6,7,9 40 23:19 24:8 48:25 60:15 61:19 108:6	
	<hr/> 5	
	5 38:13 79:23 84:17 106:14 5:25 1:6 132:9 50 24:7 108:6 500 80:22 54 60:16	
	<hr/> 6	
	60 30:1 6300 4:19 67 13:17 17:5	
	<hr/> 7	
	7 13:18 25:7 70s 49:10 75 102:19	
	<hr/> 8	
	80 23:21 24:16,23 49:10 83 49:2 89109 1:5	
	<hr/> 9	
<hr/> 3	90 24:21 93 61:19	
3 41:6 88:7 117:18 121:21 123:11,19 128:4,17,21,22 129:1		

<p style="text-align: center;">Page 1</p> <p>1 U.S. TRAVEL AND TOURISM ADVISORY BOARD MEETING</p> <p>2</p> <p>3</p> <p>4 Monday, June 10, 2013</p> <p>5 Las Vegas Convention Center</p> <p>6 3150 Paradise Road</p> <p>7 Las Vegas, Nevada, 89109</p> <p>8 Room-N237N241</p> <p>9 2:06 p.m. - 5:25 p.m.</p> <p>10</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>	<p style="text-align: center;">Page 3</p> <p>1 And Ben Touvall was not able to join us at</p> <p>2 this meeting, but I am confident he is very</p> <p>3 much here with us in spirit.</p> <p>4 I am asked to remind you of a few</p> <p>5 housekeeping items. First of all, which I'm</p> <p>6 not doing a very good job here, for the sake</p> <p>7 of the process and our transcriptionist,</p> <p>8 please use the mikes as we do our</p> <p>9 introductions or make our deliberations.</p> <p>10 As we make our comments, if you</p> <p>11 would state your name and then make your</p> <p>12 comment. It will help not only the folks on</p> <p>13 the phone to know who's speaking but also</p> <p>14 our transcriptionist who is here. So I</p> <p>15 would ask you to do that as well.</p> <p>16 We have letters that are in the</p> <p>17 folder. We have four different sets of</p> <p>18 recommendations that are coming forward from</p> <p>19 our subcommittees today. So we have a very</p> <p>20 piffy agenda today. That's why it's three</p> <p>21 hours rather than our more traditional</p> <p>22 two-hour agenda.</p> <p>23 It's also three hours because you</p> <p>24 guys are pretty dog gone engaged, and you</p> <p>25 like hanging out together and discuss the</p>
<p style="text-align: center;">Page 2</p> <p>1 MEETING</p> <p>2 JUNE 10, 2013</p> <p>3 CHAIR DAVIDSON: I will go ahead and</p> <p>4 open our meeting and start by welcoming you</p> <p>5 to the city of Las Vegas. I am surprised</p> <p>6 that walking anywhere in a meeting room I'm</p> <p>7 not handed a mimosa and greeted by a</p> <p>8 showgirl, but I have all the assurances that</p> <p>9 this gentleman on my left can make that</p> <p>10 happen. It was beautifully done. Thank you</p> <p>11 for orchestrating the photo.</p> <p>12 We do have some folks on the phone.</p> <p>13 Jenna just acknowledged that we had some</p> <p>14 folks on the phone. I understand Mr.</p> <p>15 Talbert is attending from Spain. It's very</p> <p>16 early in Spain. Bill, I appreciate you</p> <p>17 joining us very much and welcome you to the</p> <p>18 very first meeting of the TTAB.</p> <p>19 I want to welcome Brian and Trudy</p> <p>20 and Sherry and Ingrid, who are here today</p> <p>21 and joining us and will be momentarily sworn</p> <p>22 in as official members of the Travel and</p> <p>23 Tourism Advisory Board. I welcome each and</p> <p>24 every one of you today.</p> <p>25 Bill is joining us on the phone.</p>	<p style="text-align: center;">Page 4</p> <p>1 issues and have asked for our meetings to be</p> <p>2 longer. So we wanted to honor that request</p> <p>3 and make sure that our meetings allowed for</p> <p>4 that type of discussion and deliberation as</p> <p>5 we go forward.</p> <p>6 So with that, I would like to</p> <p>7 introduce and ask Mr. Rossi Ralenkotter, who</p> <p>8 is the president and host of IPW 2013 and</p> <p>9 our immediate past chair of the Travel and</p> <p>10 Tourism Advisory Board, to offer us his</p> <p>11 welcome to Las Vegas.</p> <p>12 MR. RALENKOTTER: Thank you, Todd.</p> <p>13 And I do want to welcome all of you to IPW</p> <p>14 2013. That is the fourth time that Las</p> <p>15 Vegas has hosted. Each time we do host the</p> <p>16 convention and trade show, it's a record</p> <p>17 breaking number. And this one isn't any</p> <p>18 different.</p> <p>19 There will be over 6300 attendees,</p> <p>20 which is a record as I said, but more</p> <p>21 importantly members of the press and 1900</p> <p>22 buyers that are going to be here. So it's</p> <p>23 a great opportunity for all of us to</p> <p>24 showcase the United States and everything we</p> <p>25 have to offer to the visiting public.</p>

<p style="text-align: center;">Page 5</p> <p>1 And this particular show coming at 2 this time is very critical because all of us 3 are experiencing a sustained growth in the 4 travel business right now, and we need to 5 continue that as we go into the future. 6 A couple of things to tell you about 7 my hometown that's happening right now. 8 We've got about \$2.5 billion worth of 9 construction that's going on. So as you go 10 through this destination while you're here, 11 you may notice the construction. The largest 12 observation wheel, which is next to the 13 Flamingo Hotel and what used to be the 14 Imperial Palace, the quad is halfway 15 finished, and there will be 12,000 square 16 feet of bars, nightclubs and shopping. We 17 also have some renovations going on in town. 18 So the confidence in the travel 19 industry is being demonstrated when you see 20 that type of investment coming back to our 21 city. 22 In fact, there's over \$5 billion of 23 new construction and new projects that have 24 been announced in the last 30 days. So we 25 truly can say that Las Vegas is back as well</p>	<p style="text-align: center;">Page 7</p> <p>1 been better. Three organizations have 2 definitely made a difference. So all of us 3 can take credit for that. All of us should 4 be proud of it. 5 So if there's anything you may need 6 while you're here, please call me, and we'll 7 try to take care of that for you. 8 CHAIR DAVIDSON: I would like to go 9 around the room and have each of us 10 introduce ourselves since we have some new 11 members that are going to be sworn in in a 12 moment. 13 I just realized I failed to 14 introduce myself. Those of you that don't 15 know me well yet, my name is Todd Davidson. 16 And when I'm not chairing the Travel and 17 Tourism Advisory Board, I am the CEO of 18 Travel Oregon. 19 I ask that we begin with John. 20 MR. SPROULS: John Sprouls, Executive 21 Vice President of Universal Parks and 22 Resorts. 23 MS. RAMUDO: Olga Ramudo, Express 24 Travel of Miami. 25 MR. HOESSLE: Kirk Hoessle, President</p>
<p style="text-align: center;">Page 6</p> <p>1 as the industry. We always stay on the 2 cutting edge here of technology and the 3 cutting edge of entertainment. 4 The new Michael Jackson Cirque show, 5 which was previewed last night, is an 6 indication of that, whether it's new 7 entertainment, the observation wheel, new 8 convention space, or new hotels. We have 9 one proposed hotel that's going to be under 10 construction here soon, the Genting project, 11 which will be representing the Far East. 12 There's even going to be a panda exhibit at 13 this hotel. I don't know if the pandas are 14 going to learn to gamble, but we will have 15 that. 16 So it just shows that you need to 17 continue to evolve product as you go forward, 18 and all of that is happening. So I welcome 19 all of you to our town. It's going to be 20 a good three, four days. 21 The fact that we have this 22 opportunity to make this presentation to the 23 travel and tourism industry is very critical. 24 Two to three years ago, the partnership 25 started, and the administrations have never</p>	<p style="text-align: center;">Page 8</p> <p>1 of Alaska Wildland Adventures and Alaska 2 Travel Association. 3 MR. ZUK: Jonathan Zuk, Amadeo 4 Travel Solutions and the Chair of the 5 Receptive Services Association of America. 6 MS. RIVERA: New Member Ingrid 7 Rivera, Executive Director of the Tourism 8 Company Puerto Rico. 9 MR. LYNCH: Bob Lynch, President and 10 CEO of Americans for the Arts. 11 MS. FERENC: Maryann Ferenc, Founder, 12 President and CEO of Mise en Place restaurant 13 in Tampa, Florida. 14 MR. HAYES: Good afternoon. Robin 15 Hayes, Chief Operating Officer of JetBlue 16 Airways. 17 MS. RAUTIO: New Member Trudy 18 Rautio, CEO of Carlson. 19 MR. GIBBONS: Mike Gibbons, President 20 and CEO of Mainstreet Ventures, which is a 21 restaurant company in Ann Arbor, Michigan. 22 And I'm here representing the National 23 Restaurant Association. 24 MS. BAUSCH: Maureen Bausch. I'm 25 Executive Vice President of Mall of America.</p>

<p style="text-align: center;">Page 9</p> <p>1 MS. ANDOLINO: Rosemarie Andolino, 2 Chicago Department of Aviation. 3 MS. AGRA: Holly Agra, President of 4 Chicago's First Lady Cruises. 5 MS. HEIZER: Julie Heizer, Office of 6 Traveland Tourism Industries, U.S. Department 7 of Commerce. 8 MS. PILAT: Good afternoon. 9 Jennifer Pilatat the Department of Commerce. 10 MS. HILL: I'm Isabel Hill. I'm 11 the Deputy Director of Policy and Planning at 12 the Office of Travel and Tourism Industries, 13 Department of Commerce. 14 MR. HYATT: I'm Ken Hyatt, Deputy 15 under Secretary for International Trade. 16 MR. SMITH: Douglas Smith, Assistant 17 Secretary for the Private Sector, Homeland 18 Security. 19 MR. RAMOTOWSKI: Ed Ramotowski, 20 Deputy Assistant Secretary for Visa Services, 21 U.S. Department of State. 22 MS. ADAMS: Gail Adams, Director of 23 Office of Intergovernmental and External 24 Affairs at the U.S. Department of the 25 Interior.</p>	<p style="text-align: center;">Page 11</p> <p>1 MS. MATTHEWS: Kathleen Matthews, 2 Marriott International. 3 MR. GILLILAND: Sam Gilliland, 4 Chairman and CEO of Sabre Holdings. 5 CHAIR DAVIDSON: Ken, I would like 6 to turn it over to you to offer us some 7 remarks from our colleagues at the Department 8 of Commerce. 9 MR. HYATT: Thank you, Todd and 10 Rossi. I was thinking as we watched the 11 luncheon presentation by Brand USA, as I was 12 sitting next to Carolyn, I said, "What a 13 difference a year makes," and then it popped 14 at me on the screen. It seems like an 15 extraordinary year with Brand USA and the 16 implementation of strategy. 17 I think again from our perspective 18 this continued commitment and energy that we 19 continue to have, which I know is sort of an 20 issue when we think of administrations, I 21 think that energy still is with us. So 22 thank you for this day. 23 I did want to welcome the new 24 members, and I do want you all to stand up. 25 So you can stand up. Bill, I know you're</p>
<p style="text-align: center;">Page 10</p> <p>1 MR. FERGUSON: Elliott Ferguson, CEO 2 of Destination D.C. 3 MS. RUPERT: Sherry Rupert, Vice 4 President of the American Indian Alaska 5 Native Tourism Association. 6 MR. PATEL: CK Patel, Past Chairman 7 of the Asian American Hotel Owners 8 Association and President of BVM Holdings in 9 Atlanta, Georgia. 10 MR. CHAMPLEY: Dick Champley, 11 Department of Commerce. 12 MR. ERDMANN: Ron Erdmann, Office of 13 Traveland Tourism Industries, U.S. Department 14 of Commerce, in the research area. 15 MR. MULLIS: Brian Mullis, New 16 Member, CEO and Founder of Sustainable Travel 17 International. 18 MS. WALLACE: Carol Wallace, San 19 Diego Convention Center Corporation. 20 MR. MANDALA: Laura Mandala, Mandala 21 Research and Founder of Women in Travel and 22 Tourism. 23 MR. STUBBLEFIELD: Greg Stubblefield 24 for Enterprise Holdings and Enterprise 25 Rent-A-Car.</p>	<p style="text-align: center;">Page 12</p> <p>1 on the phone. But those new members, if you 2 would stand up. 3 MR. TALBERT: I'm going to stand up 4 at my hotel room. 5 MR. HYATT: You also have to raise 6 your right hand. 7 (Whereupon, New Members sworn in.) 8 MR. HYATT: Thank you in advance for 9 your service. We were just commenting on 10 that I remember when I joined three years 11 ago the government and had the opportunity to 12 give that oath. And I think it's a great 13 oath to give. 14 And thank you in advance for your 15 service. You are joining an extraordinary 16 group and an extraordinary committee that I 17 think has made a real difference in the way 18 we think about what we're doing. So again 19 welcome. We look forward to working with 20 you as we go forward. 21 MR. HYATT: Let me just start our 22 conversation with Douglas and I were in New 23 York a few weeks ago at the invitation of 24 Senator Gillibrand. Brand USA was there. 25 And Brand USA announced a marketing program</p>

<p style="text-align: center;">Page 13</p> <p>1 for the Niagra/Buffalo region. And it was 2 memorable to me. 3 Number one, it was incredibly cold, 4 just unbelievably cold. There were tourists 5 there. As we spent the day there, again it 6 was a reminder of how far we came in a year 7 for Brand USA standing next tous on the 8 stage talking about a new program with the 9 Senator there. The local news maybe was 10 there, and a bunch of communities were there. 11 Again, another example of a higher level of 12 coordination that I think we have and again 13 this continued commitment. So we're excited 14 by this. 15 If you've seen the numbers this 16 year, 2012 is an excellent year. 17 International visitation hit 67 million 18 visitors, which is up 7 percent from 2011, 19 spending \$168 billion, up 10 percent. And 20 again I now track whether we're above the 21 compound annual growth rate. We need to hit 22 the hundred million visitors by 2021. 23 So I am delighted we're up above 24 those numbers, and it's great to see great 25 results. So we were delighted to see those</p>	<p style="text-align: center;">Page 15</p> <p>1 really key points. Some of you have been in 2 service to previous Travel and Tourism 3 Advisory Boards. Some of you have been new 4 to this one. And some of you are new 5 tothis one. 6 I want to hit on a couple of 7 points. The work of previous TTABs really 8 helped fuel and give the President a 9 foundation from which he could then propel 10 his Executive Order forward. The changes we 11 have seen as a result of that, the board 12 response, the executive administration's board, 13 the acknowledgment constantly being given to 14 the Travel and Tourism Industry. I have 15 been involved two decades and have never seen 16 the level of engagementat this high level. 17 It's terrific to be involved. 18 As I was reading the letters of 19 recommendation, it's really about sustaining 20 that momentum and making sure as this 21 industry grows, it's growing in a wise way. 22 And we're identifying where some of these 23 other choke points may be where we want to 24 make recommendations to address. That's our 25 role, is to bring policy recommendations</p>
<p style="text-align: center;">Page 14</p> <p>1 results. From our perspective, the Tourism 2 Policy Council continues to work very 3 effectively. We are excited about our 4 nominee, whom many of you know. She's going 5 to be a great advocate. 6 But the Tourism Policy Council 7 continues to work working groups against each 8 of the chapters of the strategy, great 9 correspondence to which you are doing here, 10 and lots of progress from recreation, having 11 the teams describe to me just how much has 12 changed, which was great to see. I think 13 the coordination with Brand USA is working 14 very well. 15 So lots and lots of progress. We're 16 excited to be here today. I'm going to turn 17 it back to you, and we're very interested in 18 the recommendation. I have particular 19 interest in the research. But, again, we're 20 delighted to be here, and thank you for your 21 service. 22 CHAIR DAVIDSON: I'm confident 23 Douglas and Ed would love to see the 24 spotlight shift. 25 Ken hit on a couple of really,</p>	<p style="text-align: center;">Page 16</p> <p>1 forward for the Secretary's consideration and 2 bring back this whole government approach. 3 When you consider the fact that the 4 strategy was embraced last May, a year ago 5 in May, the Secretaries of Commerce agreed 6 they wanted to continue that collaboration, 7 not just chairing the task force but also to 8 move forward with the Tourism Policy Council. 9 So we're at an amazing moment of 10 time. We said that when we were first sworn 11 in in January of 2012 when we were down in 12 Orlando together. What's been nice is to 13 see that moment in time continue for what's 14 been the next 18 months. And I believe it's 15 going to continue into the future. And it's 16 happened because we have terrific federal 17 partners as well. 18 (Applause.) 19 CHAIR DAVIDSON: With our colleagues 20 at Homeland Security, Department of the 21 Interior, with the recommendations we brought 22 forward, they made suggestions. It's become 23 this virtual circle where we're bringing 24 ideas to one another that will help us 25 agree.</p>

