

U.S. DEPARTMENT OF COMMERCE

+ + + + +

NATIONAL TRAVEL AND TOURISM OFFICE

+ + + + +

OVERVIEW SESSION

+ + + + +

THURSDAY
JUNE 1, 2023

+ + + + +

The Session convened via
Videoconference, at 10:30 a.m. EDT, Jennifer
Aguinaga, Deputy Director, Policy and Planning,
NTTO, presiding.

PRESENT:

BILL HORNBUCKLE, Chair; President and CEO, MGM
Resorts International
BRAD DEAN, Vice Chair; CEO, Discover Puerto Rico
JULIE COKER, President and CEO, San Diego
Tourism Authority
FRED FELLEMAN, Commissioner, Port of Seattle
LIZ FITZSIMMONS, Managing Director, Maryland
Department of Commerce Office of Tourism
and Film
MUFI HANNEMANN, President and CEO, Hawaii
Lodging & Tourism Association
RUSS HEDGE, President and CEO, Hostelling
International USA
STEPHANIE JONES, Founder and CEO, Cultural
Heritage Economic Alliance
ANDREW LEARY, Director of Sustainable Tourism
and Partnerships, Leave No Trace

PRESENT: (cont'd)

ERIC LIPP, Founder and Executive Director, Open
Doors Organization
CASANDRA MATEJ, President and CEO, Visit Orlando
PETER MILLONES, Executive Vice President and
General Counsel, Booking Holdings, Inc.
WILL MOREY, President and CEO, The Morey
Organization
TRICIA PRIMROSE, Executive Vice President and
Chief Global Communications & Public
Affairs Officer, Marriott International
LANA RAMOS, Vice President, Marketing and
Community Relations, Locally Grown
Restaurants
CARROLL RHEEM, Founder and CEO, iolite group
DAN RICHARDS, Founder and CEO, The Global Rescue
Companies
ADAM SACKS, President, Tourism Economics
JOHN SAGE, President, Accessible Travel
Solutions
GREG SCHULZE, Senior Vice President, Strategic
Travel Partners, Expedia
MONICA SMITH, President and CEO, Southeast
Tourism Society
JERRY TAN, President and CEO, Tan Holdings
DONALD TAYLOR, President, UNITE HERE
PETER VAN BERKEL, President, Travalco USA, Inc.

ALSO PRESENT:

JENNIFER AGUINAGA, Deputy Director, Policy and
Planning, National Travel and Tourism
Office
BRIAN BEALL, Acting Deputy Assistant Secretary
for Travel and Tourism and Director of the
NTTO
CURT COTTLE, Tourism Policy Council Secretariat
DAVID HUETHER, Deputy Director, Research

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

2 (10:31 a.m.)

3 MS. AGUINAGA: Thank you all for being
4 here. For those of you who don't know me, my
5 name is Jennifer Aguinaga, and I'm the Deputy
6 Director for Policy and Planning in the National
7 Travel and Tourism Office. And I'm also the
8 Federal Officer for the Travel and Tourism
9 Advisory Board.

10 So at the request of one of the
11 members, which was a great idea, we wanted to
12 give this NTT NTTO overview for those of you
13 who don't know a lot about what the National
14 Travel and Tourism Office does. This overview
15 will be a little bit shorter than we had
16 originally planned, since we moved from in person
17 to virtual. And given the fact that it is very,
18 very early for some of you on the call, we are
19 going to do just a brief overview.

20 But if you would like more
21 information, we're happy to do one-on-one
22 meetings with any of you at your convenience. So

1 just let us know.

2 So what we're going to do quickly this
3 morning is just walking through a quick overview
4 of our office. We're going to talk a little bit
5 about the Tourism Policy Council and the National
6 Travel and Tourism Strategy. And then we're
7 going to be talking about our research programs
8 and hopefully have time for a short demo of some
9 of that work.

10 Logistically, we are going to try and
11 end around 10:50 to 10:55, since we'll all need
12 to jump over to the other meeting for the actual
13 Board meeting, which is a separate Teams meeting
14 invite, and also we'll be putting that info in
15 the chat towards the end of the meeting.

16 So with that, I will turn it over to
17 our actually pretty new Office Director and
18 Acting Deputy Assistant Secretary for Travel and
19 Tourism, Brian Beall.

20 MR. BEALL: Good morning, everybody.
21 It's so great to meet all of you. I see many
22 familiar faces. I had a chance to meet some of

1 you at IPW in San Antonio last week.

2 As Jennifer mentioned, I recently
3 started. I'm serving now as the Director of the
4 National Travel and Tourism Office and currently
5 as the Acting Deputy Assistant Secretary for
6 Travel and Tourism. So I'm going to give you a
7 really quick top line overview of what our office
8 does, and then I'll turn to my colleagues, Curt
9 Cottle and Dave Huether, to go into more detail
10 about the Tourism Policy Council, the National
11 Travel and Tourism Strategy, and our research
12 program and products.

13 So with that, we'll turn to the next
14 slide.

15 So really quickly, the National Travel
16 and Tourism Office, or NTTTO as we call it, has a
17 few key objectives -- key activities and
18 objectives. Our office serves as the primary
19 point of contact for travel and tourism issues
20 within the Federal Government. We provide
21 research and national statistics on travel and
22 tourism to inform private and public sector

1 decisionmaking.

2 And we serve as the Secretariat for
3 the Tourism Policy Council, which is an
4 interagency body that coordinates government-wide
5 activities to support the growth of the industry.
6 And a key activity underway being led through the
7 Tourism Policy Council now is the implementation
8 of the National Travel and Tourism Strategy.

9 We also of course coordinate advice to
10 the Secretary of Commerce and the private sector
11 through the Travel and Tourism Advisory Board,
12 and we serve as the principal federal liaison to
13 Brand USA.

14 Additionally, we represent U.S. travel
15 and tourism policy in international fora, like
16 the Organization for Economic Cooperation and
17 Development's Tourism Committee, the Asia-Pacific
18 Economic Cooperation's Tourism Working Group, the
19 G20's tourism work stream, and other similar
20 multilateral groups where U.S. travel and tourism
21 policy is represented.

