UNITED STATES OF AMERICA
DEPARTMENT OF COMMERCE

U.S. TRAVEL AND TOURISM ADVISORY BOARD

MEETING

FRIDAY
DECEMBER 3, 2021

The Board met via Video Teleconference, at 2:01 p.m. EST, Brad Dean, Vice Chair, presiding.
PRESENT
BRAD DEAN, Discover Puerto Rico, PR, Vice Chair
CAROLINE BETETA, Visit California
DAVID GILBERT, Destination Cleveland and Greater Cleveland Sports Commission
RUSSELL HEDGE, Hostelling International USA
BILL HORNBUCKLE, MGM Resorts
DEBBIE JOHNSON, Arizona Office of Tourism
STEPHANIE JONES, Cultural Heritage Economic Alliance
ROLF LUNDBERG, Choice Hotels International
WILL MOREY, Morey's Piers
MARY MOTSENBOCKER, International Tourism Marketing, Inc.
VINAY PATEL, Fairbrook Hotels, VA
CATHERINE PRATHER, National Tour Association
TRICIA PRIMROSE, Marriott International
BRIAN QUINN, Domio
OLGA RAMUDO, Express Travel
STEPHEN REVETRIA, Giants Enterprise
DANIEL RICHARDS, Global Rescue LLC
MONICA SMITH, Southeast Tourism Society
ROB TORRES, Google, Inc.

ALSO PRESENT
JENNIFER AGUINAGA, Designated Federal Officer, U.S. Department of Commerce
SARAH MORGENTHAU, Deputy Assistant Secretary for Travel and Tourism, U.S. Department of Commerce
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MS. AGUINAGA: All right. It looks like it slowed down so let's go ahead and get started. Good morning, good afternoon everyone. Happy Friday. Welcome to this meeting of the Travel and Tourism Advisory Board.

As the Designated Federal Officer for the Board, the meeting is now officially open. Just a few logistical notes before we begin. Please ensure to keep your lines on mute if you are not speak.

When there's the opportunity for Board discussion, please use the raise your hand feature or, if you're on the phone and that feature isn't working, feel free to send me an email or just unmute your line. As a reminder, the only section for members of the public to speak is during the public comment portion of the agenda.

Now I will do a quick member roll call so please just unmute your line when I call your
name.

Brad Dean.

VICE CHAIR DEAN: Present.

MS. AGUINAGA: Caroline Beteta.

MEMBER BETETA: Here.

MS. AGUINAGA: Brian Chesky.


MEMBER GILBERT: Here.

MS. AGUINAGA: Russ Hedge.

MEMBER HEDGE: Here.

MS. AGUINAGA: Bill Hornbuckle.

MS. AGUINAGA: Debbie Johnson.

MEMBER JOHNSON: Here.

MS. AGUINAGA: Stephanie Jones.

MEMBER JONES: Present.

MS. AGUINAGA: Peter Kern. Rolf Lundberg.

MEMBER LUNDBERG: Present.


MEMBER MOREY: Here.
MS. AGUINAGA: Mary Motsenbocker.

MEMBER MOTSENBOCKER: Here.


MEMBER PATEL: Here.

MS. AGUINAGA: Catherine Prather.

MEMBER PRATHER: Here.

MS. AGUINAGA: Tricia Primrose.

MEMBER PRIMROSE: Here.

MS. AGUINAGA: Brian Quinn. Olga Ramudo.

MEMBER RAMUDO: Here.

MS. AGUINAGA: Stephen Revetria.

MEMBER REVETRIA: Present.

MS. AGUINAGA: Dan Richards.

MEMBER RICHARDS: Here.

MS. AGUINAGA: Adam Sacks. Monica Smith.

MEMBER SMITH: Here.


MEMBER TORRES: Here.

MS. AGUINAGA: Ron Vlasic. And Greg
Webb. If I missed you, or if you're joining late, please just shoot me an email and let me know you are on the line.

With that, I turn it over to Board Vice Chair Brad Dean.

VICE CHAIR DEAN: Thank you, Jennifer.

Good afternoon, or good morning, wherever we may find you this afternoon. Thank you for making time to join this important meeting of the U.S. Travel and Tourism Advisory Board. I think every meeting the TTAB holds is important, but I can't think in my time on the TTAB of more important, more necessary, and more consequential work than what we've been doing of late.

I want to take this opportunity to thank the members of the U.S. Travel and Tourism Advisory Board for the determination, dedication, and perseverance you've shown on tackling some really, really important issues and opportunities.