<p style="text-align: center;">Page 17</p> <p>1 Ken was calling us in Tokyo as we 2 were working on the goals for the growth of 3 tourism strategy. It's kind of a stretch 4 goal. But is it too much? And we have 5 gone to 67 million visitors, 33 million more 6 to go. Mr. Hyatt, we're obviously well 7 along our way. 8 Another thing I love about Ken is 9 every time he sees an opportunity, he says, 10 "How will I be evaluating this market value? 11 How are we going to be working internally?" 12 MR. HYATT: As I watched Cirque Du 13 Soleil, I was wondering how this can become 14 fair market value. 15 CHAIR DAVIDSON: I just wanted to 16 share these sentiments with you more or less 17 on my behalf, especially for those of you 18 who are new to the board, that this is an 19 amazing moment in time. 20 I also want to share these comments 21 with you as we move into an update. Edward, 22 Douglas, and Gail, I understand they have 23 comments they want to share with us. And, 24 Douglas, I believe you are going to lead us 25 off.</p>	<p style="text-align: center;">Page 19</p> <p>1 joke. We're past that. We understand just 2 how important it is for us to balance the 3 critical ports and what our officers have to 4 do. 5 They couldn't figure out the 6 challenges of wait time and kept pushing me. 7 I said it's a simple equation. If growth is 8 going like this and our hiring is like this, 9 that's what you are faced with. 10 As I said at the beginning, I am so 11 proud with what our officers are doing with 12 what they have. But we are reaching that 13 breaking point. 14 In the 2014 budget we've asked for 15 new front line officers. I believe that 16 will go a long way in helping us to hold 17 that and allow the gentlemen behind me to do 18 what they need to do, to process passengers 19 safely, quickly and efficiently through our 20 ports. 21 And I come here and ask. And the 22 ask is we need you to be vocal with that. 23 As we look at the growth in international 24 travelers, if we don't haggle it with 25 bringing in new officers, we're going to be</p>
<p style="text-align: center;">Page 18</p> <p>1 MR. SMITH: I'm going to go briefly 2 through some highlights, but what I am most 3 interested in, as I always am, is engagement. 4 I believe we are closing the gap. 5 Before I get started, I have our 6 port director from Las Vegas and Los Angeles 7 behind me. Gentlemen, if you want to wave. 8 In all seriousness, I want to start 9 with CTP, and then I'm going to dig into 10 some other areas. 11 I want to use the word "challenge" 12 as we tackle the situation at our airports 13 for foreign visitors to visit. The most 14 important thing is to figure out a way to 15 balance the ports of security with economic 16 through put. It's the partnership that we 17 continue to work it. 18 So much of what we do, much like 19 you do in your industry, is touch people. 20 In our airports today we will process 1.7 21 million people. It's a big operation. That 22 doesn't take into consideration the cargo we 23 do in our ports. 24 We also understand just how important 25 that touch is and know this is not a TSA</p>	<p style="text-align: center;">Page 20</p> <p>1 with a tough challenge. 2 Global entry. This past week we 3 celebrated five years of global entry. We're 4 at 1.3 million with global entry benefits. 5 Now we continue to add international 6 partners. Task Number-2, we need more 7 foreign partners to join this program. We 8 need France and Japan in particular. I 9 would love to add ten more countries. 10 If we can just take the couple of 11 the biggest international countries coming 12 into this and get them into the program, 13 tell them what we can do to bring this 14 program on board. 15 As the airlines know, this is an 16 incredibly effective way to take care of 17 their customers. They're in the market 18 competing, but when it comes to safety, this 19 is one of the programs where we can have our 20 cake and eat it too. We will keep it safe 21 and move your customers where they need to 22 go. Those are the two highlights I would 23 like to talk about. 24 And the last is TSA. When we were 25 first meeting, the TSA checklist was just a</p>

<p style="text-align: center;">Page 21</p> <p>1 gleam in our eye. It is a program that is 2 working. Once again, it is a program that 3 is working. We need help in partnerships. 4 I will single out Chicago because 5 what we've been able to do in Chicago and 6 with John's team in Orlando, with the Orlando 7 Authority partnering with the airport 8 authorities, we have been able to move the 9 needle in a staggering fashion. 10 In two weeks Rosemarie is going to 11 host a really exciting announcement. Let's 12 just say on July 1st there will be a 13 fabulous announcement in Chicago what the 14 partnership is going to achieve and how we 15 were able to move the needle. 16 So my final ask that I close with 17 is to continue these partnerships. When we 18 first started model ports two years ago is 19 what Rosie is doing in Chicago and the 20 challenges that Chicago faces. Next year we 21 go out there for IPW. You are going to see 22 significant changes. 23 I emphasize that we ware a 24 partnership. I have mellowed with my years. 25 I try to mix in the humor and lessen the</p>	<p style="text-align: center;">Page 23</p> <p>1 and Tourism Advisory Board at our meeting 18 2 months ago that he was going to grow this 3 thicker skin. And, Douglas, I want you to 4 know that you have done a great job. You 5 have brought a spirit to this Travel and 6 Tourism Advisory Board. So thank you very 7 much for your updates and report. 8 MR. SMITH: It is really our 9 frontline officers that deserve the credit 10 because they are having to do this all day 11 long. 12 CHAIR DAVIDSON: Ed at the 13 Department of State. 14 MR. RAMOTOWSKI: I'll just tie onto 15 what Douglas said about the value of 16 partnerships. The two biggest elements of 17 that that affected the Department of State 18 were the requirements to increase visa 19 capacity in China and Brazil by 40 percent 20 before the end of 2012 and also to ensure 21 that at least 80 percent of all these 22 applicants worldwide receive an interview 23 within three weeks of applying for one. 24 And the choice of China and Brazil 25 did not come about through happenstance. It</p>
<p style="text-align: center;">Page 22</p> <p>1 outbursts that some across from me have 2 witnessed. I no longer call you at 3:00 3 a.m. when you malign my front-end officers. 4 But the partnership part is critical. 5 It's the only way we can continue to improve 6 what we are trying to do. I hope in the 7 discussion period both for you, Todd and Sam 8 and the new members, you have a chance to 9 offer comments, ideas and thoughts on how we 10 continue to close this gap because it will 11 only close through these partners, through 12 this collaboration. 13 And the White House reminded me this 14 week when I came out here that you are our 15 representatives out there. You need to 16 remind us how much this is important. And I 17 said, "Valerie, they know. They get it." 18 The President rides all of us. He 19 rides Ken's team on the economic numbers. 20 He rides my team on the value of the ports 21 of tourism. With that, I'll turn it over. 22 CHAIR DAVIDSON: Douglas, thank you 23 very much. 24 For those of you again that are kind 25 of new, Douglas made a pledge to the Travel</p>	<p style="text-align: center;">Page 24</p> <p>1 came about through dialogue with the Travel 2 and Tourism Advisory Board and other industry 3 groups as being two of the key markets of 4 your business. 5 Well, before the end of 2012, the 6 Department of State had increased visa 7 staffing in Brazil by over 50 officers and 8 in China by over 40 officers. And you can 9 see the results today. The wait times in 10 both of those key markets are in the single 11 digits after being at a hundred to 120-day 12 levels two years ago. 13 So that's a concrete success that we 14 can attribute directly to the dialogue we 15 have and public and private partnership. 16 We also achieved the target of 80 17 percent in two weeks' time in August 2012, 18 well before the end of the year. I am 19 happy to report as of right now, which is 20 the peak period for visa applications 21 worldwide, more than 90 percent of all 22 applicants get an interview within three 23 weeks and well over 80 percent within two 24 weeks of applying. 25 So that's a tribute to the frontline</p>

<p>Page 25</p> <p>1 personnel that we have all around the world 2 who are working incredibly hard to ensure 3 that every legitimate traveler gets an 4 opportunity to visit the United States. 5 I would just like to highlight a few 6 more things. As of the end of May 2013, we 7 are seeing a 7 percent increase in visa 8 demand worldwide. So compared to the 19 9 percent increase last year, it's much 10 smaller. 11 But some countries are running well 12 ahead of that figure, most notably China 13 where demand is up by 13.5 percent compared 14 to an increase of 34 percent last year. 15 So again we continue to facilitate 16 the international travel to the greatest 17 extent of our abilities within the budget and 18 resource constraints that we have. 19 And I would like to close by just 20 emphasizing two points. One, as Douglas 21 said, resources are key. If you don't have 22 the staffing and other resources to do the 23 work, we simply won't be able to reduce wait 24 times or maintain the wonderful averages that 25 we have now.</p>	<p>Page 27</p> <p>1 opportunity to hear about the work we've been 2 hearing about on this board and see the 3 recommendations in action and the executive 4 order in action. 5 And after a simple e-mail to Ed, I 6 received a near immediate response because he 7 was somewhere in the world. Within a matter 8 of a few days, I was getting confirmed 9 appointments with Don Jacobson, who traveled 10 to Sao Paulo. 11 Phil and Brendan in Rio were 12 terrific. I had a chance to observe some of 13 the interviews in action and to see how that 14 whole process works, to see the amazing 15 absence of lines that have become somewhat 16 legendary in these discussions. 17 There were maybe 25 people in line, 18 and only because they had arrived earlier 19 because they probably needed to be because 20 there's still a shadow of the legend that 21 you need to show up earlier because the 22 lines were long. Not to mention the fact 23 the whole process took about 30 to 35 24 minutes from the time you started until the 25 time you were walking out the door.</p>
<p>Page 26</p> <p>1 So your support for adequately 2 resourcing this work is critical, and we're 3 very grateful for it. 4 And then finally I would like to 5 invite all members of the board to come and 6 visit our operations abroad on your next 7 visits overseas. We had the privilege of 8 hosting today and two of our consulates in 9 Brazil. 10 It was great for the officers there 11 to see this high level interest from the 12 private sector and feel that their efforts 13 are appreciated by the private sector in the 14 industry. 15 We are happy to arrange that for any 16 members abroad in any one of our facilities 17 abroad. So please do consider that and let 18 me know. Thanks again for your support. 19 CHAIR DAVIDSON: Thank you for your 20 report and partnership. Ed's exactly right. 21 A few weeks before I headed to Brazil -- and 22 this was going to be my first trip, and I 23 was headed down there for tradeshow in Rio 24 Grande and Sao Paulo. 25 But I thought what a tremendous</p>	<p>Page 28</p> <p>1 It was great to have the opportunity 2 to experience it firsthand in Brazil. And I 3 thank you again for your responsiveness and 4 your partnership. 5 So, Gail, it's good to have you 6 here. And it's good to have you 7 representing the Department of Interior. 8 Again, a terrific partner for this board and 9 the industry nationally. So we look forward 10 to your report, Gail. 11 MS. ADAMS: Thank you. And I'll 12 just echo what Douglas and Ed have said. 13 The key for the progress we have been able 14 to make have definitely been our 15 partnerships. Without you all and without 16 your input and giving us your expertise, we 17 definitely as federal agencies could not do 18 any of the things that we're doing. So 19 thank you for that. 20 The first thing is that the things 21 that have changed is just our ideology, which 22 is really great the difference a year makes. 23 Just two years ago when I came on board with 24 the Department of Interior, you couldn't say 25 the M word and the A word. The M word is</p>

<p style="text-align: center;">Page 29</p> <p>1 "marketing," and the A word is "advertising." 2 When I first came, it was, "Don't say those 3 words." 4 In a very short two-year frame, we 5 have not only gone from not being able to 6 say the M and A words, but a lot of that 7 is due to you and the leadership that you 8 all have brought. 9 Another thing is when we talk about 10 how this remains a very important aspect of 11 the administration, we have Great Outdoors 12 Month. Because June is Great Outdoors Month, 13 the President mentioned travel and tourism in 14 the Great Outdoors Proclamation. 15 We continue to get feedback from 16 people across the country. Thank you to all 17 of you who I have called and bothered to ask 18 questions. 19 One of the big accomplishments we've 20 had has been regulations.gov. We are totally 21 not there, but we are working on it. One 22 of the things we have heard is, "It's only 23 in English. So what are you going to do 24 about it?" 25 So now we've got Google translator</p>	<p style="text-align: center;">Page 31</p> <p>1 the funnest job and I am really happy about 2 that, I have this for every one of the board 3 members. This is to demonstrate how we have 4 come together across federal government, 5 including state department, DHS. This is a 6 thumb drive that we're giving to all of the 7 people that are coming by our federal booths, 8 and it has all of the information for all of 9 our federal participants. 10 If you want to know how you get a 11 visa, all of this information is here. If 12 you want to know where to go and what we 13 have to offer, it has all of our brochures. 14 CHAIR DAVIDSON: Thank you, Gail, 15 very much. I thank all three of you for 16 your reports and updates and most importantly 17 for your engagement with this board not just 18 at our meetings but everything you're doing 19 24/7, whether it is a phone call at 3:00 20 a.m. or something else. 21 Gail's department kind of epitomizes 22 that right now in the Department of the 23 Interior with a secretary that has recently 24 been selected and sworn in. Sally Jewell 25 comes from the private sector, comes from a</p>
<p style="text-align: center;">Page 30</p> <p>1 that translates into 60 languages. It's 2 really huge on that. We have built out 3 itineraries for different regions. So if you 4 like hiking or snowboarding, whatever it may 5 be, we can link all of our assets together. 6 You probably didn't know what's a parks 7 service property versus national forest. 8 So when I talk about the ideology, 9 we have actually gone in as all of the 10 federal management agencies. With that we 11 are not just talking about our own 12 representative lands, but we are talking 13 about them in a way where we can link them 14 all together. 15 Where our national parks might be 16 the recognizable economic things people know 17 immediately, we have lesser known sites that 18 we want to promote. So we are using our 19 national parks as the hook to introduce 20 people to new experiences here in the United 21 States. So I would just like to acknowledge 22 some of the federal team. 23 So that concludes my report, and 24 thank you very much. 25 Oh, one other thing. Because I have</p>	<p style="text-align: center;">Page 32</p> <p>1 major outdoor sportswear brand that also 2 happens to sell travel because REI also has 3 a travel selling component as part of it as 4 well. 5 It would not be inappropriate if you 6 were to welcome Sally to her position as 7 Secretary of the Interior and let her know 8 how much the engagement with the Interior 9 Department, with this board, and with our 10 industry has meant as we move forward. 11 There was a reason the Secretaries 12 of Commerce and Interior were asked to 13 co-chair that task force, and we want to 14 continue to see that momentum and recognition 15 continue. 16 With that, thank you all for your 17 presentations. 18 We're going to move into the 19 discussion and deliberations of proposed 20 recommendations. This is the piffy part of 21 the meeting, as I mentioned earlier on, as 22 we start diving into the kinds of 23 recommendations we want to bring forward as a 24 board. And we have formed subcommittees to 25 do the deeper dive in certain key areas.</p>