22 I'm getting a little bit of feedback.

1 MS. AGUINAGA: If everyone could just
2 mute -- we're hearing a little bit of feedback --
3 that would be great. Thank you.

4 MR. BEALL: So really quickly, those
5 are a couple of top line points regarding our
6 office and our activities. Again, as Jen
7 mentioned, happy to set up a call on anything we
8 cover during today's briefing for a one-on-one
9 discussion to go into more detail on anything of
10 interest.

11 So with that, I'd like to turn to my
12 colleague, Curt Cottle, who is going to talk to
13 you about the Tourism Policy Council and then
14 also the National Travel and Tourism Strategy,
15 both of which you'll be hearing a lot about
16 during our board meeting coming up in 25 minutes.

17 Curt?

18 MR. COTTLE: Thank you, Brian.

19 Next slide, please?

20 The Tourism Policy Council is mandated
21 by Congress. It is created by law, and it's set
22 up to coordinate policies and programs related to

1 travel and tourism, recreation, and natural
2 heritage, although primarily we focused on the
3 first part of that.

4 Next slide?

5 The Tourism Policy Council, as Brian
6 mentioned, was the body that led the development
7 of the National Travel and Tourism Strategy.
8 This slide is only meant to show you the
9 complexity of the Federal Government and how many
10 people were involved.

11 The first six here and OMB are
12 formally members of the Tourism Policy Council.
13 Agriculture and EPA and SBA have been
14 participating, along with CDC as invited members
15 as the law allows to do.

16 Next slide?

17 So the strategy, as you well know, is
18 focusing our federal efforts to support travel
19 and tourism. There are lots of phrasing in there
20 about working with state, local, tribal, and
21 private sector, but this is sort of a
22 federally-led USG document.

1 You were instrumental in helping us
2 create the goal. Thank you very much. It is
3 90 million visitors, 279 billion annually, by
4 2027, and it envisions how the private and public
5 sectors will work together. And a key phrase
6 here is the value and volume. We wanted to get
7 beyond just a numerical goal.

8 Next slide?

9 So it, as a reminder, has four pillars
10 promoting the U.S. as a travel destination,
11 facilitating travel, ensuring a diverse,
12 inclusive, and accessible tourism experience, and
13 fostering resilient and sustainable travel and
14 tourism.

15 The first two could be found in the
16 2012 National Strategy. The second two are new
17 for this go-round.

18 Also, a difference I should mention is
19 the 2012 strategy was a 10-year strategy. Coming
20 out of COVID, there was no way we could predict
21 that far into the future, so this is a five-year
22 strategy.

1 So I'll go roughly quickly through
2 this. I won't repeat the information that is
3 here, because you can look at it. What I thought
4 would be more helpful is to sort of talk about
5 some of the specifics in terms of what goes under
6 here.

7 So you'll be hearing, you know, about
8 tourism country plans. That's under strategy 1,
9 working on helping promote accessible travel,
10 working with outreach to diverse communities to
11 make sure they are part of the picture, that they
12 are promoted as part of the U.S. marketing
13 message, the Recreation Economies for Rural
14 Communities Program, getting communities better
15 positioned for travel, and also promoting
16 responsible travel messages.

17 I know that NOAA, NPS, Forest Service,
18 BLM, are already in this space with responsible,
19 sustainable travel messaging. But we want to see
20 if there is more synergy in working together, and
21 then, obviously, leveraging large-scale events
22 like the Olympics and the World Cup that is just

1 around the corner.

2 Under facilitation, we are looking at
3 things like borderless visas and touchless
4 technology biometrics, remote processing, cross-
5 border work with Canada to make things easier
6 between the two countries, and TSA's One-Stop
7 Pilot Project with the U.K. Those are the kinds
8 of things that will pop up here under
9 facilitating travel.

10 Under diverse travel, this is lots.
11 It's two slides' worth of stuff. There are so
12 many ideas that were coming into place, because
13 it wasn't just the diversity. It wasn't just the
14 inclusiveness. It was a lot of the issues and
15 supporting the destinations and supporting and
16 the land and water agencies and the product that
17 they have as well.

18 So there is an enormous amount of work
19 that is with Native communities coming out of the
20 Native Act, but also there are lots of Office of
21 Indian Affairs in federal departments already
22 that are in this space.

1 The National Park Service is
2 broadening the national register, so that it is
3 more representative of the United States. There
4 is money for Historically Black Colleges and
5 Universities. There is -- the Corps of Engineers
6 is doing a -- developing a tool for sign language
7 at some of their facilities. There is digital
8 accessibility. There is activities around
9 visitor management.

10 All of these -- and not to mention
11 significantly all the workforce issues are in
12 this section. So there is a tremendous amount of
13 work being done within the diverse, inclusive,
14 and accessible tourism experience.

15 And then sustainability, another new
16 area for us that includes sharing best practices,
17 the investments in EV and EV infrastructure,
18 sustainability tools and metrics, sustainable
19 fuels.

20 An exciting thing that I think you'll
21 hear about is the White House has committed to a
22 satellite account, which sounds sort of esoteric

1 for the environment. But if you think about how
2 much we gained -- and Dave can back me up -- from
3 having a tourism satellite account, so that we
4 know the contributions of travel and tourism to
5 the national economy -- and we have an outdoor
6 recreation account now, so we understand how that
7 -- so adding an environmental satellite account
8 to this will give a much more complete picture in
9 the space of how sustainable travel and tourism
10 contributes to the national economy.

11 And I think that's it for me, so I'll
12 turn it over to Dave.

13 MR. HUETHER: Thanks, Curt.

14 Next slide, please?

15 So, hi, everybody. So my name is Dave
16 Huether. I am the head of research here at NTTU.
17 And what I'm going to do is I'm going to share my
18 screen, and I'm going to go over some products
19 with you.

