

UNITED STATES OF AMERICA

DEPARTMENT OF COMMERCE

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U.S. TRAVEL AND TOURISM ADVISORY BOARD

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MEETING

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WEDNESDAY  
SEPTEMBER 13, 2023

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The Board met via Videoteleconference,  
at 1:00 p.m. EDT, Bill Hornbuckle, Chair,  
presiding.

PRESENT

BRAD DEAN, Discover Puerto Rico; Vice Chair

REGGIE AGGARWAL, Cvent

BALRAM BHEODARI, Hartsfield-Jackson Atlanta  
International Airport

ADAM BURKE, Los Angeles Tourism and Convention  
Board

BRIAN CHESKY, Airbnb

JULIE COKER, San Diego Tourism Authority

CHRISTINE DUFFY, Carnival Cruise Line

FRED FELLEMAN, Port of Seattle

LIZ FITZSIMMONS, Maryland Department of Commerce  
Office of Tourism and Film

MATT GOLDBERG, Tripadvisor, Inc.

MUFI HANNEMANN, Hawaii Lodging and Tourism  
Association

RUSS HEDGE, Hostelling International USA

PETER INGRAM, Hawaiian Airlines

STEPHANIE JONES, Cultural Heritage Economic  
Alliance

ANDREW LEARY, Leave No Trace  
ERIC LIPP, Open Doors Organization  
PETER MILLONES, Booking Holdings, Inc.  
WILL MOREY, The Morey Organization  
TRICIA PRIMROSE, Marriott International  
LANA RAMOS, Locally Grown Restaurants  
CARROLL RHEM, iolite group  
DAN RICHARDS, The Global Rescue Companies  
ADAM SACKS, Tourism Economics  
JOHN SAGE, Accessible Travel Solutions  
STEPHEN SCHERR, Hertz Corporation  
GREG SCHULZE, Expedia  
MONICA SMITH, Southeast Tourism Society  
JERRY TAN, Tan Holdings  
DONALD "D" TAYLOR, UNITE HERE  
PETER VAN BERKAL, Travalco USA, Inc.

ALSO PRESENT

JENNIFER AGUINAGA, Deputy Director for Policy  
and Planning, National Travel and Tourism  
Office, Department of Commerce  
BRIAN BEALL, Acting Deputy Assistant Secretary  
for Travel and Tourism and Director of the  
National Travel and Tourism Office, Department  
of Commerce

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

2 1:01 p.m.

3 MS. AGUINAGA: All right, it looks like  
4 we have a good number of members. So why don't  
5 we go ahead and get started.

6 Welcome to this meeting of the Travel  
7 and Tourism Advisory Board. For those - I think  
8 all of you know me by now - but I'm Jennifer  
9 Aguinaga; I am the Deputy Director for Policy in  
10 the National Travel and Tourism Office and also  
11 the federal officer for the TTAB. Just a few  
12 reminders before we get started - when we have  
13 the TTAB discussion portion of the agenda, that  
14 is only for TTAB members. And also when we have  
15 the board vote, that is also only for TTAB  
16 members. So we can't vote by proxy, it has to be  
17 the actual member who is voting.

18 And just one last note - for those of  
19 you who are just joining by phone, just shoot me  
20 an email at some point and just let me know  
21 you're on just so it can be recorded for the  
22 record.

1                   And with that, I will turn it over to  
2                   our Vice Chair, Brad Dean.

3                   VICE CHAIR DEAN: Thank you, Jen. And  
4                   good afternoon and good morning to all of our  
5                   TTAB colleagues and visitors, I appreciate  
6                   everyone making time for this very important  
7                   meeting. And Jen, as always, on behalf of TTAB,  
8                   thank you to you and the team and NPTO for the  
9                   exceptional support that you provide, especially  
10                  helping usher the process along today.

11                  Extending regrets to the TTAB from our  
12                  Chair, Bill Hornbuckle, Bill has some other  
13                  duties that he has to attend to today. He wanted  
14                  to be with us and hoped to, but is unable to join  
15                  the meeting. That said, he is excited and  
16                  enthusiastically supportive about the work that  
17                  has come forth and asked me to send his regards,  
18                  and certainly goes with us in spirit, if not in  
19                  person today.

20                  Also, since we last met, of course a  
21                  lot has happened, not the least of which are the  
22                  tragic circumstances in Maui, so we send our

1 thoughts and our encouragement with our  
2 colleagues on TTAB, Lucy and Peter. We know that  
3 Hawaii Strong is gonna carry you forward, but our  
4 thoughts and encouragement are with you. But one  
5 thing I've learned in the past five years in  
6 Puerto Rico is that recovery in tourism is not a  
7 matter of "if", it's a matter of "when." I have  
8 no doubt that Hawaii and Maui people are gonna  
9 come back strong.

10 We also are excited about the  
11 leadership of Secretary Raimondo who of course  
12 has challenged us with a bold program of work  
13 that we're tackling today. But if you haven't  
14 seen the outcome of her recent trip to China,  
15 similar leadership by the secretary, a lot was  
16 accomplished, not the least of which was an  
17 announcement of the next China-U.S. Tourism  
18 Leadership Summit that will happen in 2024. So  
19 we send our regards and appreciate the secretary  
20 for her continued leadership.

21 This body of work that we're taking on  
22 today in the time I've been with the TTAB is the

1        broadest, most visionary set of objectives that I  
2        can remember us tackling in quite a while time,  
3        if ever. So on behalf of Chair Bill Hornbuckle,  
4        I just want to extend appreciation to all of the  
5        TTAB members for your time, your expertise and  
6        your passion that's been invested in this, and  
7        excited about what's to come.

8                    So as Jen mentioned, we're gonna go  
9        ahead and go through each of the five letters  
10       that have been drafted by the sub-committee or  
11       each sub-committee chair or designee to just give  
12       a brief overview. No need to go into too much  
13       detail, the TTAB has received the letters,  
14       hopefully review them in detail. But just give  
15       us a high-level overview of the key points that  
16       you want to re-emphasize with the group. We'll  
17       take time to answer any questions or clarify any  
18       details before we move on. Once we go through  
19       those five letters we'll offer up any public  
20       input, but we have nothing registered as of yet.  
21       But if any members of the public wish to speak  
22       out, we certainly want them, and then we'll

1 actually vote on each letter individually.

2 So with that said, we'll go ahead and  
3 jump into the first letter, and we're just gonna  
4 take them in alphabetical order.

5 So our first, Sub-Committee Chair,  
6 Adam Burke, our friend from the City of Angels,  
7 will be leading the discussion on addressing  
8 sustainability in areas with high concentration  
9 of visitors.