<p style="text-align: center;">Page 33</p> <p>1 Just a little bit about the process. 2 We are going to discuss and deliberate these 3 letters. We're not a rubber stamp group. 4 So I do want to see discussion from members 5 of the board even though it's affirming 6 points and directions that are being brought 7 forward. This is our opportunity to do 8 that. 9 Each of the chairs and 10 representatives will be providing us with a 11 brief presentation of their recommendations. 12 You've had them in advance. You have copies 13 behind the agenda in your folders so that 14 you can refer to them as we move through 15 them. And they were put in your folders in 16 the order we will be going through them 17 today. 18 We will be adopting by consensus. 19 We will not be doing a roll-call vote or 20 show of hands. I'll just look for consensus 21 at that point. And with that, we will then 22 move on to the next letter of recommendation. 23 So with that, I am going to turn it 24 over to Mr. Stubblefield, who graciously 25 agreed to chair our business climate</p>	<p style="text-align: center;">Page 35</p> <p>1 and Tourism Strategy and started to put 2 together the information on how successful 3 we've been with that based upon the National 4 Travel and Tourism Strategy that was put 5 forth back in January of last year. 6 One of the things we want to do is 7 look at all the historical data and adverse 8 things inside of there to show we are 9 meeting and achieving what was set out in 10 that national strategy. 11 And we had a session earlier today. 12 And we spent a lot of time talking, for 13 example, about the international inbound 14 traveler, and it's very measurable. 15 One of the things that the National 16 Travel and Tourism Strategy calls for is 17 domestic travel by Americans. This is not 18 as easily tracked. 19 So that's our first recommendation 20 that we would put together and then look at 21 the general prospective of the TTA and the 22 government staff engage in this collaborative 23 process. So that would be the first one. 24 Do you want me to go through all 25 four of them, Jenna?</p>
<p style="text-align: center;">Page 34</p> <p>1 subcommittee for a review of their 2 recommendations. Greg? 3 MR. STUBBLEFIELD: Thanks, Todd. I 4 echo the same things that Douglas, Ed, Ken 5 and Gail said. The partnerships we've seen 6 over the last 18, 24 months have really 7 proven to be very, very successful. 8 And one of the things that we've 9 kind of taken on in our subcommittee is this 10 sustainability of that. There's got to be 11 some processes that have to be put in place 12 and some different things so we can 13 memorialize the success that we're having 14 as opposed to just talking about it. We want 15 to continue to put the necessary things into 16 place so it's sustainable over time. 17 So with that, I'm going to take the 18 first couple recommendations, and Maryann is 19 going to talk about the others. But anybody 20 else on the subcommittee, please chime in as 21 you see fit. 22 So the first one is really a 23 recommendation that in the September TTA 24 board meeting, we actually put on the agenda 25 session for discussing the National Travel</p>	<p style="text-align: center;">Page 36</p> <p>1 JENNA: However you want. 2 MR. STUBBLEFIELD: We can have 3 discussions about that now if there's any 4 questions or thoughts about that. 5 And this framework really becomes 6 important for this next recommendation we 7 have. That's why we want to do it at the 8 September meeting. 9 Because the second recommendation we 10 have is that the work of the Tourism Policy 11 Council is really fantastic, but one of the 12 things it does not do is have an annual 13 report that talks about all the things that 14 are either in process or making progress on 15 or accomplishing or starting to accomplish. 16 We want to make sure there's an 17 annual report that describes the activities 18 of the TPC, including the four working 19 groups, that describes the challenges and 20 goals and success for the following year. 21 We think that's a really important 22 recommendation. 23 The first one really lays the 24 groundwork and the framework for the second 25 one. And the second one we think is very</p>

<p style="text-align: center;">Page 37</p> <p>1 important for the sustainability of the 2 things that we have taking place. I would 3 like to see if there's any other comments 4 about that or any other discussion. Maryann?</p> <p>5 MS. FERENC: I might just point out 6 that although it is written, it also includes 7 a report from the Director of the National 8 Travel and Tourism Office. We think those 9 are really important pieces in this as well 10 as an opportunity for the TTAB to comment or 11 respond in a letter from the acting 12 chairperson at that time that is weighed in 13 by the entire board.</p> <p>14 MR. STUBBLEFIELD: Thanks for 15 bringing that up, Maryann. We think it's 16 important as we formalize all the great work 17 that's being done and collaborative effort 18 between the TTAB, the TPA, and National 19 Travel and Tourism Office, to kind of 20 formalize that every year and put that 21 together.</p> <p>22 So with that, Maryann, the third 23 recommendation?</p> <p>24 MS. FERENC: I would like to take a 25 brief moment to add my thanks to Gail,</p>	<p style="text-align: center;">Page 39</p> <p>1 also in the future, to look back at a time 2 when this public-private partnership -- and 3 "partnership" is the word we use so often in 4 our different conversations, but we have 5 named it "the collaborative" because it is a 6 collaborative process. This is our 7 opportunity to set forth that it has worked 8 and how can it continue in the future.</p> <p>9 The first paragraph is talking about 10 the current scenario. But the second 11 paragraph is a recommendation to review the 12 practices and policies by and through which 13 they work and partner and work with the 14 private sector when there are written laws, 15 guidance and written acknowledgment that an 16 opportunity is not always available for the 17 public and private sector to work together.</p> <p>18 But at the same time, it's been 19 clearly demonstrated, and we are around this 20 table. And the private sector is so engaged 21 in this process because there are 22 opportunities where we can work together to 23 achieve mutual goals.</p> <p>24 And so this is asking for that to 25 become a bit more formalized, some attention</p>
<p style="text-align: center;">Page 38</p> <p>1 Douglas and Ed and all the different agencies 2 as well as the chairs of this board the 3 opportunity to serve as our committee chair 4 because it's always exciting and invigorating 5 to come here and see the representation 6 around the table and the in-depth and lively 7 conversations at the subcommittees bringing so 8 many different perspectives together in 9 consensus.</p> <p>10 That leads to this third 11 recommendation, which has been introduced by 12 Ed and Doug and Gail. And it's actually 13 listed on the strategy on page 5 of the 14 executive summary in talking about the 15 whole-of-government approach, the necessity to 16 talk across different federal agencies, and 17 the necessity to work in public and private 18 partnerships.</p> <p>19 So Number-3, again in going along 20 with the things that Greg has said, is an 21 opportunity to memorialize that process and 22 the success of that. So that not only for 23 the immediate folks that might be coming in 24 and joining this group, whether at the board 25 level or certainly at the agency levels but</p>	<p style="text-align: center;">Page 40</p> <p>1 paid to it, and find where our circles cross 2 and really work within those areas, and for 3 all the different agencies to look at how 4 does it work for them. Because everybody 5 has different rules, regulations, and 6 guidelines that they must follow.</p> <p>7 So understanding that doing it better 8 today and memorializing so it will be done 9 tomorrow is what this recommendation is 10 about.</p> <p>11 Is there some conversation or 12 questions? Guy from Chicago.</p> <p>13 MR. SMITH: This is great. You 14 should hold our bosses more accountable for 15 that. I apologize. I missed Number-4 in 16 the pre-read. Don't underestimate the 17 importance of holding our feet to the fire 18 under public and private partnerships because 19 they exist anywhere. Continued planning only 20 works if we're all sitting here doing this 21 stuff and we're all moving around. Ed's a 22 career foreign service officer. He's here 23 now, but he may be in Paris next year.</p> <p>24 On Number-4, Greg and Mary, I would 25 beef it up a little bit and put something</p>

<p style="text-align: center;">Page 41</p> <p>1 more there that holds to the test of time 2 that isn't dependent upon the four of us, 3 that speaks to a larger ongoing process. So 4 that would be my one thought. 5 CHAIR DAVIDSON: Are you referring 6 to recommendation 3 or 4? 7 MR. SMITH: 4. 8 CHAIR DAVIDSON: Because 9 recommendation 4 is new language. 10 MR. SMITH: I tried to read all the 11 letters, but I just think that's a great 12 point. But I think you're being too 13 passive. 14 MS. FERENC: I couldn't be happier 15 to hear that, Douglas. I think my 16 colleagues agree. 17 CHAIR DAVIDSON: Thank you, Douglas, 18 for that. 19 We want to go through some of those 20 things and formalize so it's easier for 21 people to access it. 22 MR. SMITH: Each of our agencies do 23 have slightly different rules and regulations 24 that we have to follow but laying out a road 25 map or creating better ways for customers to</p>	<p style="text-align: center;">Page 43</p> <p>1 So that's what this recommendation 2 seeks to do, is create and talk about the 3 goals in a relative and quantitative fashion. 4 We are not recommending a new measure at 5 this time, but to simply gather some existing 6 data and have it be gathered at the federal 7 government level so it could be looked upon 8 as that data across all of the states. And 9 I'll read that more specifically in a moment. 10 And the other piece is a qualitative 11 goal that really talks about the NTTO through 12 the TPC. And that addresses the necessary 13 and desired reach into ethnic markets, the 14 SPA. We talk about it in terms of 15 acknowledging and articulating the role of 16 the National Travel and Tourism Office, NTTO, 17 and domestic travel. And it talks about the 18 national strategy, not just international but 19 domestic travel, impact of travel and tourism 20 such as visitor volume, total expenditures, 21 tax revenue and jobs to quantify domestic 22 travel, track progress, and disseminate the 23 information back to the states. 24 So again the motion is to collect 25 existing data, not creating new mechanisms in</p>
<p style="text-align: center;">Page 42</p> <p>1 come into this country. And not to single 2 out Enterprise. 3 MS. FERENC: It's a great public 4 relations story because it is so much fun to 5 go back into our communities and say, "You 6 think this is how it works, but let me tell 7 you stories what's happening between the 8 federal government and the average citizen." 9 So thank you very much for your comments. 10 Number-4 we think is essential. So 11 this recommendation is addressing domestic 12 travel as part of the national strategy. 13 And it's a goal across both the public and 14 the private sectors. 15 The strategy has an obvious constant 16 focus on domestic travel. It's in every 17 headliner in the document practically, 18 obviously as well as international travel, 19 but it does not set up a specific goal in 20 domestic travel as international travel. 21 Amongst our discussions the conclusion that 22 we came to as the best way to do this was 23 to address the role of the National Travel 24 and Tourism Office relative to domestic 25 travel.</p>	<p style="text-align: center;">Page 44</p> <p>1 collecting data at a federal level. 2 And this is a piece that would be 3 on the qualitative end of things to support 4 domestic travel by encouraging travel beyond 5 gateway markets as called for in the -- we 6 recommend the NTTO on a basis as described 7 in recommendation Number-2. 8 And, lastly, we look forward to 9 working with the NTTO implementation, which 10 leaves the door open that there's more work 11 to be done here and perhaps bring more 12 recommendations in September to the Secretary. 13 And for all of the board, we thank 14 you for your patience. This is a completely 15 rewritten Number-4, which came from our 16 meeting this afternoon. So we thank those 17 of you. 18 CHAIR DAVIDSON: The subcommittee 19 actually took the initiative to look at what 20 it was they wanted to accomplish but why did 21 they feel so strongly about it. And that's 22 what led to this rewriting of this. So with 23 that, I would like to turn it over to Rossi. 24 MR. RALENKOTTER: The National Travel 25 and Tourism Strategy has been approved two</p>

<p style="text-align: center;">Page 45</p> <p>1 weeks ago to be implemented -- to take 2 effect to begin to operate in October of 3 next year. But that was approved by the 4 House and Senate roughly three weeks ago. 5 So this question then is that the 6 office essentially gather, coordinate, analyze 7 and disseminate data. That's essentially 8 what this is asking with respect to the 9 domestic side. Is that the sense of it? 10 MS. FERENC: Every tourism office 11 has their own data that they count on. So 12 instead of creating a home set of data for 13 this, we use what the state is already using 14 and then measure that year on year. They 15 count on year on year. They're not 16 consistent between dates. Each have 17 different drivers they're looking for. 18 So we wanted to use the data that 19 was already out there. And as part of the 20 National Tourism and Travel Strategy, it 21 doesn't say we have to have a goal in there 22 by 2021, but it does say an increase in 23 travel by the American public. 24 We figured we could then determine 25 if more people were traveling. And then the</p>	<p style="text-align: center;">Page 47</p> <p>1 UNIDENTIFIED SPEAKER: Just a 2 question. In our advocacy language, we were 3 looking at the old language and excited by 4 the old language. It was less about data, 5 which is also great, but it was more about 6 encouragement of strategies for encouragement 7 of American travel within the United States. 8 So having not actually read the new data, is 9 it about that too or just the data? 10 UNIDENTIFIED SPEAKER: It is just 11 one component of it. The qualitative field 12 has a lot more on the encouragement side. 13 It could be through the parks. It could be 14 through the marine sanctuaries, a whole host 15 of things that we're going to put a punch 16 down. We just didn't have enough time. 17 MS. FERENC: I think the qualitative 18 is much stronger in the recommendation. 19 CHAIR DAVIDSON: Jonathan? 20 MR. ZUK: I want to go back to Item 21 Number-3 and want to ask basically, after we 22 establish the corroboration and the ground 23 rules for them giving us information to what 24 is being done, there are a lot of government 25 programs that a lot of people don't know</p>
<p style="text-align: center;">Page 46</p> <p>1 quantitative part we'll tie back to the 2 agencies that would tie back in the TPC 3 report. 4 UNIDENTIFIED SPEAKER: I don't think 5 we're asking for an analysis. 6 MS. FERENC: No. 7 MS. MANDALA: Since our conference 8 call last week, I was able to check with 9 you. And they have consistently been 10 monitoring domestic travel for decades. 11 So they have that historical data. 12 They have current data. They have forecasts. 13 They base it on consumer data and economic 14 data on consumer confidence. 15 But currently they are telling us 16 that there's 20 billion trips in the United 17 States, and for the past five years it's 18 been increasing. And I've been told that by 19 your chief economist. 20 CHAIR DAVIDSON: Thank you, Laura. 21 And again I'm going to remind the committee 22 members, again for our transcription folks as 23 well as our folks on the phone, if you will 24 introduce yourselves before you begin your 25 comments.</p>	<p style="text-align: center;">Page 48</p> <p>1 about. Do you see us using information in 2 other programs? 3 For example, we were discussing 4 yesterday the commercial services. Most 5 people don't even know they can call them 6 and ask them to assist them. Can we use 7 that as a vehicle to get information from 8 those government programs out to the business 9 community? 10 UNIDENTIFIED SPEAKER: Clearly one of 11 the things we want to do is educate people, 12 whether it's on government programs that 13 we're talking about here. We have other 14 things in the community we were talking about 15 and how we can educate and disseminate that 16 out to people to take advantage of it. And 17 that's forthcoming from the committee. 18 MR. RALENKOTTER: There's another 19 aspect to this whole domestic travel 20 discussion. It came up when Brand USA came 21 into effect. There was some discussion that 22 Brand USA should be the organization that 23 markets domestic USA. 24 I'll give you an example of the 25 split. Of the 40 million people that come</p>