I would be remiss if we didn't give
our appreciation to Jennifer, Isabel Hill, and
the entire team at the National Travel and
Tourism Office for the unwavering support that
you provide in our efforts to do that.

When you think about just the
developments that have taken place just since we
last met, it's pretty clear that we are still in
a very dynamic environment that continues to
present unprecedented challenges, but also
opportunities for us so all the more reason why
we're taking on this work and working at the pace
we are, and also investing the time and the
talents that you and others who are participating
from outside TTAB to make these recommendations.

When I think of the two letters that
we recently sent to the Secretary, and the two
letters that we have today, I'm encouraged and
I'm inspired that I think we are laying the
ground work for some very profound progress that
will take place. Thank you, again, to everyone
who is assisting with this and making this
possible.
So today we're going to address two charges given by the Secretary. We did take some extra time because these are such big, massive topics. In some cases they extend beyond our industry and our nation, but very, very important and potentially very, very impactful.

Of course, our goal is to take advantage of the leadership and the enthusiasm that Secretary Raimondo, Deputy Assistant Secretary Morgenthau, and the team at NTTO and Commerce are bringing to this so that we can galvanize efforts and really make significant progress.

I want to take this opportunity to thank the Climate Subcommittee and also the Employment Subcommittee for the time, talents, and energy that you've invested in this. For any members outside of TTAB who are -- I shouldn't say members. Anyone outside of TTAB just spending the day that played a role in this as well, thank you for your efforts for that.

In particular, I want to thank our
colleague Caroline Beteta and Russ Hedge for leading these efforts. Neither one of these were easy or simple and Caroline and Russ did an excellent job at leading the charge.

I'm confident that after today we'll not only meet but hopefully exceed the Secretary's expectations and give her and the team at Commerce and NTTO what they need to begin pushing forward and making progress in these very important issues.

With that said, we'll go ahead and dive into the first set of recommendations. We'll begin with the Climate Subcommittee. I do want to make one clarification. We are going to review the version of the letter that was distributed earlier by Jennifer. There were some minor but meaningful edits that were proposed by our colleague.

We saw the revised letter earlier today. It's not substantive changes in terms of the spirit or the contents of the recommendation but there were a couple very meaningful
recommendations made so those have been
incorporated into the revised letter.

I also want to offer one observation
as we begin with this particular topic, in
particular for the members of TTAB that are new
to our organization. Typically we are striving
to develop some very actionable recommendations
that are summarized in very tight, well-
documented letters. We size up problems and
offer specific solutions. We identify
opportunities and marry those with succinct
tactics or strategies that will optimize
outcomes.

This first set of recommendations is
distinctly different from that traditional
approach. Instead, what we're doing is to
develop recommendations that really serve as a
starting point for the National Travel and
Tourism Office and Secretary Raimondo and the
team.

This is an incredibly important topic.
It's massive in size and scope. As I mentioned
earlier, this extends beyond our industry, and even beyond our nation in many respects. Today we are not coming to the Secretary with a solution to specific problems. Rather, we're looking for a starting point.

When you consider what Caroline is about to share with you, I would encourage you to ask yourself is this an adequate starting point for the Secretary and the team at NTTO to begin working on this charge. Simply stated, it's intended to be a beginning, not an ending point.

So, with that in mind, I'm pleased to turn the meeting over to our colleague, my dear friend from the Golden State, Caroline Beteta.

MEMBER BETETA: Thanks, Brad, and all of our fellow Board members for the opportunity to present this work of the Climate Change Subcommittee. Brad, I'm glad you clarified that. That was part of the complexity of us trying to get that focus on what we are presenting to you today that we are really breaking this off in a couple steps.
I also want to thank Sarah, Isabel, Jennifer, and the rest of the Department staff for your incredible guidance and support. We certainly had a lot of time in between meetings, even with you, Isabel, Linda, etc., really trying to shape and distill this into some solid recommendations and initiatives going forward.

With that said, stating the obvious, this was very highly engaged. It included several representatives from cruise ships, vacation rentals, travel services. I do want to thank them because they were on the phone in between and during this; Brian Chesky from Airbnb, Christine Duffy from Carnival Cruise Lines, Debbie Johnson from Arizona Tourism, Mary Motsenbocker from the International Tourism Marketing Organization, and Dan Richards of Global Rescue.