20 Does everybody see my screen?

21 MR. COTTLE: Yeah. You're good, Dave.

22 MR. HUETHER: Okay. Good. Thanks.

1 So the research part of NTTO, we are
2 in charge of estimating and publishing
3 international travel volume to the United States
4 from 250 countries and regions that we do every
5 month. We also publish visitation by visa type,
6 by age, by port of entry, by first visit for most
7 of the major inbound countries of the world.
8 That's a significant research product of ours.

9 The second one, which is the most
10 important, is the Survey of International Air
11 Travelers. Once international air travelers come
12 to the United States, once the international
13 visitation comes to the United States, where do
14 they go? How much money do they spend? What
15 activities are they involved in?

16 So every year we survey more than
17 100,000 international visitors, and from that
18 we've got very good market profile data.

19 In addition to that, we forecast
20 international travel to the United States, and we
21 paused that during the -- during the COVID period
22 of time, the last couple of years, but we began a

1 new forecast for international visitation earlier
2 this year.

3 Finally, we report on the spending by
4 international travelers to and from the United
5 States, as well as fund and publish the tourism
6 -- travel and tourism satellite account that Curt
7 mentioned.

8 One of the major areas that we have
9 been investing in the last couple of years has
10 been data visualization. So whether or not you
11 go to our I-94 program, which is inbound travel,
12 or you go to our I-92 program, which is
13 international air passenger volume, or you go to
14 the Survey of International Air Travelers
15 Program, each one of those we have developed data
16 visualization tools.

17 I'm going to show you one of them
18 right now, actually two of them. So the first
19 one, and probably the most powerful one, is the
20 Survey of International Air Travelers. And how
21 to use it is as simple as one, two, three. You
22 pick a year from 2012 to 2022. We just published

1 updated 2022 several weeks ago.

2 You pick -- if you want to look at a
3 particular overseas market, so I will go down
4 and maybe I will look at Germany. And then if I
5 want to see where the Germans went, I go and look
6 at destinations and hit go, and there we go.
7 That shows you in 2022 where the 1.5 million
8 German visitors went.

9 So in addition to destinations, we
10 have information related to trip planning, travel
11 party size, activities and purposes of the trip,
12 accommodations of transportation destinations, as
13 well as spending and income.

14 Now, this is not inclusive of the
15 entire Survey of International Air Travelers. We
16 developed this about a year and a half ago. We
17 are working on doing two things that is going to
18 make this information even more useful to the
19 travel industry.

20 Number one is that we are going to
21 expand what you can analyze to basically all the
22 questions in the slide, and there are about

1 30 questions.

2 Number two is that we are going to
3 increase the frequency of the Survey of
4 International Air Travelers from annual to
5 quarterly. So you will be able to look in real
6 time about where international air travelers are
7 going. So that is one exciting tool.

8 The second tool I want to show you
9 real quick is the -- what we call the APIS I-92
10 monitor, which basically follows or allows you to
11 analyze air passenger volume from every
12 international airport in the United States to
13 every international airport in the world. And it
14 can be done on an annual basis or on a monthly
15 basis.

16 So what I have right here is all
17 international travel to JFK. And it shows you
18 that in the first four months of this year nearly
19 10 million travelers traveled in and out of JFK
20 for the rest of the world. And it decomposes the
21 information for arrivals to the United States and
22 arrivals from foreigners -- foreigners coming to

1 the United States and U.S. citizens returning.

2 It also decomposes it by departures
3 from the United States, i.e. from JFK. And there
4 are foreigners who are returning, and there are
5 also U.S. citizens who are originating in JFK.

6 If instead you wanted to not look at
7 JFK but wanted to look at a -- not overseas, but
8 wanted to look at a particular airport overseas,
9 you can in this instance pick London Heathrow.
10 And so now it will show you, okay, this is --
11 this is the travel information during the first
12 four months of travel this year between JFK and
13 Heathrow.

14 If you want to look at periods of
15 time, and you want to look at maybe how we did
16 compared to the first four months of last year,
17 you can say, "I want to look at January,
18 February, March, and April," it will then give
19 you growth rates and show you visitor volume
20 between JFK and Heathrow for the first four
21 months of last year versus this year.

22 So this is an exciting tool that we

1 have been working on, and we have developed so
2 far eight data visualization monitors. And we
3 are planning on improving the ones that we have,
4 and we are planning on building a number more
5 over the next several years.

6 So with that, thank you very much.

7 MS. AGUINAGA: Thanks, Dave. And
8 thanks to the rest of the team.

9 So we do actually have a couple of
10 minutes for any questions. If you have a
11 question, just raise your hand or just speak up.

12 Yes. I see Fred.

13 MR. FELLEMAN: Yeah. Thank you very
14 much. At the IPW conference, I had a little
15 glance at this dashboard. And one of the things
16 I saw that wasn't there were trend data. You can
17 look at each year individually, but not how it
18 changes over time. Is that one of the ads that
19 you might include?

20 MR. HUETHER: Yes. I -- and I
21 basically look at this as a data user as well.
22 So our first step was doing -- using it for a

1 particular year. But if you wanted to, say, look
2 at the share of German travelers that go to
3 Charleston, South Carolina, who are business
4 travelers, and you wanted to look at that over
5 multiple years, that's the area we're headed in
6 as well. Yes.

7 MS. AGUINAGA: And Stephanie?

8 MS. JONES: Thank you. Thank you for
9 sharing, Dave.

10 I have a question about the area that
11 allows you to determine the types of activities
12 or the types of -- the purpose that people were
13 visiting. Is it possible to further develop
14 under types of activities to be able to collect
15 data that indicates what type of diverse
16 experiences or activities, because when you're --
17 when we're talking about the National Travel and
18 Tourism Strategy, you know, throughout it it's
19 specifically indicating being able to target
20 underrepresented communities and small-scale
21 businesses.

22 So is there a way to ask people what

1 type of diverse activities, who facilitated it?
2 Was it an African American? Was it LGBTQ?
3 Because how will we be able to measure, you know,
4 the impact of tourists on diverse and
5 marginalized communities if we don't know who is
6 actually visiting and having those types of
7 experiences.