<p style="text-align: center;">Page 49</p> <p>1 to Las Vegas each year, only 17 percent is 2 international. The other 83 percent is 3 domestic. So for most of us, the biggest 4 market share is domestic. 5 So it comes down to who owns 6 domestic USA brand. Who owns that brand? 7 And it's about how you motivate us as 8 Americans to travel and see our own country. 9 We had a little bit of that if you 10 go into the '70s and 80 with Discover 11 America. But nobody really owned it. We 12 had those discussions at USA America. If 13 you look at the total number of unused, lost 14 vacation days that the working people in 15 America don't take, that's a huge opportunity 16 for all of us. 17 So I think part of the discussion 18 needs to come down to, is it the 19 responsibility of commercial? Should it be 20 another initiative within commercial to talk 21 about a cohesive effort to say the education 22 value of travel, the health value of travel, 23 the memories that travel creates for 24 families. It's all of those things. It's 25 the emotional side of the brand. If we can</p>	<p style="text-align: center;">Page 51</p> <p>1 just think that we miss a lot of 2 opportunities there. 3 So whether it comes into this 4 recommendation or somewhere along the way, we 5 need to look at that side. 6 MS. FERENC: I think we tried to 7 leave it open with our last line there 8 hoping that this will force the conversations 9 that we as an industry need to have about 10 this issue. And asking the NTTU to do these 11 qualitative measures, that we will get some 12 small successes perhaps or maybe some large 13 successes. 14 CHAIR DAVIDSON: Rossi, those are 15 excellent points. And I know the 16 subcommittees will have the opportunity 17 because you're already discussing a second 18 round of discussion to bring forth at a 19 future meeting. Ken? 20 MR. HYATT: Two questions for you to 21 consider as we think about the domestic side. 22 The first is, if it's a government role, how 23 do we favor consumption in one sector versus 24 another? Because as we've had these 25 conversations, part of what we wrestled with</p>
<p style="text-align: center;">Page 50</p> <p>1 get the research, we can find out how many 2 trips and how many people. 3 The millennium is coming up, and all 4 of the new customers that we all have, the 5 13-, 14- and 15-year-olds of today that 6 hopefully will be in Las Vegas ten years 7 from now because they can gamble then, 8 they're on the techie side. Their experience 9 is on some type of device. Who knows what 10 it will be ten years from now. 11 So when we look at motivating 12 travel, we have to look at the domestic side 13 because it's a huge market for all of us. 14 So that's really it. I believe that 15 it has to have one organization, one body, 16 that's going to be responsible for delivering 17 the message of travel domestically and one 18 body that's funded to do one branding 19 campaign for the United States, for us as 20 Americans to see the country. 21 There's too many people who live in 22 Las Vegas. I can take a survey tomorrow and 23 find out that probably a large percentage 24 have not seen the Great Basin National Park, 25 who have not maybe gone to Hoover Dam. I</p>	<p style="text-align: center;">Page 52</p> <p>1 was to say is it appropriate for us to 2 somehow opine that buying a washing machine 3 or a car or education or travel? 4 So that's one question that I would 5 ask you to think about. How we would think 6 about that. Because we thought about that, 7 and we couldn't figure out a way out of that 8 question. 9 And then the second question is what 10 role, if any, should the government have in 11 particular if the government is involved on 12 the domestic side? That action is somehow 13 perceived by other governments that we're 14 saying don't travel. Like don't go 15 internationally. 16 So those would be just two questions 17 that we would find extremely helpful. And 18 what I like about this recommendation is 19 we're gathering data to have a conversation. 20 But I know those are two difficult questions 21 that we would need help on as we think about 22 what's the right role versus maybe it is 23 more appropriate for the private sector to be 24 leading this chart, the companies doing it, 25 when we're in the data gathering.</p>

<p style="text-align: center;">Page 53</p> <p>1 MR. RALENKOTTER: We know we can 2 create a demand that after he buys that TV 3 set, he comes to Las Vegas. On the other 4 side, it is really more the value of travel, 5 who is responsible for that brand experience. 6 It's not to say go to Disneyworld or 7 go to L.A., Chicago, or any place you want. 8 It's getting curriculums within the schools. 9 It's taking that vacation. It's the value 10 people get by taking that break and knowing 11 that for many of them, the only vacation 12 they are going to have is within the United 13 States. We have done a little bit of it on 14 the research side. I think it has a lot of 15 great opportunities going forward. 16 CHAIR DAVIDSON: Any other questions 17 or comments for -- yes, Rosemarie. 18 MS. ANDOLINO: Oh, I am resonating 19 the "You got milk" commercial that you 20 discussed a moment ago. But if you want to 21 promote better health and better wellness, 22 take a few minutes, explore with your 23 families, build the memories, decompress, 24 reduce stress. It's almost like a health 25 campaign to some degree.</p>	<p style="text-align: center;">Page 55</p> <p>1 prominent spokesperson. 2 CHAIR DAVIDSON: Thanks, Laura. 3 Brian? 4 MR. MULLIS: I'm Brian Mullis. What 5 I think I'm hearing today is that more 6 domestic travel and vacation days are 7 happening. It seems to me one question we 8 should consider is, could there be 9 cooperation among the states to determining a 10 couple measures and key metrics that could be 11 harmonized across the states so we are 12 actually getting data in a similar matter and 13 it's easier to track on an ongoing basis? 14 CHAIR DAVIDSON: And I think Brian 15 is the first new member to speak. So the 16 ice has been broken. Other comments? 17 All right. From my perspective, I 18 kind of see one lingering issue regarding the 19 recommendations that are contained within this 20 letter. And that is it originated with 21 Douglas's comment with the strengthening of 22 the language and recommendation Number-3. 23 A couple possible ways to address 24 that, but I'm not sure one is appropriate. 25 So again I'm looking at Jenna. But I don't</p>
<p style="text-align: center;">Page 54</p> <p>1 I think part of the messaging is, 2 it's okay to do that. In the U.S. it's 3 still that guilt that if you travel, you're 4 going to lose your job or somebody is going 5 to replace you. To reduce that thinking 6 that a few days away, a long weekend, that 7 you and your family can decompress and enjoy 8 life as well. 9 So there might be a way to combine 10 it with kind of the healthcare movement as 11 well and wellness. 12 CHAIR DAVIDSON: Yeah, I've often 13 wondered. Maybe a better way to put it for 14 me personally, a benchmark for this industry 15 for all the momentum we feel will be during 16 National Heart Health Month when the Surgeon 17 General is on the morning talk show and 18 says, "Exercise, eat healthy, and take your 19 vacation." Rosemarie, good point. 20 Any other comments or questions for 21 the subcommittee? 22 MS. MANDALA: It may also be a 23 movement that a high-level political figure 24 takes on, like the First Lady. It wouldn't 25 necessarily need to be funded, but it's a</p>	<p style="text-align: center;">Page 56</p> <p>1 believe that we could adopt the letter as is 2 with consensus asking the subcommittee to 3 strengthen that language. 4 What I believe may be the better 5 course is that we pull Recommendation-3 out 6 and that the subcommittee continue to work on 7 Recommendation Number-3 and bring it forward 8 to our September meeting. 9 UNIDENTIFIED SPEAKER: I think it's 10 a great idea, Todd. 11 CHAIR DAVIDSON: I'm loving the head 12 nod. Jenna, we're good with that suggestion, 13 right? So with that -- 14 UNIDENTIFIED SPEAKER: The only 15 hesitant I have is, does that not delay us 16 executing -- 17 CHAIR DAVIDSON: If we pull it out 18 and bring the recommendation forward in three 19 months with stronger language. 20 UNIDENTIFIED SPEAKER: As opposed to 21 making the recommendation now? 22 MR. SMITH: Maybe an extra sentence? 23 UNIDENTIFIED SPEAKER: We have a lot 24 of work to do underneath this to give the 25 understanding of a partnership so within that</p>

<p style="text-align: center;">Page 57</p> <p>1 we can strengthen.</p> <p>2 MR. SMITH: This has got a marker.</p> <p>3 MS. FERENC: So maybe we can go</p> <p>4 ahead with the recommendation, Todd, and we</p> <p>5 can make another recommendation that</p> <p>6 strengthens this concept in September.</p> <p>7 CHAIR DAVIDSON: We can do that.</p> <p>8 I've got the nod.</p> <p>9 So the first recommendation that I</p> <p>10 thought we couldn't do, we can. So we can</p> <p>11 go forward with this one and then add</p> <p>12 stronger language to this when we meet in</p> <p>13 September. But I have every confidence that</p> <p>14 Douglas, Ed, Ken and Gail can add stronger</p> <p>15 language.</p> <p>16 So with that and not hearing any</p> <p>17 other comments, I will declare that this</p> <p>18 letter is adopted by consensus. Thank you.</p> <p>19 Good work, subcommittee. I appreciate it</p> <p>20 very much.</p> <p>21 (Applause.)</p> <p>22 JENNA: I just wanted to say it is</p> <p>23 absolutely unprecedented to have two federal</p> <p>24 agencies argue to have more work to do. So</p> <p>25 kudos.</p>	<p style="text-align: center;">Page 59</p> <p>1 issues and challenges as a result of that.</p> <p>2 But if we're going to get to that goal of a</p> <p>3 hundred million, we have to do our job.</p> <p>4 So the work that you're doing here,</p> <p>5 the cooperation among the federal agencies,</p> <p>6 as I say often on the record and you have</p> <p>7 heard me say this, it's unprecedented in my</p> <p>8 30 days to see the support that the</p> <p>9 administration has given to the travel and</p> <p>10 tourism industry. And it's invaluable to us</p> <p>11 as we're trying to navigate telling the world</p> <p>12 that we're open for business and inviting</p> <p>13 more and more visitors to come to the United</p> <p>14 States.</p> <p>15 You're going to hear a lot of this</p> <p>16 during the course of this week. We love</p> <p>17 IPW. I've always had a great appreciation</p> <p>18 for it when I was in Florida. I have an</p> <p>19 unbelievable appreciation of it now. It's</p> <p>20 the one time a year where the United States</p> <p>21 has an opportunity to sell to the buyer</p> <p>22 community around the world. And I can have</p> <p>23 both sides of my stakeholds in one spot,</p> <p>24 which is the buyers and sellers.</p> <p>25 Congrats to Rossi for record numbers,</p>
<p style="text-align: center;">Page 58</p> <p>1 CHAIR DAVIDSON: And let the record</p> <p>2 show they both said they wanted their boss</p> <p>3 to have their feet held to the fire.</p> <p>4 I'm going to take the chairman's</p> <p>5 prerogative here. I'm going to ask that we</p> <p>6 move down one agenda item.</p> <p>7 Chris Thompson, President and CEO of</p> <p>8 Brand USA. I was thrilled when Chris</p> <p>9 decided to become the next CEO of Brand USA.</p> <p>10 It's succumbing to pressure, he accepted.</p> <p>11 But he is the right individual for the job.</p> <p>12 He is the DMO and DNA in recognizing the</p> <p>13 role. And, Chris, thank you for joining us</p> <p>14 today.</p> <p>15 MR. THOMPSON: Thank you, Mr.</p> <p>16 Chairman. I appreciate the opportunity to be</p> <p>17 here. I have not said it often because I</p> <p>18 really haven't thought about it until I'm</p> <p>19 around you again, but there were very</p> <p>20 positive things associated with taking this</p> <p>21 position. But one of the downsides was</p> <p>22 giving up my position here.</p> <p>23 I truly appreciate the work of this</p> <p>24 board. It's so important and so valuable to</p> <p>25 what we do. We're the marketers. Lots of</p>	<p style="text-align: center;">Page 60</p> <p>1 record attendance, doing it only as Las Vegas</p> <p>2 can do it. I think it will be a</p> <p>3 tremendously productive show. I think all</p> <p>4 the participants are going to get a lot out</p> <p>5 of it.</p> <p>6 I'm going to cover broad categories.</p> <p>7 The last time I was here, I wasn't official</p> <p>8 yet. I was here with Carolyn. I was</p> <p>9 tendering my resignation. I don't know how</p> <p>10 much of this will be duplicative. If there</p> <p>11 are questions you would like answered, I</p> <p>12 would be happy to do that.</p> <p>13 As of January 31st, we actually had</p> <p>14 18 people. So I'm happy to say that right</p> <p>15 now we have 40. We have a staffing plan</p> <p>16 that takes us to 54. I continue to be</p> <p>17 amazed by the number and quality of people</p> <p>18 that want to be a part of what we're doing.</p> <p>19 Right after that January meeting, we</p> <p>20 posted all the positions. We eventually have</p> <p>21 to hire into them. So I said just put them</p> <p>22 all out there. We got a hundred</p> <p>23 applications an hour.</p> <p>24 I would like to introduce our newest</p> <p>25 member of our team. Yvonne Penteer is the</p>

<p style="text-align: center;">Page 61</p> <p>1 newest addition of our team. We went on an 2 executive search. Again, the quality of the 3 individuals who wanted to become apart of 4 that was amazing. 5 She brings a tremendous background 6 career to the table. I said, "So this will 7 be your honeymoon period, and after this, 8 you'll have to start producing." I encourage 9 you to get to know Yvonne. She's going to 10 be a great member of the team and as we 11 continue to grow this. 12 I'll cover a couple categories. 13 Representation. We currently have 14 representation in 14 markets. That will grow 15 to 18 when we're done with what we think we 16 need to be doing at this point. When we're 17 in those 18 markets, we'll actually have 18 representation through regional representations 19 in 40 countries and represent 93 percent of 20 the representation to the United States. 21 All the committees have kind of been 22 out there doing their own thing. That's 23 great and challenging. What we're trying to 24 do now is bringing discipline to that 25 resource. We're the newest guy to the</p>	<p style="text-align: center;">Page 63</p> <p>1 the outcome and wanted to be engaged with us 2 in future activities. 3 We had 300 companies step up that 4 allowed us to draw down on the allocation 5 that the federal government gives to us. We 6 had to double our production. The first 7 year we had a two-for-one match. And that 8 generated a hundred. And this year we have 9 to generate 100 to get to 200. There was 10 enough of that to where we have a lot of 11 optimism in being able to do that. I have 12 two new additions to my staff. I am an 13 internal optimist. 14 The month of June is a big month 15 for us. Most of our engaged partners are 16 destinations. A lot of fiscal years are 17 tied to July 1 and June 30. So we're 18 seeing a lot of interest, and we're excited 19 about that. 20 The good news is that we are able 21 to follow up the intent to travel from 12 to 22 22 percent. That was really good as it 23 relates to what was set up as a metric. 24 Starting next week we'll be launching 25 the campaign in Brazil and Mexico. After</p>
<p style="text-align: center;">Page 62</p> <p>1 block. So we're humbly stepping up to the 2 block and saying how can you help us. 3 We're also active in 30 international 4 tradeshow around the world. This is a 5 tremendous opportunity for us to get in major 6 opportunities. 7 We are creating Brand USA pavilions 8 and increasing the attendance at the shows. 9 Not only the attendance but the relevance and 10 effectiveness for everybody. So if we can 11 bring more visibility to the pavilions. 12 We just in May hosted a mega family 13 in cooperation with British Airways. They 14 brought a hundred of their top trade over 15 for the first time ever. We designed seven 16 itineraries that obviously had to come in 17 through the gateways but then took people 18 from the gateways to areas that they would 19 otherwise have not thought about on their 20 own. 21 They partnered with other airlines 22 and threw them to Miami for a send off. I 23 did not attend that event, but the staff 24 that attended that said it was the most 25 compelling thing. The BA was excited about</p>	<p style="text-align: center;">Page 64</p> <p>1 that we'll be in China and other countries. 2 That's 11 new markets. Otherwise, what we're 3 trying to do is build off the success of the 4 first year identifying ways for us to partner 5 with the industry and for the industry to 6 see the value where they're contributing to 7 our cause and to our efforts. 8 A lot of what came in came in at 9 the end of last fiscal year, which was 10 August or September of last year. Now we've 11 got to go get another hundred million. I 12 have had a lot of fun meetings with our 13 board. 14 That's kind of the overview and the 15 highlights of the major things that we're 16 doing. I'd much rather answer any questions 17 that you all have. I see many people around 18 the table here that have been engaged with 19 us by contributing and otherwise deploying in 20 cooperative marketing, and I sincerely 21 appreciate that. 22 I realize initially in some cases 23 that was a leap of faith. I don't 24 underestimate the fact that in some cases it 25 is still a leap of faith, but I promise you</p>