10 Adam, over to you.

11 MEMBER BURKE: Thanks Brad. And again,  
12 I'd be remiss if I didn't also extend our  
13 appreciation to the secretary for a gateway  
14 destination at Pacific Rim, like L.A.,  
15 normalization of visitation from China is gonna  
16 be critical to our recovery, and we are  
17 profoundly grateful for all the work that you and  
18 the commerce team have been doing with the  
19 Ministry of Culture and Tourism.

20 So our group just as a background,  
21 we're really fortunate to have an incredible  
22 group of travel and tourism leaders who really

1 represent a broad cross-section of the industry.  
2 Directly on the sub-committee you have  
3 representatives from Airbnb, Brand USA, Coraggio  
4 Group who are a boutique strategy consulting firm  
5 with a lot of experience in sustainability, the  
6 Cultural Heritage Economic Alliance, Expedia,  
7 Hertz, Hostelling International USA, the  
8 International Inbound Travel Association, Iolite  
9 Group, who again have been a leader in research  
10 and work around sustainability, Leave No Trace,  
11 the Port of Seattle, TripAdvisor, and Visit  
12 California.

13           So again, a really great cross-section  
14 of leaders representing a lot of different  
15 segments of the industry. Beyond that, when the  
16 group first convened, we knew that we also wanted  
17 to consult with those in both the private and  
18 public sector who would be able to really add  
19 valuable insights into our efforts. So we also  
20 leaned on both Destination Analysts, now known as  
21 Future Partners and Oxford Economics, to provide  
22 us with some key data and insights to inform the



1 group's work, as well as groups like Destinations  
2 International, U.S. Travel Association, National  
3 Parks Service, a group NAO out of the EU who are  
4 doing some groundbreaking work around  
5 sustainability. And also the Global Sustainable  
6 Tourism Council, or GSTC.

7 From a process standpoint, given how  
8 complex the issue is, and the fact we really had  
9 a desire to provide actionable recommendations in  
10 a relatively tight time frame, I'm very grateful  
11 to the sub-committee. The group had every week  
12 over the last two months and some of the founding  
13 principles were we really wanted to ground this  
14 work in the national travel and tourism strategy,  
15 as well as the terrific work that's been done by  
16 previous TTAB's, including the recommendations  
17 last year. The remit you gave us was to really  
18 achieve sustainability through visitor dispersion  
19 and as we discussed that we realized that really  
20 has several key components. So the first one is  
21 certainly the objective to preserve national  
22 cultural and economic resources, but we also

1 realized that it's not just dispersion beyond  
2 high-volume destinations, which is absolutely  
3 critical, but also dispersion within destinations  
4 because there is, really, an intersectionality  
5 between dispersion and sustainability and  
6 creating more opportunity for the equitable  
7 distribution of visitation to increase access for  
8 a small minority-owned businesses. So that was  
9 another real charge to the group was how can we  
10 make sure that visitor dispersion helps elevate  
11 and create access for those communities that  
12 historically have not been able to take advantage  
13 of the full benefits of tourism. We framed the  
14 work in really three key areas, one was  
15 structural issues, things like establishing a  
16 common lexicon around sustainability, a  
17 framework, measurement tools; the second was all  
18 around programming, what could we do in terms of  
19 formally developing itineraries that would focus  
20 on things like sustainable and cultural and  
21 heritage tourism; and the third was promotion,  
22 really how do we address misperceptions in the

1 international marketplace that the U.S. is not  
2 actively engaged in addressing sustainability,  
3 and how do we push out the great programming that  
4 the group is recommending. So it is very briefly  
5 the recommendations of the Sustainability  
6 Sub-Committee; number one, all have to do with  
7 establishing a common framework for our industry  
8 to utilize, and we are recommending that we  
9 adopted the GSTC framework as the national  
10 standard for tourism sustainability measurement.

11 Just by way of background, GSTC first  
12 established their framework and assessment  
13 criteria back in 2008 for the industry, they've  
14 been revised twice since, and they established  
15 destination criteria in 2012. So for over 15  
16 years they really have been the standard and we  
17 feel like we need that common lexicon. The other  
18 thing is that we are strongly encouraging that  
19 there be the ability for DOC to leverage a  
20 streamlined self-assessment tool that GSTC is  
21 developing, so that destinations of any size, any  
22 budget, any geography can go through the steps of

1 really doing a gap analysis on sustainability.

2           The second recommendation is that NTTO  
3 collaborate directly with the appropriate  
4 organizations across the industry. We really  
5 feel that there is a centralized sustainability  
6 toolkit that has comprehensive best practices  
7 available on the NTTO website, and it is also  
8 pushed out through our major industry trade  
9 associations like U.S. Travel, Destinations  
10 International, that that will go a long way to  
11 giving people the tools they need to really  
12 meaningfully engage in the work.

13           The third recommendation is to really  
14 tap into the state tourism offices because when  
15 we talk about providing more equitable access and  
16 visitor's version to help elevate historically  
17 underserved communities, we are encouraging NTTO  
18 to work with state tourism offices to develop a  
19 comprehensive listing by state of all cultural  
20 and heritage tourism sites, and that that  
21 information can then be incredibly effectively  
22 leveraged by Brand USA, as well as destinations

1 at the state and local level to really push out  
2 the cultural diversity of the U.S.  
3 internationally.

4 The last few recommendations is one  
5 that cuts directly to funding; there is certainly  
6 an opportunity for us to continue elevating small  
7 and diverse-owned businesses, but one of the  
8 realizations that we have through the process is  
9 that many of those businesses do not have the  
10 necessary technical skills, training and  
11 resources to draw upon, so we are recommending  
12 that SBA and NBDA and other appropriate agencies  
13 partner with tourism industry organizations that  
14 already have very well-established tourism  
15 readiness programming so that those small and  
16 diverse-owned businesses can fully leverage the  
17 economic benefits of tourism.

18 The last couple, I can't say enough  
19 about the work that Brand USA has done during the  
20 pandemic to make sure that the USA stays top of  
21 mind with the international travel trade, even  
22 while people weren't able to come to the U.S., so

1 our recommendation is that we want to support  
2 Brand USA's ongoing work with key international  
3 tour operators. The group strongly believes the  
4 travel trade is going to be the greatest point of  
5 contact to be able to really expand and amplify  
6 our messaging as quickly and efficiently as  
7 possible to international travelers. So we're  
8 strongly supporting Brand USA's ongoing work with  
9 the international travel trade, including  
10 integrating sustainable and cultural and heritage  
11 tourism itineraries.