8 MR. HUETHER: The answer is there is
9 always a way. So what we have to find out --
10 when we make changes to the Survey of
11 International Air Travelers -- last time we did a
12 major, significant change was 2012. And if we
13 make significant changes, then we have to go
14 through a fairly lengthy process to make sure
15 we're not creating an over -- we're not overly
16 burdening the survey respondents.

17 If the questions -- if the changes we
18 make are deemed to be not significant, then we
19 can do that much quicker. So it's something that
20 we should think about and find out, if we want to
21 expand that in this area, what will be the way to
22 do it?

1 So that's something that we can
2 investigate and come back to you on. So I think
3 it's a great idea.

4 MS. JONES: Thank you.

5 CHAIR HORNBUCKLE: Jennifer? Bill.
6 I guess maybe a question for Brian.

7 MS. AGUINAGA: Yes.

8 CHAIR HORNBUCKLE: How does this group
9 interact with your agency? How do you see that
10 happening?

11 MR. BEALL: The TTAP interacting with
12 the National Travel and Tourism Office?

13 CHAIR HORNBUCKLE: Yeah. Because,
14 obviously, right now the way it's set up to the
15 Advisory Board, we're advisory, but obviously you
16 guys do a lot. You do most of the list, it
17 sounds like.

18 MR. BEALL: No. I think -- you know,
19 I think it's a very unique way that we have --
20 the NTTTO is set up, because not only do we get to
21 work with the TTAP and receive incredible
22 recommendations in the private sector to help

1 inform the work that we're doing, you know,
2 through Commerce's leadership role in travel and
3 tourism issues for the Federal Government, but
4 then we also have the Tourism Policy Council,
5 which is where we can bring the recommendations
6 to the interagency for consideration.

7 So I think, you know, it's just an
8 incredible model we have set up with the Travel
9 and Tourism Advisory Board and the TPC, and the
10 inputs that we receive from the TTAP are just so
11 helpful in all the work that we do to help
12 support the growth of the travel and tourism
13 industry, strengthen its competitiveness, and of
14 course, always our focus, increasing U.S. travel
15 and tourism exports.

16 CHAIR HORNBUCKLE: Thank you.

17 MS. AGUINAGA: Thanks, Brian.

18 Andrew?

19 MR. LEARY: Hey, Dave. Thanks for
20 running us through the in-bound traveler tool. I
21 think that it's really neat to see the
22 visualization. I was playing around with it, and

1 just a question for you. Is there a way to look
2 at the data in kind of a reverse sense?

3 So what I'm thinking about is, if I
4 was curious about in-bound traveler behavior to
5 American Indian communities, or those who are
6 seeking out national parks, is there a way to
7 select that, and then the output then ranks these
8 countries by order of response, for instance?

9 MR. HUETHER: The answer is not yet
10 through data visualization, but we -- we do have
11 -- do special runs of our data related to
12 national parks, American Indian communities. I
13 think shopping is another one. There are like
14 four special runs that we do. So we have the
15 data. We just have to incorporate it into these
16 data visualization monitors.

17 So the answer is, we don't have it yet
18 in data visualization, but we can do it. It's
19 just a matter of priority. And we will get there
20 over the next one to two years I think.

21 MR. LEARY: Thanks.

22 MS. AGUINAGA: Thanks, Andrew.

1 Stephanie, is yours something really
2 quickly? Otherwise, we have to move over to the
3 TTAP. Okay.

4 MS. JONES: Yeah. Just really quickly
5 adding onto Andrew's question. Just, again, be
6 intentional about making certain that other
7 communities beyond the Native Americans and the
8 national parks are included. That's all I wanted
9 to say.

10 MR. BEALL: And I just want to add one
11 thing. Thank you for the feedback on the
12 research tools. As Dave has mentioned, we are
13 continuing to build these out, and we really want
14 to make them, you know, user friendly and really
15 collecting the information that the industry
16 needs and is helpful to your work.

17 Jen, back to you.

18 MR. HANNEMANN: Jennifer, this is Mufi
19 Hannemann. I just want to say to Stephanie's
20 remarks, ditto, ditto, ditto.

21 MS. AGUINAGA: Okay. Thank you.

22 MR. HANNEMANN: Thank you.

1 MS. AGUINAGA: And definitely, if this
2 is a topic of interest, let's have more
3 discussions about it, whether it's through the
4 TTAP or in one-on-one conversations. You know,
5 it seems like data I think is always a popular
6 topic among us, so, again, we are happy to have
7 one-on-one briefings.

8 We can do a whole other -- we can do
9 a whole other session just on Dave demo-ing. He
10 loves to demo, so we could do that as well.

11 So thank you all. I hope this was at
12 least a little bit helpful, and hopefully we'll
13 continue the conversations.

14 Now we will move over to the TTAP
15 meeting, which, again, is a separate Teams link,
16 which I think, Christina, you can put in the
17 chat, or otherwise it should be on all of your
18 calendars. So I will see you all over there.

19 Okay. Thanks.

20 (Whereupon, the proceedings in the
21 above-entitled matter went off the
22 record at 10:55 a.m.)