<p style="text-align: center;">Page 65</p> <p>1 next year you won't recognize the 2 organization, and the year after that, you 3 won't recognize it. 4 With the confidence and the 5 enthusiasm and support that the industry has 6 given us, I appreciate the opportunity to 7 come and present to you. Thanks for having 8 me. 9 CHAIR DAVIDSON: Thank you, Chris. 10 Travel Oregon is a very proud partner of 11 Brand USA. 12 Just one quick example. We did 13 joint advertising together where we were 14 collaborating on our media buy into 15 Vancouver, British Columbia specifically but 16 into Canada. The increase in advertising 17 increased 30 percent in one year. It did 18 exactly what the industry believed it could 19 do because of the inspiration that has 20 continued to campaign. 21 The other thing to see with Chris's 22 engagement and the openness of the Tourism 23 Policy Council with our federal partners has 24 been their desire to reach out to Chris and 25 make sure that that's working and inviting</p>	<p style="text-align: center;">Page 67</p> <p>1 she and I were going to have on the stage. 2 I said, "Roseanne, you have no idea 3 what you did last year." I was in the 4 audience. And we were watching the review 5 of the campaign. And we saw the song. And 6 every one of us were going, Holy mackerel. 7 She literally had no idea. 8 She said, "My little song?" I said, 9 "You are a rock star in the travel and 10 tourism industry." How about that young 11 girl. She was unbelievable. 12 MS. PENTEER: How about the guy? 13 MR. THOMPSON: Yvonne says, "What 14 about the guy?" We always have to remember 15 that we're in the audience. But more 16 importantly, the people in the audience are 17 our buyers. So we want them to feel 18 energetic and fired up and realize this thing 19 is going to work. And it's only going to 20 work in the ways we need to engage them. 21 So I hope that luncheon accomplished 22 that and got everybody excited and fired up 23 about going in. 24 MS. RIVERA: Ingrid Rivera. I'm the 25 Executive Director of the Puerto Rico</p>
<p style="text-align: center;">Page 66</p> <p>1 him into the marketing and promotion task 2 force meetings and to make sure that that 3 level of engagement is there with Chris and 4 Brand USA. 5 MR. THOMPSON: What a platform. If 6 you're trying to make the private/public 7 partnership work and you have that kind of 8 network on that side of it, that's amazing. 9 Carol Reem joined our team. She comes from 10 Focus Right. She's got tremendous potential 11 and credentials. 12 So we're going to be working really 13 hard to expand what we're holding ourselves 14 accountable for. I want to wrap ourselves 15 around the macro things. If we're in the 16 market, then we can claim part of that 17 humbly, put things again that are going to 18 help us measure that. 19 I think, Ron, you're going to see an 20 increased level of activity, and we look 21 forward to continuing to partnering with you. 22 How much of you were at the lunch 23 today? I was in the green room with 24 Roseanne. So I was just trying to get a 25 little feel from her with the conversations</p>	<p style="text-align: center;">Page 68</p> <p>1 Marketing Company. 2 I thought the ad was inspirational. 3 How are you going to use that in countries 4 where English isn't spoken? 5 MR. THOMPSON: We're determining the 6 effectiveness of an English-spoken message. 7 In translation sometimes that gets lost. But 8 those are the conversations we're having. 9 Those countries that don't necessarily have a 10 lot of English-speaking folks. 11 MS. RIVERA: The campaign that 12 you're going to launch in Brazil, is that 13 going to be in English? 14 MR. THOMPSON: Actually, it is to 15 start with. 16 MS. RIVERA: On the first video we 17 had last year and we played again last year 18 that showed New Orleans and other places, I 19 think the one thing for me as an American, 20 some of the images I knew where those 21 locations were and if you see something in 22 that image and think that's beautiful. But 23 I don't know where to look. So if you can 24 put something in that image. 25 MR. THOMPSON: That was the</p>

<p style="text-align: center;">Page 69</p> <p>1 intention. On our website that's done, to 2 be able to identify where that is and what 3 that opportunity presents. Certainly not in 4 the spot, but we try to extend that on the 5 website. 6 MS. RIVERA: Some of those pictures 7 were just gorgeous. If you at least had 8 Utah or something in there, that would make 9 it simpler for people. 10 CHAIR DAVIDSON: Sherry? 11 MS. RUPERT: I'm Sherry Rupert. 12 Chris, I'm trying to remember. At the very 13 end, was the website on there so somebody 14 could go back to the website to look at 15 where those places were? 16 MR. THOMPSON: Absolutely. It's a 17 close to that. 18 CHAIR DAVIDSON: Chris, thank you 19 very much. I appreciate you being here. 20 Mr. Hayes on behalf of the 21 infrastructure and sustainability subcommittee. 22 You are up, my friend. 23 MR. HAYES: You're putting me before 24 the tea break? 25 CHAIR DAVIDSON: There is no tea</p>	<p style="text-align: center;">Page 71</p> <p>1 is exactly what you expect an airline guy to 2 say. So it would be good to get other 3 constituents who are as excited as we are. 4 We put up there a picture of the 5 National Travel and Tourism Strategy. I 6 think it's great. We have a goal of a 7 hundred million by 2021. 8 The aviation infrastructure that we 9 have today actually can't get us there. If 10 you look at the amount of inefficiency that 11 we have in our system today, already there's 12 a few spots where flights get delayed. 13 Now, for those of you who may not 14 be familiar with Nextgen, if I was to tell 15 you the navigation unit -- who's got a GPS 16 in their car? That is more sophisticated 17 than what most airplanes have in the sky. 18 Imagine if you were driving along 19 and your navigation system said, "You are 20 around here somewhere. And by the way, 21 there's huge roads and there's huge airways 22 where you need to call us and tell us where 23 you are and let us know." That is what the 24 aviation system is like. 25 So the FFA and the DOT have been</p>
<p style="text-align: center;">Page 70</p> <p>1 break. 2 MR. HAYES: I think I'll keep my 3 comments very brief because although this is 4 I think a very significant recommendation, I 5 think it's one that you've probably been 6 exposed to in some form before. 7 We have a couple of slides. So you 8 can just T-up the first one. 9 First of all, today what we're going 10 to talk about is an aviation infrastructure 11 recommendation. We have a sustainability 12 component to the group and envision that 13 coming either in December or September. So 14 today we're focusing on aviation. 15 I would also like to thank the 16 members of the subcommittee. It's been a 17 very engaging subcommittee. A lot of people 18 with strong opinions, putting airport and 19 airline people in the same room. It's 20 amazing we can agree on anything, but we 21 did. 22 A special thanks to Holly as well, 23 who is the vice chair. 24 I have asked the team to speak up 25 in favor of this recommendation because this</p>	<p style="text-align: center;">Page 72</p> <p>1 leading a wonderful plan that is really 2 upgrading that technology. The technology as 3 it sits in the aircrafts, it's designing new 4 approaches into airports, on the ground. 5 It's designing new ground-based navigational 6 units and receivers that can all talk to 7 each other. 8 The problem of it is that it all 9 feels technical and it's all invisible. It's 10 probably one of the infrastructure projects 11 that the United States is currently looking 12 at undergoing in the future. I think it 13 gives you the size and scale on that. 14 I think what we wanted to get out 15 -- and we can come back to dialogue -- is I 16 don't think it's moving as quick as it 17 could. And once you get into designing 18 approaches for airports, what happens? 19 The thing about these very high 20 position Nextgen approaches is if you run 21 over a house that is in that aircraft 22 pathway, you're going to get a lot of noise. 23 You can potentially get any set of local 24 residents or local representatives who could 25 maybe slow things down. And from a national</p>

<p style="text-align: center;">Page 73</p> <p>1 perspective, it's tough if that happens. 2 So our recommendation is really 3 predicated on the principle. But we really 4 want to engage communities at a local level 5 to highlight the importance of Nextgen and 6 maybe get ahead of some of these proverbial 7 things. 8 I think if we do that, if it's more 9 than the FAA and DOT and the airline 10 industry calling for this, we think it will 11 give us a better chance of funding things 12 more quickly and allow Nextgen to be 13 implemented more quickly. 14 So we've asked the federal agencies 15 to work with us. Some really nice work has 16 been done already that talks to some of the 17 savings. There's reduced fuel use. That's 18 good for sustainability. Reduced carbon 19 monoxide emissions. Growth without adding 20 new infrastructure. If we want to hit these 21 travel and tourism goals, we've got to have 22 the infrastructure that supports that. 23 There's a plan to achieve it. What 24 we want to do is collaborate and work across 25 public and private stake holds at a local</p>	<p style="text-align: center;">Page 75</p> <p>1 much. How do we prioritize it? 2 So I think it's an excellent point, 3 and I hope this is one of the first 4 priorities that's memorialized going forward. 5 So thank you for that. 6 CHAIR DAVIDSON: Jonathan? 7 MR. ZUK: I served on the 8 subcommittee as well. And what we tried to 9 do over and above everything else is 10 basically the concept of Nextgen is that it's 11 an airline and airport issue, and it's not 12 really the general public's issue. 13 But if we can educate the public 14 that the more Nextgen implementation we have, 15 the more traffic there will be in the cargo 16 arena or any type of aviation area. It will 17 influence the whole economy. 18 MR. SMITH: We are operating on 19 1950s technology in the 21st century. But 20 be careful what you ask for because one of 21 the wonderful things about Nextgen is that it 22 will allow that many more people. You think 23 the lines are bad now. It's going to be 24 the safest and most efficient system in the 25 air as long as you are in the air.</p>
<p style="text-align: center;">Page 74</p> <p>1 level to try and get more passion and 2 interest to get this to happen more quickly. 3 We think it's a great topic for the 4 President's State of the Union Address. 5 For those of you who travel Asia and 6 different parts of the world, I was in South 7 Africa last week. This is getting better 8 much more quickly. There's a lot of other 9 destinations out there that are really 10 opening up and doing a better job on some of 11 these issues. 12 That's really in a nutshell our 13 recommendation on the aviation side of the 14 sustainability. Is there any other members 15 of the subcommittee that want to add 16 anything? 17 UNIDENTIFIED SPEAKER: This 18 recommendation was two boards prior to this. 19 They discussed Nextgen. But the board prior 20 to this really didn't choose it as an action 21 item. 22 So I think your idea to memorialize 23 that work going forward is really spot-on 24 because we didn't want to forget about it. 25 Certainly it's worthy of work, but it's so</p>	<p style="text-align: center;">Page 76</p> <p>1 CHAIR DAVIDSON: Douglas, it's job 2 security for a future Advisory Board because 3 we're going to have to come up with more 4 recommendations. 5 UNIDENTIFIED SPEAKER: It is an 6 issue. We are conscious of that. 7 We have a show point today, and it's 8 going to be a show point in the future. If 9 you think about space in an aircraft, I 10 think we will have a problem. We'll hit a 11 point where we can't stretch the system any 12 further unless we get Nextgen, ATV and other 13 infrastructure improvements over the course of 14 the next several years, the best way to 15 increase our past system. 16 MS. MATTHEWS: In the same way that 17 Nextgen really advances the ball, I'm sure 18 we'll see new technologies, things like CCB. 19 Just the invasion we've seen on TSA in terms 20 of the arrival at the airport. We've seen 21 many generations of technology there. I 22 think in some ways it challenges us to find 23 solutions at the various other choke points 24 we have. 25 Perhaps I missed this. But I don't</p>

<p style="text-align: center;">Page 77</p> <p>1 know if the Travel and Tourism Advisory Board 2 has actually had a chance to watch airports 3 where Nextgen would be coming in. As you 4 talked about your recommendations, it sounds 5 like it's a rolling process. And I think it 6 will be very good for this group, since we 7 are in a wonderful position to be advocates 8 and ambassadors for Nextgen, for us to have 9 the latest exposure to what it actually looks 10 like, how it operates. 11 If we could sort of have a field 12 trip at the earliest point to do it, then I 13 think we will have better ideas to amplify 14 what you might be doing in these regional 15 town halls around the country. 16 CHAIR DAVIDSON: Thank you, Kathleen. 17 Any other comments or questions for 18 discussion? 19 MS. ANDOLINO: I'll touch on it a 20 little bit further. With the Nextgen, that's 21 going to improve the system in the air. 22 It's important to have a complimentary 23 infrastructure on the ground and, therefore, 24 the role of the airport infrastructure to 25 improve the runways and taxi ways.</p>	<p style="text-align: center;">Page 79</p> <p>1 mission. It's not truly infrastructure. 2 In addition, I did verify with 3 triple E. There's an art conference but not 4 an arts advisory committee. So that doesn't 5 actually exist. We need to definitely change 6 that. 7 But we talked about using a sense of 8 place and branding strategy. As we explore 9 our opportunities in Chicago, we're looking 10 at ways to partner with our neighboring 11 community members, like our institutions, our 12 art museum, our museum of natural history, 13 and again looking at corporate sponsors to 14 help build exhibits and help fund exhibits, 15 and maybe student opportunities with our 16 institutions or high-education institutions or 17 even younger, or again the museums, that it 18 truly is a public/private partnership. 19 In terms of building new space, 20 there's usually state requirements and local 21 requirements about public projects and having 22 a budget for art. In most cases, at least 23 .5 percent to 2 percent of your construction 24 budget goes to art programs or developing 25 public art.</p>
<p style="text-align: center;">Page 78</p> <p>1 Nextgen will make some improvements 2 to New York's air system, but will it truly 3 make a difference? New York is building new 4 runways. It's a marginal benefit that comes 5 into play with Nextgen. 6 The airports that do not have the 7 opportunity to increase their infrastructure, 8 it's the only opportunity they have. But 9 the reality is putting in that infrastructure 10 on the ground allows us to get those planes 11 out of the sky and onto the ground safer and 12 faster. 13 The one thing we did discuss as well 14 as a group -- and I think it's in our 15 letter -- is that where this actually goes 16 is the Art Advisory Committee. The Art 17 Advisory Committee of the American Association 18 of Airport Executives has been improving 19 environments and airport staff alike. 20 Integrative public art design 21 enhancement can be implemented and/or 22 installed in the existing infrastructure and 23 funded through local capital. And in terms 24 of budgets, we were talking about should that 25 go some place else in terms of the overall</p>	<p style="text-align: center;">Page 80</p> <p>1 Again, I see the art component as an 2 important component in the sense of creating 3 space. But I think we should put it in 4 public/private rather than infrastructure. So 5 any comments or thoughts or conversation 6 further on that? 7 UNIDENTIFIED SPEAKER: I think that 8 recommendation came from me to put that in 9 there, just in case anybody was wondering. 10 The thing about it is simply it came 11 because of the way the language was written. 12 Everything else was written more about a 13 different kind of infrastructure. 14 The first half of that paragraph was 15 already there, and it talked about impression 16 of the experience, not the other kinds of 17 things that are more about runways and so 18 on. It's the traveler's image of arrival 19 and departure and so on. 20 So when it comes to that, one of 21 the things that has happened since 1958 is 22 the evolution of about 500 public art 23 programs across the country. And you're 24 absolutely right. Most of them are funded. 25 Most of their money comes from 1 percent or</p>

<p style="text-align: center;">Page 81</p> <p>1 2 percent of construction of programs. 1 2 percent of the budget is going to the arts 3 that come from all these various cities. 4 But these enhancement programs have 5 been very successful around the country. 6 Denver is a great example of that enhancement 7 program. Most people here if they thought 8 about it, would recognize if they're coming 9 into Miami, would see the art on the floors 10 and so on. 11 So if somebody is talking about the 12 lasting impressions of travelers, it seems 13 like it's a problem. If that's not what 14 it's about, it could go to different places, 15 where it should go, and if you're actually 16 talking about the impressions of travelers as 17 they're arriving and departing as opposed to 18 infrastructure. 19 That was the only reason we 20 identified that there, is because it was an 21 aesthetic point of view that was also 22 expressed in the committee report. 23 CHAIR DAVIDSON: I think Rosemarie's 24 recommendation was perhaps where the 25 subcommittee talks about the private/public</p>	<p style="text-align: center;">Page 83</p> <p>1 Holly as members of this committee. But 2 also it does make sense to Greg and Maryann 3 as members of the climate committee. But 4 I'll start with you, Robin and Holly. 5 MS. AGRA: I think as much as we 6 appreciate the inside of the airport, I think 7 the initial sentence was referring to the 8 time spent on the outside of the airport, 9 specifically on the runways. So in this 10 particular instance, I think we were speaking 11 about time spent on the runways. 12 I think about this as the big 13 infrastructure that's going to impact growth. 14 I think it's the warmth and how do you feel 15 when you arrive. It actually gives me a 16 different thought. If these are the goals 17 in 2021, then I think all stakeholders, whether 18 they be private or public -- Doug mentioned 19 the number of people coming through. It's 20 incumbent upon all of us to have these goals 21 to make these plans fall into place. 22 In Asia and China, you get a sense 23 that they're playing catch-up. I don't think 24 we need to do all of that in the U.S., but 25 we have to move away from the tactical</p>
<p style="text-align: center;">Page 82</p> <p>1 collaborative, one of their illustrations of 2 that may be in another place where this 3 language could go. How does that feel to 4 you? 5 UNIDENTIFIED SPEAKER: It feels fine 6 for me to go someplace else if this is not 7 a recommendation related to aesthetics or 8 impression. You can see that distinction. 9 The original language is slightly different 10 than just seeing it now. But it's talking 11 about airports are often the first and last 12 impressions for travelers. And their 13 experience in our cities, states and country 14 are affected by the time spent in those 15 airports. 16 That's an environment experience 17 statement. And that was the statement that 18 was in there already, and we were just 19 adding that to the statement. So if the 20 concept of that whole statement should go 21 some place else, then sure. That sounds 22 great. 23 CHAIR DAVIDSON: So we have two 24 options, then, it seems to me. So I'm going 25 to look at both Robin and Rosemarie and</p>	<p style="text-align: center;">Page 84</p> <p>1 nature. And I think that applies to all 2 stakeholders here as well. 3 CHAIR DAVIDSON: Go ahead, Maryann. 4 MS. FERENC: I think that it is a 5 place where we could continue to identify and 6 talk about that as part of an example of 7 success. 8 MR. LYNCH: I think I agree with 9 that. I think we can possibly take a look 10 at some of that, especially with the model 11 port program that's out there. 12 CHAIR DAVIDSON: Robert, if that's 13 agreeable to you -- and it sounds like it is 14 to the two subcommittees that will be 15 involved in this -- then I will suggest that 16 we strike the language from that third full 17 paragraph on page 5 beginning with 18 "an airport's visible connection" through the 19 end of that paragraph. That we would strike 20 that. And I would ask the business 21 subcommittee to look at strengthening 22 that collaborative language at our meeting in 23 September. John? 24 MR. SPROULS: Another recommendation 25 would be to create a long-term solution,</p>