12 Finally, we are definitely  
13 recommending that NTTTO collaborate with the  
14 Department of State, Department of  
15 Transportation, the FAA and others to really  
16 adopt welcoming messaging, because one of the  
17 things we realized in the process is when  
18 international visitors come to the United States,  
19 there is nothing that really suggests when you  
20 arrive that the U.S. is focused on encouraging  
21 visitors to travel responsibly and to really have  
22 a positive impact on the communities they visit.

1 So we believe by working across federal agencies,  
2 we can create a consistent messaging strategy  
3 that goes across every point of entry encouraging  
4 travelers to travel responsibly.

5 And then the last recommendation  
6 directly ties to some things that the private  
7 sector has been doing; U.S. Travel Association  
8 earlier this year launched something called  
9 Journey to Clean which is really a comprehensive  
10 messaging platform that's designed to demonstrate  
11 our industry's commitment to environmental and  
12 cultural sustainability. So recognizing that  
13 federal lands and waters fall under the  
14 jurisdiction of multiple federal agencies, we're  
15 recommending that the secretary really advocate  
16 for a whole of government approach to provide the  
17 necessary funding and resources so that we can  
18 address the significant deferred maintenance and  
19 improved infrastructure requirements to really  
20 preserve our nation's natural resources.

21 So I will then revert back to the  
22 group, but I can't thank the sub-committee enough

1 for all of your amazing work in developing those  
2 recommendations.

3 VICE CHAIR DEAN: Thank you, Adam. A  
4 lot of work has gone into this by you, the  
5 sub-committee and the partners. We'll open up  
6 now for questions from TTAB members only. As Jen  
7 mentioned earlier, this portion of the meeting is  
8 just for TTAB members to discuss the  
9 recommendations. We will have an opportunity for  
10 public input later on, so if there's any members  
11 of the TTAB that would like to take any questions  
12 or clarifications, if you could maybe just use  
13 the "raise your hand" tool on Teams or if you're  
14 on the phone, just opt in.

15 And Jen, if you could help me, I'm not  
16 gonna see everybody, so rely on you to advise me  
17 if there's any comments or questions.

18 MS. AGUINAGA: Sure.

19 I don't see anything, Brad.

20 VICE CHAIR DEAN: Okay. Adam, thank  
21 you for the work and for the great summation, and  
22 we'll vote on this shortly.



1 MS. AGUINAGA: Sorry. Hold on, Brad.  
2 We have one question that just came in from Fred,  
3 Fred Felleman.

4 VICE CHAIR DEAN: Okay.

5 MEMBER FELLEMAN: Hi, Fred Felleman  
6 with the Port of Seattle Commission. I just want  
7 to let you know why there were no questions -  
8 because Adam Burke has done such a fantastic job  
9 of integrating our own interests in this letter,  
10 and as the summary presented, he's been a great  
11 asset to our work.

12 MEMBER BURKE: That was very kind of  
13 you to say, Fred, but I mean this was definitely  
14 a group effort all along. I just get to be the  
15 group's mouthpiece today.

16 VICE CHAIR DEAN: Fred, thank you for  
17 the comment. Any other comments/questions?

18 Okay, seeing none, we're gonna go  
19 ahead and -

20 MS. AGUINAGA: I'm not seeing any.

21 VICE CHAIR DEAN: Okay, we're gonna go  
22 ahead and move onto our second letter, another

1 very important topic. This was attracting talent  
2 to the workforce and this discussion is gonna be  
3 led by Mufi Hannemann. Mufi?

4 MS. AGUINAGA: I think you're on mute,  
5 Mufi.

6 There we go.

7 MEMBER HANNEMANN: Can you hear me now?

8 Thank you, Brad. And aloha, everyone.  
9 It's a pleasure to be with you. I'm very happy  
10 to report the findings of our sub-committee.

11 We looked at what was done a year or  
12 so ago and the focus then was on obtaining work,  
13 because as you know when we were coming through  
14 the pandemic, we were losing workers. This time  
15 around was about expanding labor opportunities in  
16 the hospitality industry by trying to attract  
17 workers from all sectors, especially with an  
18 emphasis on the new generation, which was part of  
19 our charge. We looked at how do we appeal to the  
20 Millennials, how do we appeal to the Generation  
21 Z. So the fact that we lost 6.75 million workers  
22 during the pandemic, and to date we've only been

1 able to do get up to 2.7 million of the members  
2 that we lost. We felt that we had to focus on  
3 several things in the beginning; number one,  
4 labor shortage as well as recruitment process,  
5 and then be very cognizant of the competition  
6 that we face from other sectors of the economy.  
7 In our minds it would take a couple of things to  
8 make that happen; we needed a strong  
9 collaboration with key and important stakeholders  
10 across the board; secondly, we placed a lot of  
11 emphasis on public/private partnerships to make  
12 this happen. And of course, we were able to  
13 incorporate, again, probably a perennial favorite  
14 topic that always comes up, and that's the  
15 processing of VISA applications and expanding the  
16 caps.

17 I can't say enough about the six  
18 members strong committee that I had, and the way  
19 we did our process was I came up with a draft in  
20 the beginning, shared it with them, invited each  
21 of them to participate in areas of their  
22 interests. So Jerry Tan and Tricia Primrose

1 focused on the VISA application process. Will  
2 Morey took to heart the ammunition to try to  
3 attract young people in the workforce by  
4 basically sharing with us his great experiences  
5 in bringing people at an early age. And his own  
6 feeling was, and it's true, remember that you  
7 bring them into the workforce, you basically make  
8 them feel a part of the experience, also they're  
9 able to see the fact that it can be a wonderful  
10 career. It can lead to many great things.

11 D. Taylor was all about giving people  
12 a second chance and looking at folks who had been  
13 incarcerated and seeing how we could also bring  
14 them into the force.