A	21:21	1:20 2:3,4,8,9,12,13	13:21
a.m 1:10 3:2 26:22	areas 15:8	certain 25:6	Council 2:19 4:5 5:10
able 17:5 20:14,19 21:3	arrivals 17:21,22	Chair 1:13,14 22:5,8,13	6:3,7 7:13,20 8:5,12
above-entitled 26:21	Asia-Pacific 6:17	23:16	23:4
accessibility 12:8	Assistant 2:18 4:18 5:5	chance 4:22	Counsel 2:4
accessible 2:10 9:12	Association 1:18	change 21:12	countries 11:6 14:4,7
10:9 12:14	Authority 1:15	changes 19:18 21:10	24:8
accommodations		21:13,17	country 10:8
16:12	B	charge 14:2	couple 7:5 14:22 15:9
account 12:22 13:3,6,7	back 13:2 22:2 25:17	Charleston 20:3	19:9
15:6	basically 16:21 17:10	chat 4:15 26:17	course 6:9 23:14
Act 11:20	19:21	Chief 2:6	cover 7:8
Acting 2:18 4:18 5:5	basis 17:14,15	Christina 26:16	COVID 9:20 14:21
activities 5:17 6:5 7:6	Beall 2:18 4:19,20 7:4	citizens 18:1,5	create 9:2
12:8 14:15 16:11	22:11,18 25:10	COKER 1:15	created 7:21
20:11,14,16 21:1	began 14:22	colleague 7:12	creating 7:15
activity 6:6	behavior 24:4	colleagues 5:8	cross- 11:4
actual 4:12	BERKEL 2:14	collect 20:14	Cultural 1:20
ADAM 2:10	best 12:16	collecting 25:15	Cup 10:22
add 25:10	better 10:14	Colleges 12:4	curious 24:4
adding 13:7 25:5	beyond 9:7 25:7	come 14:11 22:2	currently 5:4
addition 14:19 16:9	Bill 1:13 22:5	comes 14:13	Curt 2:19 5:8 7:12,17
Additionally 6:14	billion 9:3	coming 7:16 9:19 11:12	13:13 15:6
ads 19:18	biometrics 11:4	11:19 17:22	D
advice 6:9	bit 3:15 4:4 6:22 7:2	Commerce 1:1,17 6:10	DAN 2:9
advisory 3:9 6:11 22:15	26:12	Commerce's 23:2	dashboard 19:15
22:15 23:9	Black 12:4	Commissioner 1:16	data 14:18 15:10,15
Affairs 2:6 11:21	BLM 10:18	committed 12:21	19:2,16,21 20:15 24:2
African 21:2	board 3:9 4:13 6:11	Committee 6:17	24:10,11,15,16,18
age 14:6	7:16 22:15 23:9	Communications 2:6	26:5
agencies 11:16	body 6:4 8:6	communities 10:10,14	Dave 5:9 13:2,12,15,21
agency 22:9	Booking 2:4	10:14 11:19 20:20	19:7 20:9 23:19 25:12
ago 16:1,16	border 11:5	21:5 24:5,12 25:7	26:9
Agriculture 8:13	borderless 11:3	Community 2:7	DAVID 2:20
Aguinaga 1:10 2:16 3:3	BRAD 1:14	Companies 2:9	DEAN 1:14
3:5 7:1 19:7 20:7 22:7	Brand 6:13	compared 18:16	decisionmaking 6:1
23:17 24:22 25:21	Brian 2:18 4:19 7:18 8:5	competitiveness 23:13	decomposes 17:20
26:1	22:6 23:17	complete 13:8	18:2
air 14:10,11 15:13,14	brief 3:19	complexity 8:9	deemed 21:18
15:20 16:15 17:4,6,11	briefing 7:8	conference 19:14	definitely 26:1
21:11	briefings 26:7	Congress 7:21	demo 4:8 26:10
airport 17:12,13 18:8	bring 23:5	consideration 23:6	demo-ing 26:9
Alliance 1:20	broadening 12:2	cont'd 2:1	Department 1:1,17
allows 8:15 17:10 20:11	build 25:13	contact 5:19	departments 11:21
American 21:2 24:5,12	building 19:4	continue 26:13	departures 18:2
Americans 25:7	burdening 21:16	continuing 25:13	Deputy 1:10 2:16,18,20
amount 11:18 12:12	business 20:3	contributes 13:10	3:5 4:18 5:5
analyze 16:21 17:11	businesses 20:21	contributions 13:4	destination 9:10
Andrew 1:21 23:18		convened 1:9	destinations 11:15 16:6
24:22	C	convenience 3:22	16:9,12
Andrew's 25:5	calendars 26:18	conversations 26:4,13	detail 5:9 7:9
annual 17:4,14	call 3:18 5:16 7:7 17:9	Cooperation 6:16	determine 20:11
annually 9:3	Canada 11:5	Cooperation's 6:18	develop 20:13
answer 21:8 24:9,17	Carolina 20:3	coordinate 6:9 7:22	developed 15:15 16:16
Antonio 5:1	CARROLL 2:8	coordinates 6:4	19:1
APIS 17:9	CASANDRA 2:3	corner 11:1	developing 12:6
April 18:18	CDC 8:14	Corps 12:5	development 8:6
area 12:16 20:5,10	CEO 1:13,14,15,18,19	Cottle 2:19 5:9 7:12,18	

Development's 6:17
Diego 1:15
difference 9:18
digital 12:7
Director 1:10,16,21 2:2
 2:16,18,20 3:6 4:17
 5:3
Discover 1:14
discussion 7:9
discussions 26:3
ditto 25:20,20,20
diverse 9:11 10:10
 11:10 12:13 20:15
 21:1,4
diversity 11:13
document 8:22
doing 12:6 16:17 19:22
 23:1
DONALD 2:14
Doors 2:2

E

earlier 15:1
early 3:18
easier 11:5
Economic 1:20 6:16,18
Economics 2:10
Economies 10:13
economy 13:5,10
EDT 1:10
efforts 8:18
eight 19:2
Engineers 12:5
enormous 11:18
ensuring 9:11
entire 16:15
entry 14:6
environment 13:1
environmental 13:7
envisions 9:4
EPA 8:13
ERIC 2:2
esoteric 12:22
estimating 14:2
EV 12:17,17
events 10:21
everybody 4:20 13:15
 13:20
exciting 12:20 17:7
 18:22
Executive 2:2,3,5
expand 16:21 21:21
Expedia 2:12
experience 9:12 12:14
experiences 20:16 21:7
exports 23:15

F

faces 4:22
facilitated 21:1
facilitating 9:11 11:9
facilitation 11:2
facilities 12:7
fact 3:17
fairly 21:14
familiar 4:22
far 9:21 19:2
February 18:18
federal 3:8 5:20 6:12
 8:9,18 11:21 23:3
federally-led 8:22
feedback 6:22 7:2
 25:11
FELLEMAN 1:16 19:13
Film 1:17
Finally 15:3
find 21:9,20
first 8:3,11 9:15 14:6
 15:18 17:18 18:11,16
 18:20 19:22
FITZSIMMONS 1:16
five-year 9:21
focus 23:14
focused 8:2
focusing 8:18
follows 17:10
fora 6:15
forecast 14:19 15:1
foreigners 17:22,22
 18:4
Forest 10:17
formally 8:12
fostering 9:13
found 9:15
Founder 1:20 2:2,8,9
four 9:9 17:18 18:12,16
 18:20 24:14
Fred 1:16 19:12
frequency 17:3
friendly 25:14
fuels 12:19
fund 15:5
further 20:13
future 9:21