<p style="text-align: center;">Page 85</p> <p>1 maybe a five-year funding or something like 2 that, where they can plan long-term and not 3 go back every six months to get more 4 paperwork. 5 UNIDENTIFIED SPEAKER: The airlines 6 have been criticized for saying we want this 7 and not having the funding to do it. 8 CHAIR DAVIDSON: Maryann? 9 MS. FERENC: Something we didn't 10 talk about on our conference call. Do we 11 have to re-language that to address it more 12 directly to the Secretary and the Department 13 of Commerce in order for it to fit into our 14 charge? 15 JENNA: We will make that 16 clarification. 17 CHAIR DAVIDSON: We will make that 18 technical correction as well. I will 19 consider this letter adopted by consensus. 20 And we will move on to our next 21 subcommittee to discuss and deliberate their 22 proposed recommendations. And that was 23 chaired by Mr. Sproulson our travel 24 facilitation subcommittee. 25 MR. SPROULS: The president's</p>	<p style="text-align: center;">Page 87</p> <p>1 particular order. 2 With respect to streamlined visa 3 processing and visa access, we would like to 4 ask that we explore and pilot a better 5 utilization of consular locations with agents 6 that are presently at out posts. 7 We realize that with a lot of the 8 things that happened, it may take a while 9 before such a pilot could happen. But we 10 think it's something we should put on the 11 radar stream. We like to see that both in 12 terms of benefiting our country but also 13 to put pressure on the Chinese government to 14 deliver that reciprocity. 15 We would like to request that the 16 State Department give us information and let 17 us know about the process they currently use 18 to process and factor into deciding where 19 that happens. 20 We urge the administration to work 21 to pass the JOLT Act and the elements of the 22 JOLT Act. There are a number of things that 23 are on the table now with respect to 24 legislation that we think would really help 25 from a facilitation point of view. They're</p>
<p style="text-align: center;">Page 86</p> <p>1 executive order, our subcommittee really wants 2 to say thank you to our partners in 3 government because it has been a partnership 4 and they have listened. 5 I was part of the previous 6 subcommittee, and there were a number of 7 goals established and a number of things that 8 came forward. And they really formed the 9 base and backbone for a lot of things that 10 happened over the last 18 months, and we 11 applaud that. 12 We are serious about a hundred 13 million visitors in 2021. So we identified 14 a number of recommendations that both 15 maintain momentum and try to accelerate 16 progress. Many of them are tactical. Some 17 of them are operational. But they're both 18 about moving the ball forward and continue on 19 with success. 20 I'm going to talk about the 21 recommendations and then devote the time to 22 any questions. They are clustered around 23 five areas: streamlined visa processing, 24 staffing and resource integration, expansion 25 of pre-check and model ports, in no</p>	<p style="text-align: center;">Page 88</p> <p>1 detailed in the letter, but I would just 2 point out one or two. 3 Within the JOLT Act, for example, 4 with respect to the measurements of what 5 countries can participate in the visa waiver 6 program, the visa refusal rate, which right 7 now is at a 3 percent threshold, will be 8 moved to 10 percent. 9 With regard to the Senate legislation 10 bill, there is authority for the Secretary of 11 State to waive in-person visa interviews 12 where appropriate. That legislative authority 13 does not exist, but that would go a long way 14 to allow the Secretary of State to decide 15 where there are very low risk categories. 16 Turning to staffing and resource 17 integration. We would like to request a 18 staffing analysis briefly so it allows some 19 of our top talent that deals with processes 20 and best practices of moving around people. 21 I met Randy Garfield from Disney 22 during the lunch. He said to us, "I know 23 you're on the solicitation committee." We've 24 done that with model ports, but we would 25 like to do that more.</p>

<p style="text-align: center;">Page 89</p> <p>1 Part of that staffing analysis ought 2 to be also in the Appropriation Act. As we 3 continue to free the number of visitors and 4 don't grow the officers, it doesn't show how 5 efficient our practice has become. It's 6 going to be sheer volume. I strongly 7 support it. I know you can't lobby, but 8 there's people that can lobby to make sure 9 we get new officers in 2013. Anytime you 10 get customer feedback, it helps in managing 11 processes. 12 In our industry -- and I'm sure 13 other industries do as well -- we do a lot 14 of cross-utilization of people. You've got 15 CTP and TPA. 16 Moving on to global entry. We like 17 to see global validity expand during the next 18 ten years. The point that was raised early 19 by Douglas was to increase. 20 We talked in our subcommittee this 21 morning that the process in the UK for being 22 able to participate in global entry is so 23 cumbersome. We think there are 120 people 24 in the UK that can actually participate in 25 global entry coming into our country. And</p>	<p style="text-align: center;">Page 91</p> <p>1 that. 2 With respect to model ports, there's 3 a lot of things that go on in terms of 4 infrastructure on the ground. And we'd like 5 to see and understand, from a national point 6 of view, some standardization when CTP gets 7 brought into discussions with respect to 8 infrastructure. 9 So recognizing that there's only so 10 much you can do wasn't getting things built. 11 If we could try to have a process whereby 12 before capital commitments are made, CTP can 13 participate in those discussions to see how 14 it could be set up. 15 We recommend national standardizations 16 of signs and symbols to guide people in 17 international ports. In most every airport 18 there is a standardization. We're confused 19 enough. And for those folks that are 20 visiting the country, it's gotto be 21 impossible. 22 We would like to see DHS and CTP 23 dedicate a staff resource to help expand and 24 enhance the model ports. 25 So those are the recommendations with</p>
<p style="text-align: center;">Page 90</p> <p>1 that's just insane. 2 Along those same lines, we would 3 like to see new bilateral agreements, 4 especially France and Japan. But we would 5 like to see us have new conversations. 6 One of the issues that's come up in 7 the conversations we've been having over the 8 last few months is that your global entry 9 approval doesn't automatically transfer when 10 you get a new transport. It's a process 11 that the individual passport holder has to 12 take responsibility for. 13 We would also like to, from a 14 marketing point of view, see us get the 15 numbers higher, expansion of TSA pre-check. 16 We think pre-check is a wonderful thing. 17 Anything we can do to increase the use of 18 pre-check. 19 I applaud the airlines for 20 participating in and making it able to be 21 launched. But I think ultimately if it is 22 going to be driven as a major way to offset 23 the lines, it's going to have to be a plan 24 independent of the airlines. It should be a 25 partnership, but it should be bigger than</p>	<p style="text-align: center;">Page 92</p> <p>1 respect to the facilitation subcommittee. I 2 would ask any of the subcommittee members if 3 there's anything they want to add or if 4 there's any questions. 5 MS. MATTHEWS: As the co-chair of 6 this, I think that we also want to go on 7 record thanking all of the agencies for the 8 incredible amount of cooperation and 9 integration of systems that have in the past 10 really been in silos and to really applaud 11 you and encourage you for continued 12 collaboration on this because this is how 13 we've made progress and will continue to make 14 the kind of progress we've set forth in this 15 letter. 16 CHAIR DAVIDSON: Thank you, Kathleen. 17 Any comments for discussion? 18 MS. AGRA: I really like your idea 19 about informing the passport offices to talk 20 about global entry. I have a new agency for 21 you to enlighten. It is the U.S. Postal 22 Office. Because I saw a sign at my post 23 office advertising, "Apply for your passport 24 here." And I said, "Do you have any 25 information on global entry?" And they have</p>

<p style="text-align: center;">Page 93</p> <p>1 not heard of that before. So it's a new 2 agency for us to enlighten. 3 CHAIR DAVIDSON: Thanks, Holly. 4 MR. SPROULS: Holly, thanks for 5 bringing that up. For those of you who 6 don't know, the U.S. Postal Service and other 7 agencies do handle passport acceptance duties 8 for Americans either renewing or applying for 9 their first passport. And there is a lot 10 going on now to inform those other agencies 11 about global entry. 12 So that's definitely something that 13 we're going to expand in the future. 14 CHAIR DAVIDSON: I have a laundry 15 list, but I'll wait. 16 JENNA: Wait until the 17 recommendations are adopted. 18 MR. SMITH: This is all great. 19 And, John, first of all, thank you. You and 20 Kathleen and Melissa have been amazing. Just 21 a couple points, somewhat just as a level 22 set and to clarify. 23 We have talked about this TSA/CTP 24 thing. There are many different employees. 25 The employees of CTP are federal law</p>	<p style="text-align: center;">Page 95</p> <p>1 the flight attendant to go to the cockpit 2 and fly the plane. They are very good in 3 what they're trained to do in the cabin and 4 passenger safety. 5 Just a clarification on that. An 6 idea is that, John, you should try to be in 7 Chicago on July 1st to see the cool 8 announcement that O'Hare is going to be 9 doing, because they are leading the way in 10 our next evolution of what a model port can 11 look like through several innovative programs. 12 I think it will be a great place to do a 13 sub-meeting after the exciting announcement 14 that O'Hare is going to do. We are doing 15 it in Chicago, and I think it will be 16 a pretty neat thing to see. 17 MS. MATTHEWS: In the staffing 18 resource integration, this is where it's 19 popping up as a concern. That you think 20 maybe it implies that we thought people could 21 shift from one to another. Isn't that 22 sentence that both sides can discuss how they 23 can learn from each other? 24 MR. SMITH: The things we can 25 improve on, absolutely.</p>
<p style="text-align: center;">Page 94</p> <p>1 enforcement officers. They go through the 2 academy. They are part of federal statutes 3 and immigration authorities that TSA employees 4 don't. 5 So you really can't cross-pollinate 6 it. And while they both work very closely 7 in the same department, it sort of ends 8 there. 9 Todd, as a port director, will work 10 with the head of TSA for his ports, and they 11 communicate a lot in terms of immigration of 12 passenger flow input. In terms of the 13 actual bodies, they are very different. 14 MS. MATTHEWS: Did we conflate this 15 in the letter that we need to address? 16 TODD: There's really no way that we 17 could cross-use them. They're very different 18 employees. 19 MS. MATTHEWS: Can we table this? 20 MR. SMITH: They each play a very, 21 very important role in what we do, but 22 they're trained entirely differently and 23 they're given by law very different 24 authority. So you can't sort of shift back 25 and forth. It would be kind of like asking</p>	<p style="text-align: center;">Page 96</p> <p>1 Let's use Chicago as an example. 2 You're going to see something very 3 innovative. I think that will be a great 4 starting point. In Orlando we used you guys 5 and the Disney folks to maximize the 6 efficiency there. I don't want to speak for 7 Todd, but we're always looking for smart ways 8 to do it better. Our port directors try to 9 be very engaged and active in our community. 10 UNIDENTIFIED SPEAKER: I don't know 11 what to add to the conversation. But in 12 terms of cross-pollination, CTP officers, 13 they're law enforcement officers. They're 14 trained. They do extensive questioning. 15 Whereby TSA personnel, I'm not sure exactly 16 what their training is, but it's a whole 17 different skill set. 18 And one area we are looking to work 19 with TSA -- and this kind of gives you an 20 example -- is through global entry whereby 21 TSA personnel can help us with some of the 22 administrative duties at point of entry. Not 23 being allowed to do the interviewing portion, 24 but to help with administrative functions. 25 We take that very seriously, and we don't</p>

<p style="text-align: center;">Page 97</p> <p>1 think we can just put a TSA officer in there 2 and just increasethe staffing that way. 3 MR. SPROULS: What you just said 4 you're going to try out, that's what we're 5 talking about. Where it's possible for those 6 kinds of things to happen to see if we can 7 make that happen. 8 MS. MATTHEWS: It's like outsourcing 9 some of the administrative work on some of 10 your visa processing to non-foreign service 11 officers. 12 So this would be a case where 13 potentially onsome of administrative 14 back-of-the-house kind of work, if there are 15 opportunities for TSA to support CTP where 16 they don't need the law enforcement training, 17 that seems like that would be a comparable 18 thing of manpower deployment. 19 MR. DOUGLAS: CTP is funded every 20 other year, but we do a very comprehensive 21 survey. Last year's survey was some 22 passengers coming in. It's not uniformed 23 officers doing the survey. It's civil people 24 doing the survey. We're hopeful that the 25 funding will be in existence for us this</p>	<p style="text-align: center;">Page 99</p> <p>1 haspublicly endorsed the JOLT Act. There's 2 nothing wecan do about that. But we have 3 put out our support paper, and we are pretty 4 much in a holding pattern. The line we can 5 no longer cross we are at. 6 UNIDENTIFIED SPEAKER: Thanks, Doug. 7 Rosemarie? 8 MS. ANDOLINO: I have to say thank 9 you to Douglas and his team. We have been 10 working collaboratively with not only CTP but 11 our stakeholders and airline parties to be 12 ready for our July 1st announcement. Again, 13 another collaborative measure where we're able 14 to expedite people coming through. 15 If you're carrying on and don't have 16 any checked baggage, you can go through the 17 side entrance of O'Hare and not go through 18 inspection. So you bypass that. 19 In fact, we were there when we 20 welcomed our first passenger through. And 21 his comment was, "They told me this was 22 going to be an hour wait or more, and it's 23 three minutes." 24 So that's where we quoted him in our 25 press statement. And we said, "You need to</p>
<p style="text-align: center;">Page 98</p> <p>1 coming year to once again do a refresh. 2 And, John, if you have not seen that 3 survey, I will be delighted to get that to 4 you as the comprehensive. You might have 5 not sat through the comprehensive work 6 staffing presentation. 7 MR. SPROULS: No, I didn't. 8 MR. DOUGLAS: A lot of guys from DC 9 got to sit through that. 10 One last thing. Global entries. We 11 think that is our secret weapon. The more 12 we can do about that, the better. 13 I was just getting clarification 14 after our morning meeting. One of you asked 15 me where are we at with Brazil on the visa 16 waiver. On the visa waiver side of it, no, 17 they have not asked yet. There has been 18 discussions, but they have not pushed on 19 anything. 20 Recently, though, they have been 21 asking about global entry. We might not get 22 visa waiver, but this may be an interest 23 from Brazil to see how they can bring on a 24 global entry type system. 25 On the JOLT Act, the administration</p>	<p style="text-align: center;">Page 100</p> <p>1 tell your friends." He said, "You need to 2 tell yours." He was very excited about how 3 quickly this process went through. And the 4 ability to pull as many people out of the 5 primary lines and kind of minimize the risk 6 task. So what your officers have to 7 concentrate on is important. 8 One of the things I learned during 9 our dialogue and discussion is what really 10 might help here. As a CTP officer, your 11 work rules does not allow in CTP to have the 12 flex time. If we can encourage labor to sit 13 at the table to develop a process to invite 14 that, that will help us with those peaks. 15 Not mixing lines of business but actually 16 using your resources more efficiently. 17 Because for our challenges, we have 18 peaks and lulls in our banks of arrivals. 19 So if you have part-time officers, you can 20 bring them in for that. 21 Or another thing that we actually 22 looked at as well for the Department of 23 Aviation is using people that are retired to 24 come back for part-time because they have all 25 the training. Just different ways to look</p>