15 And Monica Smith wanted to develop  
16 career pathways, especially who are economically  
17 disadvantaged, minorities, people of color. And  
18 then also make sure that we were able to explain  
19 that in addition to medical and health benefits,  
20 in many instances childcare and elderly care is  
21 provided for people in our profession. We also  
22 sought the assistance of Jennifer to secure some

1 speakers to help us shape and formulate our  
2 paper. And I thank Jennifer for making that  
3 possible. We were able to secure and engage  
4 Jyoti Chopra, Chief People, Inclusion &  
5 Sustainability Officer of MGM, who came in with  
6 some wonderful ideas about MGM, who's really  
7 appealed to this new generation and what they're  
8 doing, to bring them into the workforce.  
9 Secondly, also some innovative hiring practices  
10 at MGM has employed. We reached out to the  
11 business roundtable, we've got two individuals  
12 there, Dane Linn and Jonay Foster, and they  
13 focused on two areas; one, incarceration, and  
14 what different areas in the United States are  
15 doing to provide incentives, to give people a  
16 second chance to come into the hospitality  
17 workforce. And also reaching out to areas that  
18 have perhaps been under-represented or were not  
19 doing enough outreach efforts and that were -  
20 those were black colleges and universities. Troy  
21 Johnson of the Department of Labor came before us  
22 and explained the very robust program that they

1 have with the National Restaurant Association,  
2 especially an apprenticeship. So my big takeaway  
3 was we need to have a similar program with the  
4 Department of Commerce in that area - I'm sorry,  
5 Department of Labor in that area to have a  
6 similar program. He basically felt that that was  
7 also a missing part of their program and really  
8 would like our committee to make that a goal,  
9 effective.

10 And then from the United States Travel  
11 Association, Will Brown, who expanded upon the  
12 VISA application process, shared his ideas on how  
13 that is happening and the challenges that they  
14 face and some of the things they'd like to put  
15 into place.

16 We ended with 15 recommendations and  
17 that was way too much, so I had to whittle it  
18 down to five. It was a tall order, but I tried  
19 our best.

20 So the number one recommendation that  
21 we came up with - well, they're all important, I  
22 should just say No. 1 - the first one we went

1 off with was the need to have a travel and  
2 tourism summit that would bring together our  
3 major stakeholders across the table, from  
4 government, from the industry, business, labor.  
5 And we felt that this should be a biannual event,  
6 we'd like Department of Commerce to lead the  
7 charge in that regard and we as members of the  
8 TTAB can serve on that committee. We feel that  
9 this type of discussion would be very important.  
10 The challenge, as you all know, we face is that  
11 here we have an industry that provides one of the  
12 greatest number of jobs in the United States, yet  
13 we continue to suffer from perception problems,  
14 especially from the young people that this is a  
15 service-oriented industry. They don't see the  
16 advantages that we know, so therefore we think  
17 that having this type of event will coalesce and  
18 bring the stakeholders together and be able to do  
19 this on a biannual basis.

20 Secondly, we're calling for a  
21 public/private partnership with Department of  
22 Commerce to basically write a comprehensive

1 strategy to target young people. Number 2,  
2 Number 3 kind of go together.

3           Again, when we think about young  
4 people and what they look at, this is an industry  
5 that has upward mobility; this is an industry  
6 that people find tremendous flexibility across  
7 the board. This is an industry that provides  
8 travel experiences for them to live elsewhere.  
9 This is an industry that can be very solid career  
10 pathways for our young folks, and we need to  
11 stress the kind of things that appeal to them.  
12 People don't know how much, how green we are, how  
13 sustainable we are, how environmentally conscious  
14 we are, how we have a great focus on culture, how  
15 we are able to appeal to things that basically  
16 attract young people. We are also very adaptable  
17 in things that have happened in the pandemic; for  
18 example, having flexibility in the workforce  
19 where some work could actually be done remotely.  
20 Those are the kind of things that we feel we need  
21 to underscore, we need to put out there, and then  
22 call upon our stakeholders across the board to



1 help basically spread the good word, take  
2 advantage of social media and basically amplify  
3 all the reasons why all of these things can  
4 happen.

5 We want to expand the labor pool by  
6 being able to appeal to the incarcerator,  
7 veterans, economically disadvantaged, and of  
8 course people of color, and basically work with  
9 the Department of Commerce and Department of  
10 Labor to provide incentives at the table such as  
11 apprenticeships, to make that happen. We could  
12 take a page for what they've done with the  
13 construction industry and basically make that  
14 transferrable to our industry in that regard.

15 And last but not least, of course, is  
16 the whole VISA application process, allow for  
17 more VISA's to an expanded cap. Currently the  
18 cap is at 66,000, we feel that should be  
19 expanded, and then work again with the Department  
20 of Commerce and other agencies to streamline the  
21 VISA process. Sometimes it gets hung up because  
22 several agencies, several departments have to

1 sign off on it and it gets stuck many times in  
2 Never Never Land. We'd like to see that unlocked  
3 and make it more flexible in that regard.

4 So those were the basic  
5 recommendations of our committee. Obviously,  
6 there are much more, but I wanted to just give  
7 you a broad overview. Again, I want to express  
8 my appreciation to the members of our committee  
9 for their assistance, that I really appreciate  
10 their patience with me. As I was going through  
11 the Somali crisis here, I couldn't meet as often  
12 as I would have liked to have met, but every time  
13 we did call a meeting, they were there. They all  
14 contributed to this final product and we're very  
15 pleased that we have a very strong advocate of  
16 tourism, Secretary Raimondo. We sent it off to  
17 her, hopefully with her concurrence, and hope you  
18 have the strong beginning to be able to attract,  
19 especially this new generation that we need to  
20 bring into the workforce.

21 VICE CHAIR DEAN: Thank you, Mufi, and  
22 thank you to the entire sub-committee for a very

1 deep and thoughtful analysis of a lot of issues  
2 on a very important topic.

3 We'll open up now for any questions or  
4 clarifications from TTAB members, so if you have  
5 any, please again, raise your hand or on the  
6 phone just opt in, and try to take these one at a  
7 time.

8 And it looks we got one from Adam I  
9 see already. We'll start with Adam.

10 MEMBER BURKE: Thanks, Brad. Aloha,  
11 Mufi. I had the distinct pleasure of living and  
12 working in Hawaii and Maui for five years, so you  
13 know, my heart goes out to our entire Maui and  
14 Hawaii, Ohana, with everything that's happening  
15 right now. I think the way you've managed  
16 through it with such grace has been remarkable,  
17 and anything we can do to support you, please let  
18 us know.

19 My question for the group is, we've  
20 been doing a lot of work around apprenticeships,  
21 specifically because we found that a lot of kids  
22 from historically underserved communities can't

1 do an unpaid internship because in all likelihood  
2 they're already working in addition to going to  
3 school. So I'm curious, did the group talk about  
4 the possibility of a national apprenticeship  
5 strategy where we can really leverage the power  
6 of this across tourist organizations nationwide?

7 MEMBER HANNEMANN: Yeah, we did share  
8 and it's in our paper, a great experience we had  
9 in paid internship programs and incentives that  
10 we can provide. MGM, for example, has a program  
11 with UNLV where they tap into international  
12 students during the summer, and it's worked out  
13 very well. In Hawaii we have a program we call  
14 GM, Generational Mentoring, where over an 8-month  
15 period students are paid to be mentored by one  
16 of our executives, and that has often led to  
17 full-time positions more often than not.