And we had a guest with us, Joe D'Alessandro, the President and CEO of San Francisco Travel. It was really a great -- specifically to identify -- data specifically can
help the industry. Stating the obvious, climate change affects every segment of our tourism industry in some way and it certainly does present the long-term challenges for all of us.

As we wrote in the preamble of the proposed letter to the Secretary, climate change is a profound threat to the stability of America's travel and tourism economy potentially affecting how much tourists travel, when they travel, and how much they spend. Some of us see these impacts almost every day.

I can say personally that in California and the rest of the western United States, climate-fueled wild fires have accelerated. We've experienced the eight worst wild fires in California history and they've occurred in the last four years, for example.

If it weren't for our truly heroic fire fighting efforts this past summer, we would have lost the city of South Lake Tahoe which all of you know is an iconic visitor destination. Meanwhile, 2021 was the third most active
hurricane season on record in the East and Southeast, a total of 21 storms garnering $70 billion in damage.

With that background, the Subcommittee identified three major impacts that are detailed in our proposed letter to the Secretary and I'll walk you through them now. First and foremost, extreme weather events. This includes heat and multi-year droughts that prompt wildfires and smoky skies in the West, and an increase of severe hurricanes and storms in the East and Southeast. This has implications not only on visitation but travel and tourism infrastructure.

The second of those was sea level rise. Climate change we know is increasing sea levels from Miami to San Francisco. This threatens billions of dollars in infrastructure for private tourism entities and public facilities and it's expected to be about 400 billion by 2060.

Finally, changes in seasonality. Summers are getting longer and other seasons are
getting shorter. The tourism and outdoor recreation economies are significantly affected. Ski seasons are shorter, migration patterns for both wildlife and plant life are obviously shifting.

The Subcommittee came up with three areas of inquiry for NOAA specifically. The first is risk mitigation. More precise projections of travel-related climate impacts by region and subregion. This can help the industry meet the challenge of rising insurance costs.

It also will help the industry and government accurately inform with optimal decisions such as those related to seasonality challenges. The second of those was education. Specifically, the help in framing specific climate impacts on travel and tourism for millennial and Gen Z consumers, and school-age preconsumers that can elevate the issue and promote sustainable behavior.

Finally, assessing carbon emissions. By developing a set of basic tools that the
industry members can use to measure the level of carbon in the atmosphere at the destination level would be a great first step. In the longer term, NOAA methodologies could allow individual businesses such as restaurants, hotels, and small and medium-size enterprises to assess carbon markets to offset those impacts.

So that's a quick summary of the work that's been done over the last several weeks. Thank you again for the opportunity to make these recommendations on behalf of the Board. Such a critical issue for the travel and tourism industry and we are happy to answer any questions. Thanks, Brad.

VICE CHAIR DEAN: Caroline, thank you to you and the Subcommittee and all the others who participated in this. You provided a very succinct summary of a lot of major work with tremendous potential consequences for our industry. Thank you for your leadership and also thank you to the subcommittee members for the effort.
We're going to take a few minutes now for the TTAB members to discuss the recommendations put forth by the Subcommittee. If you have any questions or comments, even those who are on the Subcommittee who may want to add some color or context to Caroline's comments, you are certainly welcome to chime in as well.

As Jennifer mentioned earlier, if you can, try to use the raise-your-hand function. Jennifer, who is better at monitoring that than I am, will guide us through there. If you're on the phone, or you don't have the raise-your-hand function available, just try to time your comments maybe when someone else is finished speaking so we're not talking over each other. If you're not speaking, please keep it on mute.

I will say for those who are not TTAB members, this section of the agenda is really just for the TTAB members to discuss the recommendations. In the next portion of our meeting there will be an opportunity for public comment.
With that said, we'll open it up for discussion on the Climate Subcommittee's recommendations.

Jennifer, I'm not seeing or hearing any comments.

MS. AGUINAGA: I don't see any.

VICE CHAIR DEAN: Okay. Last call for any comments or questions. If not, it's certainly okay. We'll move on but don't want to cut short any meaningful discussion or answering any questions. We'll be moving on to public input shortly and then voting on the recommendations later in the meeting. Last call for any comments or questions.

All right. Caroline, you made that look awful easy. Congratulations. We'll be voting on that shortly.

We're going to go ahead and move into the next set of recommendations. This is from the Employment Subcommittee. I suspect we all recognize that the work force related issues are some would argue the greatest impediment to our
recovery long term. I can speak to it from here in Puerto Rico.