<p style="text-align: center;">Page 101</p> <p>1 at utilizing resources that may have already 2 existed and gone through training and 3 minimize wait times. 4 MR. SMITH: I think the short answer 5 is we have always looked at innovative ideas. 6 The challenge we have found with bringing 7 back retired officers is just keeping the 8 trainings current. It's one thing if 9 literally they're on the job today and they 10 retired tomorrow and they want to scale back 11 a little bit. I think that would be an area 12 we could look at. 13 The longer term retirees would 14 probably be more challenging just because the 15 training they go through is ever-present. 16 It's not that they learn it once and forget 17 it. It's a recurrent effort. 18 With all that being said, we've got 19 a tough situation. And with that tough 20 situation, we can look at any reasonable 21 solution to help us get where we want to 22 get. 23 CHAIR DAVIDSON: Thank you, Douglas. 24 And thank you, Rosemarie, for the suggestion. 25 Jonathan?</p>	<p style="text-align: center;">Page 103</p> <p>1 capacity to handle a hundred thousand 2 applications a year, that doesn't address 3 your point of people having to take a trip 4 to take a trip. But legislatively we have 5 to interview applicant and collect their 6 biometric fingerprints. So they have to go 7 to a facility where that can be done. 8 We want to make that process as 9 quick and painful as possible. That's where 10 the single-digit wait times help so people 11 can plan their visit and have the confidence 12 that it won't take extra time. And then 13 with other things that are in effect, they 14 can renew that visa and never have to come 15 into one of our facilities again unless 16 something shows up in the database. 17 But to be frank, using small 18 facilities around the world is probably not 19 something we're going to be able to do in 20 the near term. 21 CHAIR DAVIDSON: Which doesn't make 22 it any less appropriate for the subcommittee's 23 recommendation. 24 Not seeing any other comments or 25 questions at this time, I will consider this</p>
<p style="text-align: center;">Page 102</p> <p>1 MR. ZUK: Going back though your 2 point regarding the visas and the officers in 3 countries that are large. This is something 4 that we've heard many times. That people 5 basically need to take a vacation to go on 6 vacation because they need to go through the 7 lines. Is this something in the works or is 8 this something you are thinking about doing 9 to make it easy to process? 10 UNIDENTIFIED SPEAKER: The issues and 11 probability of micro office is something that 12 could not happen in the near term. We are 13 looking at locations to establish visa 14 services. Iraq will start visa services by 15 the end of this month. 16 But if you look across the board at 17 the Brand USA marketing campaign where 18 they've identified 11 countries that supply 19 75 percent of the people coming in those 20 markets, a micro-post would be overwhelmed 21 anyway even if the security situation would 22 allow for its establishment. 23 Where we are putting in the new 24 posts, which Brazil and China are going in 25 big with new consulates that will have the</p>	<p style="text-align: center;">Page 104</p> <p>1 letter adopted by consensus. 2 Before the last letter of 3 recommendation comes to us, I want to thank 4 both John and Kathleen for co-chairing the 5 great work that was done by the travel 6 subcommittee. 7 Our research task force was chaired 8 by Rossi, but he was called away. We have 9 Kevin, who is going to be standing in. I'll 10 turn it over to you, Kevin. 11 MR. BAGER: For the record, my name 12 is Kevin Bager, and I work for Rossi. He 13 offered his apologies. But his bosses, our 14 board, had the audacity to do stuff like 15 now. So he is busy in the midst of that. 16 Rossi is a market researcher at 17 heart. He understands these programs inside 18 and out. Over the last several months, he 19 and Laura have spearheaded the program to 20 optimize it. And I know in the interest of 21 time, we'll do this quickly. 22 I think part of the reason he had 23 me talk is because I am the fastest speaker 24 on the staff. Laura is going to walk us 25 through the recommendations.</p>

<p style="text-align: center;">Page 105</p> <p>1 MS. MANDALA: Thank you, Kevin. We 2 have outlined briefly in some of our earlier 3 meetings that we have assembled the task 4 force from a variety of members of the 5 travel industry, these including major polling 6 companies such as Gallup. They include 7 someof the major users including Las Vegas, 8 Oregon, New York, California. 9 We included travel companies, travel 10 agencies, associations, Universal Studios, and 11 airlines to all come together and really 12 seriously look at this as a tool for 13 providing the industry with the only source 14 of data it has on understanding inbound 15 international travelers. 16 I won't go into the recent history 17 where funding was at jeopardy. It didn't 18 exist for the latter half of 2013. But we'd 19 like to think that part of our work on 20 focusing on this, along with new travel and 21 other members of the industry, resulted in 22 SIAT having a line in the budget for 2013. 23 But there are still questions about 24 SIAT and its effectiveness and its ability to 25 be as robust and informed a tool as</p>	<p style="text-align: center;">Page 107</p> <p>1 to improve each of these areas. 2 And we can open those up for 3 discussion if you'd like, but I'm going to 4 go over the top level recommendations now, 5 and we'll talk about the specifics if you 6 have any questions about those. 7 So let's go to our second 8 recommendation. The second recommendation was 9 really the most critical and formed the 10 foundation for us moving forward on this 11 recommendation by SIAT. We had face-to-face 12 meetings and conference calls -- I would say 13 about six in all -- with our task force. 14 It was determined that there really is no 15 other reliable and valid approach to gaining 16 methodically sound data that you need for 17 understanding inbound travel to the United 18 States. 19 While undergoing this process, we 20 also learned from the BEA that they've 21 decided to use the SIAT for looking at 22 balance and payments. They looked at the 23 credit card data, and they don't represent 24 the bulk of international travelers. 25 So BEA has stated their intent to</p>
<p style="text-align: center;">Page 106</p> <p>1 possible. So with the think tank, which we 2 like to call it with industry people, in 3 fact, we have our university partners there 4 as well. And we provide you a list of the 5 organizations that were present in these 6 conversations on the back of this memo. 7 It's called an appendix. And you can see 8 who were present at these meetings. 9 Some of the conclusions we've come 10 to, the first conclusion is to increase the 11 sample size of SIAT. The TPA, Traffic 12 Promotion Act, mandates a 1 percent sample. 13 Well, 1 percent is not critical. You can 14 still have a very robust sample size at 5 15 percent. And that's what we are recommending 16 here. 17 By increasing the sample through a 18 variety of ways, you're going to make the 19 data available and relevant to more 20 destinations. You're going to capture more 21 countries and overall improve this as a 22 research tool. 23 And we've gone through each of these 24 recommendations. We have pretty in-depth 25 recommendations for steps that you could take</p>	<p style="text-align: center;">Page 108</p> <p>1 use SIAT as the use of balance and payments. 2 We're going to enhance -- keep the 3 SIAT the way it is, maintain the methodology, 4 but improve it. We can improve it by 5 expanding at more airports. Right now we're 6 at 27 airports. We can go to 40 or 50. 7 We can improve the data collection methods 8 right now. It's kind of an old-fashioned 9 method, standing and interviewing people at 10 the gates, but it's still a valid and 11 reliable way to go. 12 But we can improve that through 13 electronic tools. So instead of handwriting 14 a questionnaire, we can have data inputted 15 into a tablet. Or instead of having 16 face-to-face interaction with the customer, we 17 can give them a link to go online on their 18 mobile device or computer and have them fill 19 it out when they get home. So a lot of 20 technical improvements can improve the data 21 collection. 22 UNIDENTIFIED SPEAKER: Can I ask you 23 two questions? One is, did you make any 24 estimates on how to drive the cost per 25 survey? There's a current cost structure per</p>

<p style="text-align: center;">Page 109</p> <p>1 survey, and one of the fundamental questions 2 has been, are there ways to reduce the 3 costper survey through scale. 4 In the current world of that 5 individual filling it out, you don't get any 6 kind of scale. Therefore, the cost of 7 survey has stayed somewhat constant. With 8 some improvements, have you estimated at all 9 where you think the cost of survey could go? 10 MS. MANDALA: I don't have a 11 specific number, but we believe it will 12 decline because of these improvements. 13 However, those reductions in cost are going 14 to be offset by the fact that we anticipate 15 to be interviewing more people. 16 UNIDENTIFIED SPEAKER: Fair enough. 17 And the second question is, did you quantify 18 the cost of test? It says here test. 19 MS. MANDALA: Right. 20 UNIDENTIFIED SPEAKER: Is there any 21 sort of quantitation what the test will cost? 22 MS. MANDALA: We will determine the 23 cost of the test once we have agreement on 24 the approaches that we want to take. So we 25 have estimates right now.</p>	<p style="text-align: center;">Page 111</p> <p>1 MS. MANDALA: The original approach 2 is to stand at the gate. 3 MS. MATTHEWS: I'm trying to decide 4 how far away from that continuum you were 5 at. 6 MS. MANDALA: The testing is going 7 to determine what the ratio will actually be. 8 MR. BAGER: Where the visitor is 9 intercepted will be at the gates of the 10 airport. It's how they fill out the survey 11 is what we're suggesting. You'll still get 12 a sample based on inbound to the United 13 States, if it's 15 percent. 14 MS. MANDALA: Kathleen, we'll keep 15 that in mind because our goal is to capture 16 the entire inbound copy. So we'll look at 17 what will skew how many travelers. 18 The next recommendation is we feel 19 that SIAT needs a line item within the 20 federal budget since it's now so critical to 21 the balance of payments. We feel it cannot 22 be subject to the vagaries of political and 23 economic life. To have that a dedicated 24 line item is going to provide some stability 25 not only in the travel industry, but for</p>
<p style="text-align: center;">Page 110</p> <p>1 MR. BAGER: In discussion, the test 2 we were debating was what is the amount of a 3 test. Is it one month of data? Is it 4 three months of data? Whatever that cost is 5 at the end of the day, we do believe a 6 three-month period would be optimal to prove 7 that the improvements are doing what they 8 need to do. 9 MS. MATTHEWS: You suggested mobile 10 in there, and we all know in China. 11 MS. MANDALA: It won't be 12 exclusively mobile. It will just be adding 13 mobile for a certain portion. So we're 14 going to maintain the original approach. 15 MS. MATTHEWS: Does going exclusively 16 to mobile skew your samples too much? 17 MR. BAGER: The testing will tell 18 that. This was an online sample to skew 19 your response. We believe that online, 20 whether it's a mobile device oryour PC at 21 home, an online element is absolutely a key 22 improvement. 23 MS. MATTHEWS: Mobile is so critical 24 right now. If you don't have mobile, you 25 don't have an accurate sample.</p>	<p style="text-align: center;">Page 112</p> <p>1 government in its reporting globally what the 2 balance of payments are. 3 Then there were a variety of options 4 for I guess this dedicated funding. One is 5 to ask the Department of Commerce to ensure 6 that that funding is allocated every year. 7 It could be part of their annual budget. 8 Option-2 is to take some of the 9 unallocated ESTA monies that have been 10 captured for the TPF, travel promotion fund, 11 and an additional ESTA fee to support SIAT. 12 I should preface this by saying 13 we're not the government funding experts. We 14 just talked to a lot of people and are 15 laying out what our options are. We would 16 see it as government's role to identify what 17 the best approach is for finding the funding 18 for making this happen. 19 The third option was to look to 20 Brand USA's budget outside of manufacturing 21 funds to pay for both the core and testing 22 phases. We've had talks with Brand USA. 23 And needless to say, it would involve alot 24 of legal investigation. So we didn't go 25 down that path since we weren't sure how the</p>

<p style="text-align: center;">Page 113</p> <p>1 TTAB felt about us moving in that direction. 2 But if we were to move in that 3 direction, it would be explored fully with 4 government and government lawyers as an 5 option. 6 UNIDENTIFIED SPEAKER: Outside of 7 manufacturing funds, I'm curious. What does 8 that mean? 9 MR. BAGER: What it's intended to 10 mean is it's a line item that's not tied to 11 a donation. They have a dedicated fund for 12 SIAT regardless of how the money moves around 13 on their side of the ledger. 14 Again, we have to see what the 15 government lawyers decide, if that's even 16 feasible or not. But we were told the 17 manufacturing fund absolutely complicates the 18 effort. 19 UNIDENTIFIED SPEAKER: It's hard for 20 us to map and then get that money back to 21 do something. 22 MR. BAGER: Certainly. 23 UNIDENTIFIED SPEAKER: It puts us in 24 a difficult position. 25 MS. MANDALA: SIAT will now be</p>	<p style="text-align: center;">Page 115</p> <p>1 you're talking about. The language keeps 2 changing. The initial language was relating 3 to the ability to pay for a biometric exit, 4 I believe. I don't know if that's been 5 settled upon. 6 MS. MANDALA: Do you find CTP 7 officers apart of it as well, Todd? 8 MR. SMITH: Half of it is through 9 appropriation, and that would be \$4. And 10 that is tied to immigration tax. 11 MS. MANDALA: Does that then further 12 complicate it? 13 MR. SMITH: We probably should table 14 this one. This is opening up large can of 15 worms that we should probably dial back and 16 address maybe a little bit offline today on 17 some of these things that relates to funding. 18 This is not the appropriate moment to delve 19 into it. 20 MR. HAYES: It is the government's 21 job to figure out how things get funded and 22 not funded. I think we need to point out 23 some of the risks that come with all these 24 additional fees and charges. You know, it's 25 \$2 here, \$5 here.</p>
<p style="text-align: center;">Page 114</p> <p>1 handled under the National Travel and Tourism 2 Office. So I would really be a proponent of 3 Option-1, which is let's fund what's 4 necessary appropriately through the budget 5 process. 6 Dick and I were talking about this 7 yesterday. The funding has now been 8 restored. It was actually going to be taken 9 out and put in for 2014. So we've been able 10 to maintain it. Now, if it's not funded 11 appropriately or to its right levels, I think 12 we should then look at doing it in the 13 budget. 14 My concern on Option 2 is the fact 15 that in the immigration proposal, that's how 16 there's the increase on the ESTA basically 17 almost doubling the ESTA fee to \$30. Today 18 it's \$14. It's adding another \$16 onto 19 that. 20 In addition, the ESTA money really 21 goes to support the DHS's role and CTP. 22 MR. SMITH: A very small part of 23 that. 24 UNIDENTIFIED SPEAKER: It was \$16. 25 MR. SMITH: Oh, within the bill</p>	<p style="text-align: center;">Page 116</p> <p>1 By the way, it's not just on the 2 U.S. end, but when travelers come from all 3 parts of the world, it also increases 4 charges. You very quickly get to several 5 hundred dollars of fees and charges. I 6 think that we haven't yesterday understood 7 what an impact it's having on demand. 8 And specific to the item here, 9 there's a lot of companies, and there's been 10 so much collaboration with companies. But 11 the ability in this area to get step-changed 12 on the amount of information, one of the 13 things we do every week now is, social media 14 is so big. You get a one-page work file. 15 It's not market research in the purest form 16 that allows you to go and allocate assets, 17 but it gives you a very good snapshot that 18 says now you have a problem with U.S. 19 arrivals from what China officials are 20 telling me. 21 I think just being transparent I 22 think on behalf of the airline sector, adding 23 \$2 as an extra fee on top of other charges, 24 we're not helping them build the goals to 25 get travelers come to this currently.</p>