18 Thirdly, we call for an national internship  
19 program that we really believe should be done  
20 because of the fact of the great success that  
21 we've had at the local level. I'd like to see  
22 that bring more eyeballs at the national level.

1 And on the apprenticeship program, that's why I  
2 said the program that the Department of Labor has  
3 with the Restaurant Association, it boggles my  
4 mind why we don't have a similar program. And  
5 basically it was said, well because no one has  
6 really asked. But we have a process, it trickles  
7 down to local communities, so I really believe  
8 that should be one of our major objectives is  
9 work with the Department of Labor and develop a  
10 national apprenticeship program that will  
11 basically resemble similarly what they've done  
12 with the National Restaurant Association.

13 MEMBER BURKE: Mahalo.

14 MEMBER HANNEMANN: Thank you, again.  
15 Thank you for your thoughts about our community.

16 VICE CHAIR DEAN: Other questions,  
17 clarifications?

18 Jen, I'm not seeing any. Are you  
19 seeing any?

20 MS. AGUINAGA: I'm not seeing any.

21 VICE CHAIR DEAN: Okay. Mufi, again,  
22 thank you very much, great body of work by you

1 and the sub-committee. Very much appreciate it.  
2 We'll take up a vote on this letter shortly.

3 We're gonna move onto the third letter  
4 which was submitted in TTAB, this was led by our  
5 Chair, Bill Hornbuckle. So, Chair Hornbuckle is  
6 taking on double duty, not only chair on TTAB, he  
7 volunteered to chair the very important  
8 sub-committee and that is infrastructure, which I  
9 think we're all aware is incredibly important to  
10 all of us and a passion for Bill.

11 Due to his absence today I'm gonna go  
12 ahead and step in for him on this one and share  
13 those recommendations. You've seen the detailed  
14 letter, so I won't go into too much detail here,  
15 other than to just to recap the three  
16 recommendations; the first, to improve road  
17 infrastructure by promoting the widespread use of  
18 predictive travel planning and intelligent  
19 transportation technology to address the  
20 persistent challenge of traffic congestion and  
21 increase space. Essentially, what the  
22 sub-committee is angling for, the smarter, more

1 efficient travel planning and tutor experience,  
2 to use this predictive conditions and analysis,  
3 specifically encompassing a recommendation to the  
4 TPT, conduct a study to identify opportunities  
5 for improvement, and do commerce work with USDOT  
6 to facilitate the implementation of key pilot  
7 projects that would serve as great - ideal  
8 examples of the impact this could have on our  
9 industry and obviously have a very significant  
10 impact on those communities and regions. Second  
11 recommendation was for U.S. Department of  
12 Commerce to coordinate with USDOT to create  
13 targeted initiatives to enhance intermodal  
14 transportation connectivity, to link diverse  
15 modes of travel and optimize transit efficiency.  
16 And as noted by the committee, and I think this  
17 was a pretty insightful one, that by encompassing  
18 intermodal transportation and recognizing the  
19 impact this could have on the full scope of the  
20 travel industry, would not only benefit visitors  
21 but also local commuters, which of course plays  
22 into the workforce challenges that Mufi just

1 addressed.

2 And then the third recommendation is  
3 to leverage technology and innovation to support  
4 resilience in the travel and tourism industry to  
5 enhance travel experience while fortifying the  
6 industry against unforeseen challenges. As we  
7 all know, transportation becomes a critical link  
8 to a pathway towards recovery, and the committee  
9 rightly recognizes that.

10 So those are the three  
11 recommendations, those were detailed in the  
12 letter that was sent out by Jen. I'll open it up  
13 to any questions or clarification that any  
14 members of TTAB may have on the infrastructure  
15 recommendation.

16 MS. AGUINAGA: I'm not seeing any,  
17 Brad.

18 VICE CHAIR DEAN: Okay, very good.  
19 We'll move onto No. 4, and this subcommittee was  
20 addressing the important topic of communicating  
21 the welcome, and this subcommittee was chaired by  
22 Cassandra Matej - and Cassandra is absent -



1 Julie Coker, San Diego Tourism Authority, is  
2 going to walk us through those recommendations.

3 Julie?

4 MEMBER COKER: Great. Good morning,  
5 everyone. And thank you, Brad. Good to see  
6 everyone. And Cassandra is absent, so I will try  
7 and make this as brief and concise as possible  
8 and the good news is, is that if you love the  
9 recommendations, I will take the credit. If you  
10 do not like the recommendations and we will blame  
11 them on Cassandra who is not here, so that's what  
12 good leaders do.

13 So, first of all, as everyone has  
14 said, thank you to the committee members. We  
15 know how busy summer and fall is for all of us,  
16 so we appreciate everyone taking the time to get  
17 together. We, too, kicked off our first meeting  
18 with presentations to really understand the work  
19 that was already being done, because I think  
20 that's extremely important, and then also, just  
21 to kind of gather end data, because I think we  
22 all know the importance of making recommendations

1 based off of data and research.

2 So we kicked off our first meeting  
3 with a presentation from destination analysts,  
4 with Erin, Brand USA did a presentation to us  
5 from Peter, Tori of course gave us a great  
6 presentation from U.S. Travel, Adam Sacks with  
7 Tourism Economics. So they kind of framed the  
8 work that had been done and to the challenges  
9 that we were facing.

10 So, with that we really took a look at  
11 it and said, you know, the cornerstone of this is  
12 to craft a cohesive messaging strategy that is  
13 diverse and welcoming for all of our  
14 destinations. But also, too, as you heard from  
15 the previous groups, some of the recommendations  
16 that we have also overlap. And so our committee  
17 members we were fortunate to have Adam Burke on  
18 our committee so that we could also tap into what  
19 his committee was doing. So I'll walk you  
20 through the recommendations. We know that we  
21 still have an area of opportunity for VISA and  
22 entry experience. We do want to acknowledge that

1 we know great work has been done by Customs and  
2 Border Protection in the recent years; however,  
3 we also know that there's additional work that  
4 needs to be done in that area. We also know that  
5 the lack of international visitor support is also  
6 an area of opportunity for us as well. So  
7 Recommendation 1, we feel as though throughout  
8 our nation, really our industry, there's a lack  
9 of both frequency and consistency of welcoming  
10 messages for international visitation. So our  
11 recommendation is to collaborate with government  
12 agencies such as Customs and Border Patrol to  
13 continue to improve the arrival experience,  
14 because we really do think that that sets the  
15 tone, and to promote a consistent welcoming  
16 message at all points of entry, regardless if  
17 you're in a gateway city or one of our smaller  
18 destinations. We also think it's important, we  
19 thought that we did a really good effort around  
20 the campaign for REAL ID. We thought that there  
21 was several entities that worked together to get  
22 the messaging out about REAL ID, and we would

1 like to see something similar. We think that the  
2 welcoming campaign should include a toolkit for  
3 all of our industries and we could really work  
4 with our state tourism boards, our city  
5 destination marketing organizations, airport  
6 attractions, hotels and travelers, and really  
7 provide them with consistent marketing messages  
8 that they can then tailor to their specific  
9 destinations.