We are having the all-time-record level of visitation in the history of Puerto Rico tourism. We are probably 15 to 20 percent above pre-pandemic levels. Yet, employment is still 6,000 full-time jobs below pre-pandemic levels.

It doesn't take an economist to figure out that's just not sustainable and we're a round error in the larger national numbers. I think if we're honest with each other, we can admit that there are many work force related challenges that existed pre-pandemic and, to some degree, the pandemic has exacerbated those.

Then you look at some that were secondary concerns two or three years ago that are now becoming major issues disrupting the flow of converse and really hindering the travel planning process and stalling or impeding the recovery.

This was no easy task for the Employment Subcommittee and they have done a
splendid job at identifying a lot of issues and
opportunities trying to identify which ones
should be prioritized into recommendations and
then sizing them up into both short-term and
medium-term recommendations and a credit to the
Subcommittee for not shying away from some very
important and what some might perceive to be a
controversial topic in the interest of the enemy
-- in the interest of the industry. Excuse me.

Let me, if I can, turn this over to
our colleague Russ Hedge who has led the
employment Subcommittee to lead us through this
discussion, and then we'll proceed to have a TTAB
discussion on the recommendations.

Russ.

MEMBER HEDGE: Thanks, Brad. So this
was a terrific group and I would like to begin by
naming them; Liz Fitzsimmons, Maryland Office of
Tourism, David Gilbert, Destination Cleveland;
Stephanie Jones; Cultural Heritage Economic
Alliance; Rolf Lundberg; Choice Hotels; Will
Morey, Morey's Piers; Catherine Prather, National
Tour Association;

Olga Ramudo, Express Travel; Monica Smith, Southeast Tourism Society; and D. Taylor, UNITE HERE. I just received word that D. Taylor won't be joining us today because his daughter had a baby boy, first grandchild. D., thank you for your commitment and glad you are where you belong.

The Subcommittee held seven meetings over the last eight weeks. I've heard from 10 outside presenters and I would like to give them a shout out as well. Destination Analysts supported by the U.S. Travel Association; The American Hotel and Lodging Association; Hospitality Program at Florida Atlantic University; the American Business Immigration Council;

IAAPA, the Global Association for the Attractions Industry; United Airlines; the Hospitality Program at Virginia State University; MGM Resorts; and the National Society of Minorities and Hospitality.
I would also like to thank the Bureau of Labor Statistics for a written submission.

So our letter frames the recommendations. We had three elements to our charge. Our first element was to identify the drivers, the key drivers in the current labor force shortage to make recommendations where the public and private sectors can work together to address the challenges. And then to take account the disproportionate effect of the pandemic on women and minorities.

With regard to the drivers, the letter summarizes eight drivers and three sets or three buckets. The first set of drivers frankly have been around awhile and they have discouraged labor force participation prior to COVID. These include the availability of child and elder care, transportation to work, competitive wages, and how employers take into account criminal records.

The effect of these for drivers is to narrow the available worker pool and once hired issues like family care responsibilities and
difficult transportation to work can lead to absenteeism and to job loss.

The second set of drivers, there are three. They are routed in the pandemic and how workers are responding. The first is changes in personal priorities. Surveys have shown workers placing a higher value on low stress jobs and work/life balance, which is not always true with public facing jobs like we have within travel and tourism.

There's also a desire for job change and higher satisfaction based on survey results. Finally, a desire for job security which can be a difficult sell for an industry that needed to downsize during the pandemic.

The third is one driver related to the federal agency response to operational challenges, confronted by it and created by COVID, and that's the decline in processing of J-1 and H-2B visa applications which compounded a seasonal labor shortage last summer.

The letter indicates that different
drivers impact different sectors and regions differently but if we look across all eight, we've got a formidable challenge at a time when there's a low national unemployment rate overall.

The travel and tourism industry has a quick rate about double the norm and about 1.6 million unfilled jobs which we all know is painful to each of us and each of our organizations personally. This is also painful to the national economy.

The good news is that the Subcommittee learned of efforts already underway within the industry to address the challenges. An interesting BLS report in October reported that average hourly wages or earnings for leisure and hospitality employees increased 13.9 percent over October 2019 which was more than 50 percent greater than the average increase across the private sector over all.

There are other examples as well. U.S. travel is underwriting survey research to help us all better understand the employment
challenges. AHLA is redoubling its efforts to map career pathways within the hospitality industry. I think the willingness of the other outside presenters to participate in the Subcommittee's work sends an amazing message as well.