<p style="text-align: center;">Page 117</p> <p>1 CHAIR DAVIDSON: So are the second 2 and third paragraphs in the letter being 3 asked to be tabled? 4 MR. SMITH: Given the tremendous 5 attention to competitive reform and what is 6 going on in those negotiations and the 7 complications associated withit, we may be 8 asking for trouble. I'm trying to be 9 diplomatic. 10 MS. MANDALA: Would the research 11 committee want to pull back at this time 12 because of what's happening? 13 CHAIR DAVIDSON: The reason for my 14 question -- and I don't know if you want to 15 defer to Kevin to pick up your diplomacy 16 where you just left off. But what I'm 17 trying to determine is, are you good with 18 Options 1 and 3 and Option 2 having A and 19 B? 20 UNIDENTIFIED SPEAKER: There's a 21 balance of funds there that are unallocated 22 within the ESTA fund. There's \$10 that goes 23 to DHS, and there's \$10 that are held in 24 trust for Brand USA. But there's additional 25 revenue that is generated over and abovethe</p>	<p style="text-align: center;">Page 119</p> <p>1 at doing that. 2 MS. MANDALA: Is it acceptable to 3 say that we are advocating for a dedicated 4 source of funding without going into how that 5 happens? 6 UNIDENTIFIED SPEAKER: A dedicated 7 source of funding, yes. The issue is Option 8 1. It's sort of hard to actually exercise 9 Option 1 because funds are appropriate. And 10 so it's unclear to me. 11 I think it's fine to have it. It's 12 unclear to me operationally how that sustains 13 the survey formany years because there are 14 still decisions that need to be made and the 15 appropriators need to appropriate to us. 16 Now, let me just ask, is your 17 concern --because, on the other hand, you can 18 make recommendations to us, and we just don't 19 have to respond. 20 There's lot of information up here. 21 Do you have a particular concern around the 22 recommendation coming in? Because we can 23 simply say there's are commendation that 24 comes, and we will think about it. 25 MR. SMITH: I think you're opening</p>
<p style="text-align: center;">Page 118</p> <p>1 hundred million. 2 CHAIR DAVIDSON: This becomes 2B to 3 me. If that's the sticky point, let's have 4 the conversation there. That's what I'm 5 asking. I'll let Kevin answer Part 1. 6 But what I'm saying is, well, right 7 now as you all know, the access fee we don't 8 get. The access fee goes to deficit 9 reduction. There are alot of good parts in 10 the immigration bill. And I think there's 11 some things in there that could be very 12 effective and helpful to many of the themes 13 that have been spoken about in the last few 14 hours. 15 It's not to be diplomatic. But I'm 16 not prepared -- well, I'm prepared but maybe 17 not willing in an open forum -- and I'm 18 willing to go off-lineand talk about this. 19 I think Robin is picking up on there's an 20 underlying situation going on that we have to 21 be cautious about. 22 And it's not to take away the good 23 smart research. We support that wholly. 24 But there is significant complications within 25 the funding streamas to how we want to look</p>	<p style="text-align: center;">Page 120</p> <p>1 up a can of worms with 2B. There's air 2 turbulence at the moment, and we're trying to 3 navigate and we're trying to fly this plane 4 in for immigration reform. And I think we 5 just need to walk cautiously. You probably 6 all find it hilarious saying that you have 7 to be cautious. I'm being sensitive. 8 But there are a lot of moving parts, 9 and there are a lot of people that want to 10 be cautious that we don't overextend. 11 MS. MANDALA: Can we make the 12 statement that we would like a line item in 13 the budget? 14 MR. SMITH: You can make that 15 statement. We're just here to listen. I'm 16 just offering some cautious advice as to how 17 we work through this. 18 UNIDENTIFIED SPEAKER: I think 19 getting better information, thinking about how 20 we organize these surveys, how we can create 21 steps to gather information. There's other 22 conflicting -- not necessary conflicting ideas 23 with the survey, but things that people want 24 to get funded. Until we understand what all 25 of those are, what impact we think it's</p>

<p style="text-align: center;">Page 121</p> <p>1 going to have.</p> <p>2 You look at countries in Europe who</p> <p>3 have made big increases in fees and taxation,</p> <p>4 and then they've pulled them out because of</p> <p>5 the catastrophic impact they had in terms of</p> <p>6 numbers. I think that's something we're very</p> <p>7 nervous about until we better understand</p> <p>8 that.</p> <p>9 MS. MANDALA: Would you say in a</p> <p>10 few months' time you will have more</p> <p>11 information that will guide us in a better</p> <p>12 direction?</p> <p>13 MR. SMITH: For DHS I think we play</p> <p>14 out the clock for the 2014 budget before we</p> <p>15 cloud the playing field with other</p> <p>16 complications.</p> <p>17 MR. BAGER: Is it still as</p> <p>18 complicated without 2B in there?</p> <p>19 UNIDENTIFIED SPEAKER: Can I make a</p> <p>20 recommendation in terms of the language? If</p> <p>21 you got rid of Options 1, 2 and 3 and leave</p> <p>22 it as long-term dedicated funding for SIAT to</p> <p>23 achieve its support in the tourism industry.</p> <p>24 How about extending that with a discussion of</p> <p>25 appropriate funding mechanisms?</p>	<p style="text-align: center;">Page 123</p> <p>1 they've viewed it as we can just put these</p> <p>2 things up. And my concern is if you keep</p> <p>3 increasing these charges, we decrease the</p> <p>4 demand for coming in.</p> <p>5 UNIDENTIFIED SPEAKER: A bolder step</p> <p>6 would be to say dedicated sufficient funding</p> <p>7 for the SIAT to achieve its mandate in</p> <p>8 support of the tourism industry with a</p> <p>9 discussion over appropriate funding mechanisms,</p> <p>10 including but not limited to Option 1 and</p> <p>11 Option 3. And you just eliminated Option 2,</p> <p>12 which is sort of the red herring here.</p> <p>13 But you were not limiting it to</p> <p>14 that. So you're sort of saying one option</p> <p>15 is dedicated funding that shows that the</p> <p>16 group believes that this is important to</p> <p>17 fund, but we also recognize maybe some of the</p> <p>18 challenges of a line item like that.</p> <p>19 Option 3 shows that perhaps putting</p> <p>20 this within Brand USA and funding it within</p> <p>21 their existing mechanism is an option, but</p> <p>22 there might be some other ones out there on</p> <p>23 the table.</p> <p>24 UNIDENTIFIED SPEAKER: And the</p> <p>25 subcommittee will further explore, et cetera,</p>
<p style="text-align: center;">Page 122</p> <p>1 UNIDENTIFIED SPEAKER: It would be</p> <p>2 fine.</p> <p>3 UNIDENTIFIED SPEAKER: Dedicate</p> <p>4 sufficient funding for the SIAT to achieve</p> <p>5 its mandate in support of the tourism</p> <p>6 industry.</p> <p>7 MR. ZUK: Is it okay to do a</p> <p>8 negative recommendation and say we advocate</p> <p>9 not to raise the ESTA fee. There was a</p> <p>10 push back to \$14. And if we change it to</p> <p>11 \$30, the explosion would be worse.</p> <p>12 CHAIR DAVIDSON: This would not be</p> <p>13 the letter to do it in coming from our</p> <p>14 research task force. That would be a</p> <p>15 recommendation that would be complicated. We</p> <p>16 would want to refer it to one of our</p> <p>17 subcommittees.</p> <p>18 From my personal perspective, it</p> <p>19 seems to run into the same concern we've got</p> <p>20 here in terms of how it plays out. I don't</p> <p>21 think this is a letter to do that in,</p> <p>22 Jonathan.</p> <p>23 MR. ZUK: I agree. It is a concern</p> <p>24 in the industry. These countries when</p> <p>25 they've looked at these charges in the past,</p>	<p style="text-align: center;">Page 124</p> <p>1 et cetera?</p> <p>2 UNIDENTIFIED SPEAKER: Right.</p> <p>3 UNIDENTIFIED SPEAKER: And if I may,</p> <p>4 just to hijack the moment. And I'm sorry</p> <p>5 for hogging the mike. If we agreed by the</p> <p>6 way with the hypothesis that the more</p> <p>7 expensive we make it to come here, the less</p> <p>8 likely people are to come. Where do we have</p> <p>9 that dialogue? Because I'm extremely</p> <p>10 concerned that some of the things that we</p> <p>11 may choose to do in the United States the</p> <p>12 next two or three years may mirror some of</p> <p>13 the things I've seen in Europe. For an</p> <p>14 airline industry, we're concerned with the</p> <p>15 direction of demand.</p> <p>16 MS. ANDOLINO: I think that this</p> <p>17 conversation moves that up on the list of</p> <p>18 things that the business climate subcommittee</p> <p>19 needs to address.</p> <p>20 CHAIR DAVIDSON: That was one of</p> <p>21 those topics that was handed to your</p> <p>22 committee that was raised by the full-time</p> <p>23 board to look at taxes on visitors as well</p> <p>24 as taxes on businesses themselves and the</p> <p>25 climate we're creating.</p>

<p style="text-align: center;">Page 125</p> <p>1 MS. MANDALA: I'm kind of remiss 2 that Rossi is not here because I know he 3 feels strongly about the funding component, 4 and he feels there should be agovernment 5 funded survey. So I just wanted to make 6 that statement. 7 And I'm hoping that we're going to 8 be able to pick up funding maybe at our next 9 meeting or before the end of the year 10 because it sounds to methat this initiative 11 is getting put under the table because 12 certain folks think there's more important 13 initiatives taking place. 14 And I'm sure there are important 15 things going on, but this is a source of 16 balance of payments. And to keep putting 17 off funding this thing just seems like a bad 18 dream. 19 MR. SMITH: Don't take hesitation 20 from this side of the room as -- we do 21 research in everything we do, and there's a 22 huge support for research. I think we just 23 need to be walking into that fully aware and 24 just being fully aware. No one is opposed 25 to research. We're all for it. We think</p>	<p style="text-align: center;">Page 127</p> <p>1 that conversation to start in the 2 subcommittee and come to the Advisory Board 3 willbe a very good thing. 4 UNIDENTIFIED SPEAKER: I think just 5 take the options out. It says everything we 6 need to say righththere. 7 MS. MANDALA: We can live with that, 8 taking the options out. 9 MR. BAGER: There should be some 10 dedicated funding mechanism. The intent of 11 it is, these are the three we discussed. 12 UNIDENTIFIED SPEAKER: But it's going 13 to touch a nerve. Yeah, we've unhighlighted 14 the one that has -- 15 MR. BAGER: Like everything, everyone 16 is competing for funds in research. Just so 17 I understand, we're removing all of the 18 options? 19 UNIDENTIFIED SPEAKER: Why do we 20 need options if the recommendation says 21 dedicate sufficient funding for the SIAT to 22 achieve mandate insupport of the tourism 23 industry? 24 CHAIR DAVIDSON: The options would 25 be removed from the letter, and then later</p>
<p style="text-align: center;">Page 126</p> <p>1 it's great. But we want to do a deep-dive 2 look at how we fund research. 3 Adding another fight into the mix, 4 my guidance, putting on my advisory hat is, 5 don't back off the importance of doing 6 research. Let's just be cautious about how 7 we talk about financing it. 8 UNIDENTIFIED SPEAKER: I would just 9 say there's nobody questioning -- I think 10 everybody knows the importance of research 11 and how to fund it. I think we don't want 12 to undermine the larger recommendation simply 13 because there is an option in here that 14 touches the third rail. You'll have 15 opposition to the entire recommendation in my 16 view. 17 And that's why I would suggest -- 18 and I concur with Kathleen's recommendation 19 in terms of how we might change the 20 language. It doesn't change anything about 21 our warranting to get funding for it. I 22 think you share my view in that. 23 MS. MATTHEWS: I think it's an 24 important thing for this group. I think we 25 had not addressed that head-on. And for</p>	<p style="text-align: center;">Page 128</p> <p>1 explore what those options would be. 2 UNIDENTIFIED SPEAKER: Put in a 3 discussion of funding not limited -- 4 including Options 1 and 3. 5 UNIDENTIFIED SPEAKER: We probably 6 should take a vote on this. 7 CHAIR DAVIDSON: The consensus is 8 driving towards pulling the detail of the 9 options out but putting in the language that 10 there needs to be a dedicated sufficient 11 funding source identified and there needs to 12 be conversations going forward that weneed to 13 be engaged in around what these funding 14 options are. 15 We are going to either put a period 16 there or say "including but not limited to 17 Option 1 and Option 3." No references to 18 Option 2 in our including but not limited 19 language. 20 UNIDENTIFIED SPEAKER: We already 21 know that Option 3 would be a legal problem. 22 Why not simply take 1, 2 and 3 out and 23 summarize what we need, andit will be open 24 for discussions. 25 UNIDENTIFIED SPEAKER: I would</p>

<p style="text-align: center;">Page 129</p> <p>1 support taking 1, 2 and 3 out, but I would 2 leave the line in. 3 CHAIR DAVIDSON: And that's the line 4 we would add. Is that this group would work 5 with the federal government to discuss what 6 our options would be. 7 I'm not hearing any strong visceral 8 reactions either way. So we will consider 9 this letter adopted subject to the options. 10 We have taken all three options off 11 the table, and we will reference this 12 recommendation. That there needs to be a 13 dedicated tabled funding source, and it will 14 be working in conjunction with the TTAB and 15 the SIAT subcommittee. 16 MR. LYNCH: The advocacy committee 17 has decided not to put in a report, not put 18 in a letter today. We are doing it in the 19 fall. And part of the reason for doing it 20 in the fall is that so many of the committee 21 reports have advocacy issues in them, like 22 this, for example. 23 And so we wanted to see what that 24 was first, and we wanted our report to in 25 some instances reflect what you all are</p>	<p style="text-align: center;">Page 131</p> <p>1 Maureen and everybody on that committee. 2 Thank you very much. We look forward to 3 your recommendations when we get together in 4 September. 5 Jenna has some house keeping items 6 for us as we come up on adjournment. 7 JENNA: Thank you everyone for your 8 comments and letters. We have two meetings 9 in the next two days. We will be confirming 10 the September meeting. There is a reminder 11 for tomorrow for the tour of the airport, 12 the CTP and TSA operations. If you want to 13 learn the differences between what a TSA and 14 CTP officer does, here's the chance. We 15 will meet at the Alaska Airlines ticketing 16 counter. 17 Thank you to Douglas for putting 18 that together. Thank you to U.S. Travel for 19 hosting us. It's an incredible partnership 20 to be able to be here at the IPW in Las 21 Vegas. 22 Rossi invited you all to a show 23 tonight to Beatles Love. If you took him up 24 on those tickets, see me at the reception, 25 which is right across the hallway right now.</p>
<p style="text-align: center;">Page 130</p> <p>1 saying and in some instances make sure we 2 are not redundant in what you're saying. So 3 that will be coming up. 4 In our meeting today, we looked at a 5 variety of recommendations that we've been 6 working on for awhile, but there are three 7 real categories of that: Impediments to 8 travel and tourism, legacy issues from the 9 last committee, issues about destination and 10 enhancing going to destinations, partnering 11 with destinations, content of destination, and 12 then promotion and communications around those 13 issues. So that's what we're looking at. 14 We have a number of things that the 15 committee today discussed that were in your 16 recommendations, like whole government and 17 issues that are related to the various 18 segments of population, to tribal ethnicities, 19 to different kinds of destination communities 20 to work in there. 21 So with that, that's pretty much 22 what we're going to be working on over the 23 summer. And, Maureen, anything else? 24 Maureen is the vice chair. Thank you. 25 CHAIR DAVIDSON: Thank you, Robert,</p>	<p style="text-align: center;">Page 132</p> <p>1 As soon as Todd adjourns us, we will see you 2 there. 3 CHAIR DAVIDSON: If that doesn't 4 tell you what I need to do next, so I don't 5 stand in the way of a martini, showgirls or 6 anything else, then all I have to say is we 7 are adjourned. 8 (Whereupon the meeting was concluded 9 at 5:25 p.m.) 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25</p>

Page 133

CERTIFICATE

COUNTY OF CLARK

I, Jane V. Efaw, certified shorthand reporter, do hereby certify that I took down in shorthand (Stenotype) all of the proceedings had in the before-entitled matter at the time and place indicated; and that there after said shorthand notes were transcribed into typewriting at and under my direction and supervision and the foregoing transcript constitutes a full, true and accurate record of the proceedings had.

Jane V. Efaw

DATED: June 18, 2013



Nationwide Depositions, Hearings and Trials • Conference Facilities
Videoconferencing • Legal Video Services • Exhibit Scanning
Transcript / Video Synchronization • 24-7 Online Repository

1.888.ACR.3335 • 1.800.862.4206 (FAX)
info@acrdepos.com • www.acrdepos.com • scheduling@acrdepos.com