10 We also think it's important that we  
11 measure the competitiveness from a federal  
12 government standpoint with industry partners by  
13 using third parties. We think that if we create  
14 some sort of benchmark that reviews the efforts  
15 and the travel promotion budgets of competitive  
16 destinations, it'll keep this in the forefront.  
17 Often times we compare just within the U.S. and  
18 we think it's important to compare the U.S. to  
19 other destinations to make sure that we keep our  
20 competitive advantage, because we know attracting  
21 international visitors to U.S. is very  
22 competitive and there are other destinations that

1 while U.S. will always remain the aspirational  
2 destination, to not think that we aren't  
3 competitive, that we don't have competition  
4 around the world, would be naive on the U.S.'s  
5 part. So we think creating some benchmarks there  
6 is important to look at the funding that others  
7 are able to use in their own destinations.

8 We think it's important to continue to  
9 invest and enhance the use of technology to  
10 support the ease of travel for international  
11 visitors. We recommend continued investment in  
12 the use of technology to address VISA wait times.  
13 Obviously, explore E-VISA's as a long-term  
14 solution, but specifically extending the waiver  
15 of the in-person interviews for low-risk removals  
16 beyond 2023, we think is extremely important.  
17 And of course, we have stats that show that  
18 nearly 9 million VISA's are up for renewal just  
19 next year. So our recommendations, again, are  
20 grounded in research.

21 Our third is there's a lack of  
22 consistency throughout the U.S. on the readiness

1 level. And so our recommendation is to work with  
2 industry partners or organizations through NTTO  
3 on a comprehensive readiness program that will  
4 create easy-to-use tools for smaller destinations  
5 to utilize and create consistency, again,  
6 throughout the nation. We think that, again, a  
7 toolkit would educate destinations, small  
8 businesses, hotels, restaurants and attractions  
9 looking to increase their international  
10 visitation, which of course is the goal for all  
11 of us.

12           And then our Recommendation 4 is that  
13 we recognize that disaster response can be uneven  
14 due to the diversity of our states. And we know  
15 that through research and customer sentiment that  
16 this really did cause confusion to international  
17 visitors coming back to the U.S., and so we're  
18 recommending that the federal government create a  
19 better alignment for disaster readiness, but also  
20 response. One significant challenge during  
21 COVID-19 was strategies being implemented and  
22 they were done state-by-state, and then even

1 within that state city-by-city, versus on a  
2 national level that other countries were able to  
3 do much better than the U.S. did, and we think  
4 that that's something that we should really take  
5 the time to explore and create. We think that  
6 the federal government could help facilitate  
7 alignment with national and international experts  
8 depending on the issue to help ensure that there  
9 is a consistency on the state and local level so  
10 that we have a cohesive message again, because we  
11 do think that that was a barrier to international  
12 visitors returning to the U.S. simply because we  
13 all had different masks, not masks, vaccination,  
14 not vaccination. You guys certainly live here,  
15 so you know how that played out.

16 We also think it's important to  
17 address the balance between maintaining a safe  
18 and secure and welcoming international  
19 destinations, so we say that we recommend working  
20 with the private sector members of WTTC or third  
21 party expert to conduct a global and really  
22 multilateral view of best practices to identify

1 strategies that have been successful that we  
2 might be able to apply here within our own  
3 country.

4 So those were some of the  
5 recommendations. And again, many thanks I know  
6 on behalf of Cassandra to the entire  
7 sub-committee for the time and effort in coming  
8 up with what we think are some really good best  
9 steps, next steps, but also to build on the great  
10 work that has already been done.

11 So with that, Brad, I will turn it  
12 back over to you.

13 VICE CHAIR DEAN: Thank you, Julie.  
14 And thanks, again, to you Cassandra and the  
15 entire sub-committee for some really thoughtful  
16 work and very solid recommendations.

17 So we'll open it up for any questions  
18 or clarifications from TTAB members, for Julie or  
19 the sub-committee.

20 MS. AGUINAGA: I see Adam Burke.

21 VICE CHAIR DEAN: Okay, Adam?

22 MS. AGUINAGA: Adam is on, yeah.



1 VICE CHAIR DEAN: Adam.

2 MEMBER BURKE: You would think three  
3 years in, right, one of the things that came up  
4 in several of the calls, including this  
5 committee, was the fact that the words "toolkit"  
6 were very popular among several of the groups, so  
7 I think one of the opportunities is can we look  
8 at pulling together a broader toolkit with  
9 sub-sections for each of the three sub-committees  
10 that have recommended some form of a toolkit,  
11 just so it's one consolidated resource rather  
12 than three unique ones.

13 VICE CHAIR DEAN: Great. Thanks for the  
14 feedback. Any other comments, questions,  
15 clarification needed?

16 MS. AGUINAGA: I'm not seeing anything,  
17 Brad.

18 VICE CHAIR DEAN: All right. Thank  
19 you, again, Julie. We'll vote on this letter  
20 shortly. We're gonna move onto the fifth and  
21 final set of recommendations, and this is support  
22 for accessible travel.

1                   And we'll hand it over to our  
2                   colleague, John Sage. John?

3                   MEMBER SAGE: Thank you very much,  
4                   Brad. And it's good to be here last but not  
5                   least. We, our committee was very excited to  
6                   work on this opportunity. We know that the  
7                   accessible travel, the accessibility population  
8                   is 20 percent of the population; it's often  
9                   retirees who travel in non-peak periods, which  
10                  makes incremental revenue. So it's very  
11                  attractive from a business perspective, yet it's  
12                  enormously overlooked. I'm a manual wheelchair  
13                  user and I'm CEO of three accessible travel  
14                  companies and I receive zero accessible travel  
15                  marketing targeted ads in print or online  
16                  anywhere, which is sort of amazing that it's such  
17                  a huge demographic. And so overlooked and  
18                  untapped. But we're gonna change that.