G

G20's 6:19
gained 13:2
General 2:4
German 16:8 20:2
Germans 16:5
Germany 16:4
getting 6:22 10:14
give 3:12 5:6 13:8 18:18
given 3:17
glance 19:15

Global 2:6,9
go 5:9 7:9 10:1 13:18
 14:14 15:11,12,13
 16:3,5,6,6 20:2 21:13
go-round 9:17
goal 9:2,7
goes 10:5
going 3:19 4:2,4,7,10
 5:6 7:12 13:17,17,18
 15:17 16:17,20 17:2,7
good 4:20 13:21,22
 14:18
Government 5:20 8:9
 23:3
government-wide 6:4
great 3:11 4:21 7:3 22:3
GREG 2:11
group 2:8 6:18 22:8
groups 6:20
Grown 2:7
growth 6:5 18:19 23:12
guess 22:6
guys 22:16

H

half 16:16
hand 19:11
Hannemann 1:18 25:18
 25:19,22
happening 22:10
happy 3:21 7:7 26:6
Hawaii 1:18
head 13:16
headed 20:5
hear 12:21
hearing 7:2,15 10:7
Heathrow 18:9,13,20
HEDGE 1:19
help 22:22 23:11
helpful 10:4 23:11
 25:16 26:12
helping 9:1 10:9
heritage 1:20 8:2
Hey 23:19
hi 13:15
Historically 12:4
hit 16:6
Holdings 2:4,13
hope 26:11
hopefully 4:8 26:12
HORNBUCKLE 1:13
 22:5,8,13 23:16
Hostelling 1:19
House 12:21
Huether 2:20 5:9 13:13
 13:16,22 19:20 21:8
 24:9

I

I-92 15:12 17:9
I-94 15:11
i.e 18:3
idea 3:11 22:3
ideas 11:12
impact 21:4
implementation 6:7
important 14:10
improving 19:3
in-bound 23:20 24:4
inbound 14:7 15:11
include 19:19
included 25:8
includes 12:16
inclusive 9:12 12:13
 16:14
inconsistency 11:14
income 16:13
incorporate 24:15
increase 17:3
increasing 23:14
incredible 22:21 23:8
Indian 11:21 24:5,12
indicates 20:15
indicating 20:19
individually 19:17
industry 6:5 16:19
 23:13 25:15
info 4:14
inform 5:22 23:1
information 3:21 10:2
 16:10,18 17:21 18:11
 25:15
infrastructure 12:17
inputs 23:10
instance 18:9 24:8
instrumental 9:1
intentional 25:6
interact 22:9
interacting 22:11
interagency 6:4 23:6
interest 7:10 26:2
international 1:14,19
 2:6 6:15 14:3,10,11
 14:12,17,20 15:1,4,13
 15:14,20 16:15 17:4,6
 17:12,13,17 21:11
investigate 22:2
investing 15:9
investments 12:17
invite 4:14
invited 8:14
involved 8:10 14:15
iolite 2:8
IPW 5:1 19:14
issues 5:19 11:14 12:11
 23:3

J
January 18:17
Jen 7:6 25:17
Jennifer 1:10 2:16 3:5
 5:2 22:5 25:18
JERRY 2:13
JFK 17:17,19 18:3,5,7
 18:12,20
JOHN 2:10
JONES 1:20 20:8 22:4
 25:4
JULIE 1:15
jump 4:12
JUNE 1:7

K
key 5:17,17 6:6 9:5
kind 24:2
kinds 11:7
know 3:4,13 4:1 8:17
 10:7,17 13:4 20:18
 21:3,5 22:18 23:1,7
 25:14 26:4

L
LANA 2:7
land 11:16
language 12:6
large-scale 10:21
law 7:21 8:15
leadership 23:2
LEARY 1:21 23:19
 24:21
Leave 1:21
led 6:6 8:6
lengthy 21:14
let's 26:2
leveraging 10:21
LGBTQ 21:2
liaison 6:12
line 5:7 7:5
link 26:15
LIPP 2:2
list 22:16
little 3:15 4:4 6:22 7:2
 19:14 26:12
LIZ 1:16
local 8:20
Locally 2:7
Lodging 1:18
Logistically 4:10
London 18:9
look 10:3 16:2,4,5 17:5
 18:6,7,8,14,15,17
 19:17,21 20:1,4 24:1
looking 11:2
lot 3:13 7:15 11:14
 22:16

lots 8:19 11:10,20
loves 26:10

M
major 14:7 15:8 21:12
making 25:6
management 12:9
Managing 1:16
mandated 7:20
March 18:18
marginalized 21:5
market 14:18 16:3
marketing 2:7 10:12
Marriott 2:6
Maryland 1:16
MATEJ 2:3
matter 24:19 26:21
meant 8:8
measure 21:3
meet 4:21,22
meeting 4:12,13,13,15
 7:16 26:15
meetings 3:22
members 3:11 8:12,14
mention 9:18 12:10
mentioned 5:2 7:7 8:6
 15:7 25:12
message 10:13
messages 10:16
messaging 10:19
metrics 12:18
MGM 1:13
million 9:3 16:7 17:19
MILLONES 2:3
minutes 7:16 19:10
model 23:8
money 12:4 14:14
MONICA 2:12
monitor 17:10
monitors 19:2 24:16
month 14:5
monthly 17:14
months 17:18 18:12,16
 18:21
Morey 2:4,4
morning 4:3,20
move 25:2 26:14
moved 3:16
Mufi 1:18 25:18
multilateral 6:20
multiple 20:5
mute 7:2