Yet, I think the Subcommittee felt like we're dealing with a massive complicated unprecedented challenge which really goes to the heart of the Secretary's request. The letter contains three core recommendations to the Secretary with 10 sub-recommendations -- I'm not going to go through them all -- at a high level.

The first set of recommendations envisions the Secretary as a convener of two summit-like meetings of the industry or sectors within it. One to address impediments to a stable competitively paid work force.

The other mapping career pathways to secure long-term well-paying jobs. In both cases the focus we feel ought to be on addressing the disparities faced by women and minorities both
during the pandemic and prior to the pandemic.

Second, we are recommending that tools and funding be used which are already available under federal infrastructure and relief programs to address some of the structural work force challenges that were identified as drivers earlier in the letter. These are challenges that have persisted especially for women, minority, and low wage workers and includes childcare, elder care, training, and worker transportation.

Third, to invest in raising the public profile of travel and tourism as a source of income and jobs for local communities, and as a pipeline for talented workers. All that said, the current worker shortages are so large that we felt the need to recommend measures that in the meantime would widen the pool of available workers and we are suggesting that we do that through existing seasonable worker visa programs and through a new look at immigration policy.

The first would involve investing in the proper functioning of the J-1 and H-2B visa
programs which have been interrupted by the pandemic, and also in their expansion. Then, secondly, to bring fully into the work force the 11 million immigrants already in the U.S. without legal status. These are put forth as pragmatic responses to support a business recovery at a critical time.

Brad, I'll turn it back to you with thanks to the Secretary for her foresight and leadership in requesting this set of recommendations. I also appreciate Isabel Hill and her team for counsel and support. And Sarah Morgenthau, thank you for your leadership and we appreciate your team. Thank you.

VICE CHAIR DEAN: Thank to you, Russ, and the Subcommittee for some really, really fine work, not only on a big important topic but with the way in which you approached it involving many, many voices which helps us to build a set of recommendations that brings a variety of perspectives.

We're going to take this time now for
the TTAB members to discuss these recommendations, ask any questions, or seek clarifications. As I mentioned earlier, if the members of the Subcommittee have anything they want to add to this, I certainly welcome that.

For those who are not TTAB members, give us just a few minutes and we'll get to the next part of the agenda where we'll have public comments. We'll open it up for comments or questions from the TTAB members.

I am not hearing or seeing any. We'll give it just another moment in case anybody has any questions or comments. If not, we'll move on to the next part of the agenda.

Okay. I think we're moving through this very expeditiously so we'll go ahead. Thank you, again, to Russ, To Caroline, and to your Subcommittees for the great work.

We are going to now move into public comment. For those who are not a member of TTAB who have an interest in this today, we certainly
welcome your participation. We would ask, if you can, to introduce yourself and also who you are representing. If you can, we would really appreciate you keeping your comments within two minutes and we'll open it up now.

If you can use the raise-your-hand function. If you are not able to do that and you are calling via phone, just make sure that we're not talking over each other. Let the previous speaker finish and then we'll welcome your comments. We'll open the discussion up for public comment.

Jennifer, I am not hearing or seeing anyone and I don't think anyone had previously requested to speak. Is that correct?

MS. AGUINAGA: No, I don't see anything. Everyone is anxious to get the weekend started.

VICE CHAIR DEAN: All right. Far be it for me to stand in the way of that. We'll go ahead and move on to the next part of the agenda which is voting on the recommendations. We are
going to vote on the two letters that have been presented individually so we would ask for the TTAB members to go ahead and unmute yourself and we'll vote on these just in unison.

The first letter presented by Caroline Beteta on behalf of the Climate Subcommittee. I would ask all in favor to say aye.

(Chorus of aye)

VICE CHAIR DEAN: Any opposed to the letter? So the Climate Subcommittee letter has been affirmed. Thank you to Caroline and the Subcommittee.

We'll now move on to the Employment Subcommittee's recommendations. All in favor say aye.

(Chorus of aye)

Any opposed? Okay. So the Employment Subcommittee's letter has also been affirmed. Both have been accepted and will be finalized and sent to the Secretary.

Again, thank you to the members of the TTAB for the fine work on both the two letters
approved today and also the two letters approved previously. These are such big and important topics. I suspect we might see some of these come forth in future efforts and charges issued by the Secretary.

It's certainly not an ending point on any of these, but the work that has been done is going to lay the foundation for some great progress ahead. Thank you to all who have invested the time and your talents in this. Very important and great progress.