19                  I want to thank our committee members,  
20                  Liz Fitzsimmons from Maryland Department of  
21                  Commerce, Andrew Leary from Leave No Trace, Eric  
22                  Lipp from Open Doors Organization, Lana Ramos

1 from Locally Grown Restaurants, and Greg Schulze  
2 from Expedia. We also had Apoorva and Carol join  
3 us from Marriott, and we got input from Tim  
4 Creegan at the U.S. Access Board, Jeremy Buzzell  
5 at the National Parks Service which is doing some  
6 great accessibility work, Peter Dodge at Brand  
7 USA, and I spoke with CWT. They provide a lot of  
8 the content and materials for the federal  
9 employees to travel.

10 Our methodology, we started with the  
11 three pillars of accessible travel which is  
12 widely accepted as what disabled travelers need;  
13 that is facilities, customer service which  
14 includes policy, processes and training, and its  
15 accessibility documentation. And we realize that  
16 accessibility documentation is the lowest hanging  
17 fruit and often the most overlooked. Disabled  
18 travelers need photos and measurements so they  
19 can decide if their accessibility needs will be  
20 met.

21 We came up with ten recommendations  
22 through a series of brainstorming meetings and

1 then we scored those recommendations using four  
2 different methodologies to arrive at four  
3 recommendations. And we are very excited and  
4 happy with these four recommendations.

5 The first one is to develop  
6 benchmarking tools and a dashboard for accessible  
7 travel, and this should be done by destination  
8 within travel sectors and between travel sectors,  
9 so that we can identify where accessible travel  
10 is being done well, where opportunities may lay,  
11 and how progress is made over time.

12 The second recommendation had to do  
13 with the federal government workforce. It was  
14 after speaking with Tim from the U.S. Access  
15 Board we discovered that many of the federal  
16 government employees have to plan their own  
17 travel, they have to go through a lot of extra  
18 steps if they have a disability to travel. And  
19 so we feel that in line with the executive orders  
20 that President Biden has made, that the U.S.  
21 government and the GSA has opportunities to do  
22 more, to make travel easier and more accessible

1 for disabled federal employees. It also has the  
2 benefits of leading by example and using the  
3 purchasing power of the U.S. government to really  
4 accelerate accessibility progress. For example,  
5 we think that the GSA should only work with  
6 providers that meet minimum accessibility  
7 standards. That principle was used in Section  
8 508 for website and software accessibility, this  
9 was done several years ago, and it jumpstarted a  
10 whole industry in making websites accessible. So  
11 we want to do the same thing for travel  
12 accessibility.

13 The third one is around funding from  
14 the U.S. government to destinations in the form  
15 of loans, grants, possibly Department of  
16 Transportation, and particularly with a focus on  
17 not just the physical improvements, but the other  
18 two, the other two pillars, training and  
19 accessibility documentation, to use money to  
20 address those two overlooked pillars.

21 And the fourth recommendation was  
22 around Brand USA, to promote the U.S.

1 internationally as an accessible destination.  
2 The accessibility here is above the accessibility  
3 than many other destinations, yet that's not  
4 widely known by international travelers. And so  
5 we want to leverage some of the tools, that the  
6 products that may come out of the other  
7 recommendations around measurement, around  
8 content creation, documentation creation -  
9 leverage those outputs so that Brand USA can  
10 market the USA internationally to people with  
11 disabilities.

12 We feel pretty good about these  
13 recommendations, we think that they address both  
14 supply side issues and some demand side issues,  
15 and ultimately will ensure that there's  
16 profitable growth in this very large demographic.

17 VICE CHAIR DEAN: Thank you to you and  
18 the subcommittee for some very fine work and in  
19 particular for your very passionate leadership in  
20 this area. And we appreciate the depth and  
21 breadth of the recommendations from your  
22 subcommittee.

1 I will now open it up for any  
2 questions or clarifications if needed by the TTAB  
3 members.

4 MS. AGUINAGA: I do not see any, Brad.

5 VICE CHAIR DEAN: Okay. All right,  
6 thank you. John, we'll be voting on this  
7 shortly.

8 So again, I want to thank all of the  
9 subcommittee members for the work that's gone  
10 into this, this body of work and the  
11 recommendations. Thank you to the subcommittee  
12 chairs for your leadership in the process.

13 Before we vote on each of these  
14 letters, we do want to take time for public  
15 comment. As of the start of the meeting we have  
16 not received any public comments submitted in  
17 writing as of the meeting, but we do have a  
18 little bit of time allocated on the agenda. So  
19 if there are any members of the public who are  
20 with us who wish to speak, if you can just raise  
21 your hand or speak up if you're on the phone.

22 And Jen, I'll rely on you to help me

1 identify those.

2 It looks like we may have - it looks  
3 like Becky Wards from South Carolina. So Becky,  
4 welcome to the Travel and Tourism Advisory  
5 meeting. We welcome your comments.

6 PARTICIPANT: Thank you so much. It's  
7 good to see you, Brad, and John, it's good to see  
8 you again. And I appreciate all your efforts.

9 I just wanted to - when you're  
10 talking about accessibility from your letter of  
11 recommendation, John, leaning more towards I  
12 guess physical disability, is there a way to  
13 slide in their intellectual disabilities and  
14 hidden disabilities as well?

15 MEMBER SAGE: Yeah, we're going to  
16 address all five disability types; so mobility,  
17 vision, hearing, cognitive/sensory, and allergy.

18 PARTICIPANT: Excellent. Thank you so  
19 much, I appreciate all your efforts, everybody.

20 VICE CHAIR DEAN: Thank you, Becky, for  
21 your support and involvement as well. Adding to  
22 that, I can - I can't speak for the secretary,



1 but I can tell you her commitment I think is  
2 pretty evident by the fact that this is a key  
3 priority in the national tourism strategy, so I'm  
4 sure her team will carry your comments forward  
5 and you're well-represented by John on the Travel  
6 Advisory Board.

7 Other comments or questions from the  
8 public?

9 MS. AGUINAGA: I do not see any, Brad.

10 VICE CHAIR DEAN: All right. Well,  
11 thank you, again, to the members of the public  
12 who joined us today.

13 So now we're going to move onto  
14 actually the vote on each of these letters  
15 individually, and we'll take them in the same  
16 order that we reviewed them. I would ask as we  
17 asked for the vote if members of TTAB could  
18 unmute theirselves and we'll ask for the obligatory  
19 favor and we'll take them one at a time.

20 So, we'll start with the letter  
21 addressing sustainability in areas of high  
22 concentration visitors presented today by Adam

1 Burke.

2 If you would, please, unmute your  
3 phone. And only a vote by TTAB members, of  
4 course.

5 All TTAB members in favor of the  
6 recommendations presented by the sub-committee on  
7 sustainability, please indicate by saying "Aye."