N
name 3:5 13:15
national 1:3 2:17 3:6,13
 4:5 5:4,10,15,21 6:8
 7:14 8:7 9:16 12:1,2

13:5,10 20:17 22:12
 24:6,12 25:8
Native 11:19,20 25:7
natural 8:1
nearly 17:18
neat 23:21
need 4:11
needs 25:16
new 4:17 9:16 12:15
 15:1
NOAA 10:17
NPS 10:17
NTT 3:12
NTTO 1:11 2:19 3:12
 5:16 13:16 14:1 22:20
number 16:20 17:2 19:4
numerical 9:7

O
objectives 5:17,18
obviously 10:21 22:14
 22:15
office 1:3,17 2:17 3:7
 3:14 4:4,17 5:4,7,16
 5:18 7:6 11:20 22:12
Officer 2:6 3:8
okay 13:22 18:10 25:3
 25:21 26:19
Olympics 10:22
OMB 8:11
once 14:11,12
one-on-one 3:21 7:8
 26:4,7
One-Stop 11:6
ones 19:3
Open 2:2
order 24:8
Organization 2:2,5 6:16
originally 3:16
originating 18:5
Orlando 2:3
outdoor 13:5
output 24:7
outreach 10:10
overly 21:15
overseas 16:3 18:7,8
overview 1:5 3:12,14
 3:19 4:3 5:7

P
P-R-O-C-E-E-D-I-N-G-S
 3:1
Park 12:1
parks 24:6,12 25:8
part 8:3 10:11,12 14:1
participating 8:14
particular 16:3 18:8
 20:1

Partners 2:12
Partnerships 1:21
party 16:11
passenger 15:13 17:11
paused 14:21
people 8:10 20:12,22
period 14:21
periods 18:14
person 3:16
PETER 2:3,14
phrase 9:5
phrasing 8:19
pick 15:22 16:2 18:9
picture 10:11 13:8
pillars 9:9
Pilot 11:7
place 11:12
planned 3:16
planning 1:10 2:17 3:6
 16:10 19:3,4
plans 10:8
playing 23:22
please 7:19 13:14
point 5:19
points 7:5
policies 7:22
policy 1:10 2:16,19 3:6
 4:5 5:10 6:3,7,15,21
 7:13,20 8:5,12 23:4
pop 11:8
popular 26:5
port 1:16 14:6
positioned 10:15
possible 20:13
powerful 15:19
practices 12:16
predict 9:20
PRESENT 1:12 2:1,15
President 1:13,15,18
 1:19 2:3,3,4,5,7,10,10
 2:11,12,13,14,14
presiding 1:11
pretty 4:17
primarily 8:2
primary 5:18
PRIMROSE 2:5
principal 6:12
priority 24:19
private 5:22 6:10 8:21
 9:4 22:22
probably 15:19
proceedings 26:20
process 21:14
processing 11:4
product 11:16 14:8
products 5:12 13:18
profile 14:18
program 5:12 10:14

15:11,12,15
programs 4:7 7:22
Project 11:7
promote 10:9
promoted 10:12
promoting 9:10 10:15
provide 5:20
public 2:6 5:22 9:4
publish 14:5 15:5
published 15:22
publishing 14:2
Puerto 1:14
purpose 20:12
purposes 16:11
put 26:16
putting 4:14

Q

quarterly 17:5
question 19:11 20:10
 22:6 24:1 25:5
questions 16:22 17:1
 19:10 21:17
quick 4:3 5:7 17:9
quicker 21:19
quickly 4:2 5:15 7:4
 10:1 25:2,4

R

raise 19:11
RAMOS 2:7
ranks 24:7
rates 18:19
real 17:5,9
really 5:7,15 7:4 23:21
 25:1,4,13,14
receive 22:21 23:10
recommendations
 22:22 23:5
record 26:22
recreation 8:1 10:13
 13:6
regarding 7:5
regions 14:4
register 12:2
related 7:22 16:10
 24:11
Relations 2:7
remarks 25:20
reminder 9:9
remote 11:4
repeat 10:2
report 15:3
represent 6:14
representative 12:3
represented 6:21
request 3:10
Rescue 2:9

research 2:20 4:7 5:11
 5:21 13:16 14:1,8
 25:12
resilient 9:13
Resorts 1:14
respondents 21:16
response 24:8
responsible 10:16,18
rest 17:20 19:8
Restaurants 2:8
returning 18:1,4
reverse 24:2
RHEEM 2:8
RICHARDS 2:9
Rico 1:14
right 15:18 17:16 22:14
role 23:2
roughly 10:1
running 23:20
runs 24:11,14
Rural 10:13
RUSS 1:19

S

SACKS 2:10
SAGE 2:10
San 1:15 5:1
satellite 12:22 13:3,7
 15:6
saw 19:16
SBA 8:13
SCHULZE 2:11
screen 13:18,20
Seattle 1:16
second 9:16 14:9 17:8
Secretariat 2:19 6:2
Secretary 2:18 4:18 5:5
 6:10
section 12:12
sector 5:22 6:10 8:21
 22:22
sectors 9:5
see 4:21 10:19 13:20
 16:5 19:12 22:9 23:21
 26:18
seeking 24:6
select 24:7
Senior 2:11
sense 24:2
separate 4:13 26:15
serve 6:2,12
serves 5:18
Service 10:17 12:1
serving 5:3
session 1:5,9 26:9
set 7:7,21 22:14,20 23:8
share 13:17 20:2
sharing 12:16 20:9