Looking forward to the next TTAB meeting, we do expect that we'll be convening a meeting at some point, likely in the spring of 2022, hopefully in person. We do not have a date as of yet but, as always, Jennifer will keep us apprized and update us on that once we do have a date.

Now I would like to turn the meeting over to our Deputy Assistant Secretary Sarah Morgenthau for a brief update from her.

Madam Deputy Assistant Secretary.
DEPUTY ASSIST. SEC. MORGENTHAU: Thank you, Brad. Greetings to everyone. These are really terrific recommendations. As Brad said, this is not an end point by any means. We are delving into our national strategy which I'll talk about in a minute, but they will be definitely incorporated.

Really just thanks is never enough for how grateful we are to all of you for your time and commitment. We know that both are really precious commodities. Thank you not only from me, but from Secretary Raimondo who routinely mentions how grateful she is to each and every one of you.

A quick update on Omicron, which I know has been top of mind. I wanted to just provide you with an update, something I know we've all been focused on starting over the Thanksgiving weekend when the news broke about the new variant.

The CDC actually just went up on their website with the amended global testing order
which is reducing the timing for pre-departure
testing for all travelers entering the United
States regardless of country of origin and
vaccination status from three days to one day.
That will go into effect at 12:01 a.m. on Monday
December 6th for all flights that are leaving on
or before that time.

This will not put an additional burden
on the airlines. They are already doing this for
unvaccinated travelers who need a negative COVID
test one day before departure. Additionally, the
transportation mask mandate was to expire January
18th. It will be extended for 60 days to March
18th.

Heightening the pre-departure testing
timeline to the day before travel is being done
as a recommendation by public health experts,
this step in addition to previous restrictions
that require foreign travelers to be fully
vaccinated will help protect the American people
and bide some time as the CDC learns more and the
science about Omicron develops.
The 212(f) restrictions that were reinstated in the Presidential Proclamation from South Africa and the seven other African countries are still in place. These include Botswana, Zimbabwe, Namibia, Lesotho, Eswatini, Mozambique, and Malawi. The policy does not apply to American citizens, lawful permanent residents, or other exempt individuals. As with all international travelers, they must still test negative prior to travel.

Under the Presidential Proclamation the policy will be reviewed by the Secretary of HHS within 30 days and by the final day of every calendar month thereafter. The Secretary will make recommendations to the President as to continuing, modifying, or terminating the proclamation.

Convening the Tourism Policy Council. Last month, Secretary Raimondo convened a Tourism Policy Council meeting to kick off development of the new travel and tourism strategy so we are onward and looking forward.
The last strategy was completed in 2012 and updated in 2019. To support the development of this new strategy, my office and the interagency kicked off a round of Tourism Policy Council working Group meetings which are underway.

In addition to the marketing, facilitation, and visitor services section found in the 2012 strategy, we offer new chapters on preparing the sector for the effects of climate change, as well as response and recovery from natural disasters and public health threats. Your letters and input will feed into the process which we hope to complete with the final strategy in March.

Again, thanks is really not enough to tell you for all the incredible work that you have done this past year. Your engagement and the quality of your work are held in the highest esteem by the Secretary and the Department.

Brad, thank you for your leadership as the acting chair. And really thanks to all of
you and I hope you have a wonderful holiday.

As Brad mentioned, we will -- we are planning to have another TTAB meeting in the first quarter of 2022 and we will get you that date as soon as we have it. Thank you again, everybody.

VICE CHAIR DEAN: Thank you, Madam Deputy Assistant Secretary. Thanks for all the energy, enthusiasm, and activity that you're bringing to this role. We are excited and looking forward to 2022 and doing some great things together.

On that, we are able to now end our meeting. I want to wish everybody a wonderful holiday season. Thank you again for the great work that you're doing and we look forward to convening, hopefully in person, in 2022. I will now hand the meeting back over to our Designated Federal Officer Jennifer Aguinaga.

MS. AGUINAGA: Thank you, Mr. Chairman. Thank you all for participating in today's meeting. With that, the meeting is
officially closed. Have a great weekend, everyone. Happy Holidays and we’ll see you in the new year, hopefully in person.

(Whereupon, the above-entitled matter went off the record at 2:37 p.m.)
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CERTIFICATE

This is to certify that the foregoing transcript

In the matter of: Travel and Tourism Advisory Board

Before: US DOC

Date: 12-03-21

Place: teleconference

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

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Court Reporter