8 (Chorus of aye.)

9 VICE CHAIR DEAN: If anyone's opposed,  
10 please indicate by saying "Nay."

11 (No audible response.)

12 Okay, sustainability recommendations  
13 have been adopted.

14 Thank you and congratulations to Adam  
15 and the sub-committee.

16 We'll move onto the second set of  
17 recommendations attracting talent to the tourism  
18 workforce. This was presented today by Mufi  
19 Hannemann, and we'll ask all TTAB members to vote  
20 on this.

21 Those who vote in favor of adopting  
22 these recommendations, please say "Aye."

1 (Chorus of aye.)

2 Any opposed? Please indicate with

3 "Nay."

4 (No audible response.)

5 The second letter has been adopted.

6 Congratulations to Mufi and the sub-committee.

7 The third set of recommendations

8 related to advancing seamless travel and

9 improving the infrastructure to support that.

10 And those were developed by the sub-committee,

11 led by our chair, Bill Hornbuckle, and presented

12 via his absence today.

13 All in favor of adopting the

14 recommendations related to infrastructure, please

15 indicate by saying "Aye."

16 (Chorus of aye.)

17 Any opposed, please indicate by "Nay."

18 (No audible response.)

19 Congratulations to the infrastructure

20 sub-committee.

21 And we'll move onto the fourth set of

22 recommendations related to communicating the

1 welcome. This was developed by the  
2 sub-committee, chaired by Ms. Matej and presented  
3 today by Julie Coker.

4 All TTAB members supporting adopting  
5 of the recommendation relating to communicating  
6 the welcome, please indicate your support by  
7 saying "Aye."

8 (Chorus of aye.)

9 Any opposed, please indicate with a  
10 "Nay."

11 (No audible response.)

12 Okay, congratulations to Julie,  
13 Cassandra and the sub-committee.

14 And the final set of recommendations  
15 as presented today by John Sage in support of  
16 accessible travel. All TTAB members in support  
17 of these recommendations, please indicate by  
18 saying "Aye."

19 (Chorus of aye.)

20 And any opposed, please indicate with  
21 a "Nay."

22 (No audible response.)

1                   Okay, so the fifth set of  
2 recommendations on accessibility were accepted.  
3 And you go ahead and mute yourselves now. We'll  
4 proceed into the last phase of the meeting.

5                   Given the votes as indicated by U.S.  
6 Travel Advisory Board, each of the five set of  
7 recommendations have been adopted. These will  
8 now be shared with the secretary, directly by our  
9 chair Bill Hornbuckle, and we'll be sure to  
10 communicate TTAB's recommendations to him  
11 promptly.

12                   And again, on behalf of our chair,  
13 Bill Hornbuckle, I just want to extend  
14 appreciation to the entire U.S. Travel and  
15 Tourism Advisory Board for some exceptional work.  
16 As far as I can recall, one of the broadest,  
17 farthest reaching, most visionary efforts by the  
18 U.S. Travel and Tourism Advisory Board. We don't  
19 take on light tasks and the secretary of tourism  
20 challenged us with some very forward thinking  
21 ideas, initiatives, needs and priorities, and I'm  
22 proud to be a colleague with individuals and

1 leaders who have dedicated themselves to this  
2 cause, and anxious to see what comes of this once  
3 the secretary receives our recommendations.

4           So with that said, we're gonna close  
5 our meeting today by hearing from the Acting  
6 Deputy, Assistant Secretary for Travel and  
7 Tourism, Brian Beall. For those who haven't met  
8 Brian, he's rejoined the National Travel and  
9 Tourism office recently, he's no stranger to  
10 TTAB, and I'm sure he'll be able to give us some  
11 insights as to what the next steps are.

12           I do want to mention before we close  
13 out today, that we are looking at scheduling the  
14 next TTAB meeting, likely an in-person meeting in  
15 December. We don't have dates or locations yet;  
16 of course a lot of that will be dependent upon  
17 the secretary's schedule, but as soon as we have  
18 details on the next meeting, we'll be in touch.

19           And now we'll go ahead and turn it  
20 over to the Acting Deputy, Assistant Secretary  
21 for Travel and Tourism, Brian Beall.

22           Mr. Deputy Assistant Secretary,

1 welcome.

2 MR. BEALL: Thank you so much, Brad.  
3 Thank you for stepping in to chair the meeting  
4 today. And thank you to all of you for  
5 participating in what has been a really great  
6 meeting, a great discussion on your incredible  
7 five letters.

8 On behalf of Secretary Raimondo and  
9 Assistant Secretary Grant Harris, I'd like to  
10 express our sincere appreciation to all of our  
11 board members for the work on these letters over  
12 the past two months. We know many of you worked  
13 on several sub-committees and most of the  
14 meetings took place over the summer, which as we  
15 all know is not an easy time given our busy -  
16 your very busy schedules. And these letters are  
17 extremely thoughtful and thorough and you clearly  
18 dedicated a lot of time and effort to them, and  
19 we are so appreciative.

20 Now that the letters are approved by  
21 the board, we will move them to Secretary  
22 Raimondo as Brad said, and the National Travel

1 and Tourism Office will be reviewing your  
2 recommendations and engaging our colleagues and  
3 agencies through the Tourism Policy Council as  
4 necessary. And considering how these  
5 recommendations feed into the objectives of the  
6 National Travel and Tourism strategy and inform  
7 our work in Year 2 of the strategy.

8 And as Brad noted, as the next step  
9 our goal is to have in-person meeting in December  
10 here in Washington D.C. and we hope to get that  
11 date confirmed and shared with you in the next  
12 few weeks. Jen will be in touch soon with more  
13 information. And again, thank you so much for  
14 all this incredible work, and we look forward to  
15 continuing our great work together.

16 And Brad, I'll turn it back to you.

17 VICE CHAIR DEAN: Thank you, Brian and  
18 also Jen. On behalf of the U.S. Travel and  
19 Tourism Advisory Board, we thank you for the  
20 great work that you do and helping shuffling this  
21 process along.

22 That concludes our meeting. Again,



1       thank you to everyone for your work and your  
2       participation today and we'll be in touch soon  
3       about the next meeting of the Travel and Tourism  
4       Advisory Board.

5                     The meeting is now adjourned.

6                     (Whereupon, the above-entitled matter  
7       went off the record at 1:57 p.m.)

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<b>ability</b> 11:19	49:6 53:6,15,18 56:19	27:20	<b>benchmark</b> 36:14
<b>able</b> 8:18 10:12 13:22	57:4	<b>approach</b> 15:16	<b>benchmarking</b> 44:6
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