shopping 24:13
short 4:8
shorter 3:15
show 8:8 15:17 17:8
 18:10,19
shows 16:7 17:17
sign 12:6
significant 14:8 21:12
 21:13,18
significantly 12:11
similar 6:19
simple 15:21
six 8:11
size 16:11
slide 5:14 7:19 8:4,8,16
 9:8 13:14 16:22
slides' 11:11
small-scale 20:20
SMITH 2:12
Society 2:13
Solutions 2:11
sort 8:21 10:4 12:22
sounds 12:22 22:17
South 20:3
Southeast 2:12
space 10:18 11:22 13:9
speak 19:11
special 24:11,14
specifically 20:19
specifics 10:5
spend 14:14
spending 15:3 16:13
started 5:3
state 8:20
States 12:3 14:3,12,13
 14:20 15:5 17:12,21
 18:1,3
statistics 5:21
step 19:22
Stephanie 1:20 20:7
 25:1
Stephanie's 25:19
Strategic 2:11
strategy 4:6 5:11 6:8
 7:14 8:7,17 9:16,19
 9:19,22 10:8 20:18
stream 6:19
strengthen 23:13
stuff 11:11
support 6:5 8:18 23:12
supporting 11:15,15
sure 10:11 21:14
survey 14:10,16 15:14
 15:20 16:15 17:3
 21:10,16
sustainability 12:15,18
sustainable 1:21 9:13
 10:19 12:18 13:9

synergy 10:20

T

talk 4:4 7:12 10:4
talking 4:7 20:17
Tan 2:13,13
target 20:19
TAYLOR 2:14
team 19:8
Teams 4:13 26:15
technology 11:4
terms 10:5
thank 3:3 7:3,18 9:2
 19:6,13 20:8,8 22:4
 23:16 25:11,21,22
 26:11
thanks 13:13,22 19:7,8
 23:17,19 24:21,22
 26:19
thing 12:20 25:11
things 11:3,5,8 16:17
 19:15
think 12:20 13:1,11
 21:20 22:2,18,19 23:7
 23:21 24:13,20 26:5
 26:16
thinking 24:3
thought 10:3
three 15:21
THURSDAY 1:7
time 4:8 14:22 17:6
 18:15 19:18 21:11
today's 7:8
tool 12:6 17:7,8 18:22
 23:20
tools 12:18 15:16 25:12
top 5:7 7:5
topic 26:2,6
touchless 11:3
tourism 1:3,15,17,18,21
 2:10,13,17,18,19 3:7
 3:8,14 4:5,6,19 5:4,6
 5:10,11,16,19,22 6:3
 6:7,8,11,15,17,18,19
 6:20 7:13,14,20 8:1,5
 8:7,12,19 9:12,14
 10:8 12:14 13:3,4,9
 15:5,6 20:18 22:12
 23:3,4,9,12,15
tourists 21:4
TPC 23:9
Trace 1:21
transportation 16:12
Travalco 2:14
travel 1:3 2:10,12,17,18
 3:7,8,14 4:6,18 5:4,6
 5:11,15,19,21 6:8,11
 6:14,20 7:14 8:1,7,18

9:10,11,13 10:9,15,16
 10:19 11:9,10 13:4,9
 14:3,20 15:6,11 16:10
 16:19 17:17 18:11,12
 20:17 22:12 23:2,8,12
 23:14
traveled 17:19
traveler 23:20 24:4
travelers 14:11,11 15:4
 15:14,20 16:15 17:4,6
 17:19 20:2,4 21:11
tremendous 12:12
trend 19:16
tribal 8:20
TRICIA 2:5
trip 16:10,11
try 4:10
TSA's 11:6
TTAP 22:11,21 23:10
 25:3 26:4,14
turn 4:16 5:8,13 7:11
 13:12
two 9:15,16 11:6,11
 15:18,21 16:17 17:2
 24:20
type 14:5 20:15 21:1
types 20:11,12,14 21:6

U

U.K 11:7
U.S 1:1 6:14,20 9:10
 10:12 18:1,5 23:14
underrepresented
 20:20
understand 13:6
underway 6:6
unique 22:19
UNITE 2:14
United 12:3 14:3,12,13
 14:20 15:4 17:12,21
 18:1,3
Universities 12:5
updated 16:1
USA 1:19 2:14 6:13
use 15:21
useful 16:18
user 19:21 25:14
USG 8:22

V

value 9:6
VAN 2:14
versus 18:21
Vice 1:14 2:3,5,7,11
Videoconference 1:10
virtual 3:17
visa 14:5
visas 11:3

visit 2:3 14:6
visitation 14:5,13 15:1
visiting 20:13 21:6
visitor 12:9 18:19
visitors 9:3 14:17 16:8
visualization 15:10,16
 19:2 23:22 24:10,16
 24:18
volume 9:6 14:3 15:13
 17:11 18:19

W

walking 4:3
want 10:19 16:2,5 17:8
 18:14,15,17 21:20
 25:10,13,19
wanted 3:11 9:6 18:6,7
 18:8 20:1,4 25:8
wasn't 11:13,13 19:16
water 11:16
way 9:20 20:22 21:9,21
 22:14,19 24:1,6
we'll 4:11,14 5:13 26:12
we're 3:21 4:2,4,6 7:2
 20:5,17 21:15,15
 22:15 23:1
we've 14:18
week 5:1
weeks 16:1
went 16:5,8 26:21
White 12:21
work 4:9 6:19 9:5 11:5
 11:18 12:13 22:21
 23:1,11 25:16
workforce 12:11
working 6:18 8:20 10:9
 10:10,20 16:17 19:1
world 10:22 14:7 17:13
 17:20
worth 11:11

X

Y

Yeah 13:21 19:13 22:13
 25:4
year 14:16 15:2,22
 16:16 17:18 18:12,16
 18:21,21 19:17 20:1
years 14:22 15:9 19:5
 20:5 24:20

Z

0

1

1 1:7 10:8

1.5 16:7
10 17:19
10-year 9:19
10:30 1:10
10:31 3:2
10:50 4:11
10:55 4:11 26:22
100,000 14:17

2

2012 9:16,19 15:22
 21:12
2022 15:22 16:1,7
2023 1:7
2027 9:4
25 7:16
250 14:4
279 9:3

3

30 17:1

4

5

6

7

8

9

90 9:3

C E R T I F I C A T E

This is to certify that the foregoing transcript

In the matter of: Overview Session

Before: DOC TTAB

Date: 06-01-23

Place: teleconference

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

Neal R Gross

Court Reporter

NEAL R. GROSS

COURT REPORTERS AND TRANSCRIBERS

1716 14TH ST., N.W., STE. 200

WASHINGTON, D.C. 20009-7831