
**U.S. TRAVEL
AND
TOURISM ADVISORY BOARD MEETING**

Meeting, held on Tuesday, July 29, 2014, taken at the Radisson Blu Hotel, Minnetonka Ballroom, 2100 Killebrew Drive, Bloomington, Minnesota, 55425, commencing at 10:00 a.m., before Mary P. Mitchell, a Registered Diplomate Reporter, Certified Realtime Reporter, and Notary Public in and for the State of Minnesota.



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2 **APPEARANCES :**

3
4 MR. SAM GILLILAND

5 Sabre, Chairman

6
7 MS. KATHLEEN MATTHEWS

8 Marriott International Vice Chair

9
10 MS. HOLLY AGRA

11 Chicago's First Lady Cruises

12
13 MS. ROSEMARIE ANDOLINO

14 Chicago Department of Aviation

15
16 MS. MAUREEN BAUSCH

17 Mall of America

18
19 MR. BRANDON BELFORD

20 U.S. Department of Transportation

21
22 MR. DAVID BERG

23 Airlines for America

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APPEARANCES: (CONT'D.)

MR. JOHN BLAIR, (VIA TELEPHONE)
Director, Intergovernmental and External
Affairs, Department of the Interior

MR. DARRELL BRYAN
Victoria Clipper

MR. RICHARD CHAMPLEY
Department of Commerce, National Travel and
Tourism Office

MR. CURT COTTLE
National Travel and Tourism Office

MR. TODD DAVIDSON
Travel Oregon

MR. BRADLEY DEAN
Myrtle Beach Area Convention and Visitors
Bureau/Chamber of Commerce



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APPEARANCES: (CONT'D.)

MR. GADI DECHTER
Department of Commerce

MR. FRED DIXON
NYC & Company

MR. JOHN EDMAN
Explore Minnesota

MS. MARYANN FERENC
Mise en Place Hospitality Group

MR. ELLIOTT FERGUSON
Destination DC

MR. DONALD FREEMAN
The Freeman Companies

MR. MIKE GALLAGHER
CityPASS



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APPEARANCES: (CONT'D.)

MR. JAMES HAGEN
South Dakota Department of Tourism

MR. BARNEY HARFORD, (VIA TELEPHONE)
Orbitz Worldwide

MR. PATRICK HART
Department of Homeland Security

MR. KIRK HOESSLE
Alaska Wildland Adventures

MR. KENNETH HYATT
Department of Commerce

MR. JEREMY JACOBS
Delaware North Companies

MR. DAN JASPER
Mall of America



APPEARANCES: (CONT'D.)

MR. DOUG KILLIAN

Mall of America Tourism Marketing

MR. BOB LYNCH

Americans for the Arts

MS. MELANIE MAPES

Chicago's First Lady Cruises

MS. MARGARET McKEOUGH

Washington Airports Authority

MR. BRIAN MULLIS

Sustainable Travel International

MS. JENNA PILAT

Department of Commerce

MR. ED RAMOTOWSKI

U.S. Department of State

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APPEARANCES: (CONT'D.)

MS. OLGA RAMUDO
Express Travel of Miami

MS. TRUDY RAUTIO
Carlson

MR. STEVE REDLINGER
Department of Homeland Security

MS. PATRICIA ROJAS-UNGAR, (VIA TELEPHONE)
U.S. Travel Association

MR. DEAN RUNYAN
Dean Runyan Associates

MS. SHERRY RUPERT
American Indian Alaska Native Tourism
Association

MS. VALARIE SEGARRA
Las Vegas Convention and Visitors Authority



APPEARANCES: (CONT'D.)

MR. STEFAN SELIG
Department of Commerce

MR. JOHN SPROULS
Universal Parks and Resorts

MR. GREG STUBBLEFIELD
Enterprise Holdings

MR. DAN TANCIAR
U.S. Customs and Border Protection

MR. CHRISTOPHER THOMPSON
Brand USA

MR. AARON WODIN-SCHWARTZ
Brand USA

MR. BILL YOUNG
National Travel and Tourism Office, Department
of Commerce



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APPEARANCES: (CONT'D.)

MR. JONATHAN ZUK
Amadeo Travel Solutions



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10
MEETING

INDEX

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

DESCRIPTION	PAGE
Opening Remarks & Introductions	12
MINNESOTA WELCOME	
John Edman	25
Congressman Erik Paulsen	30
Update on Presidential Memorandum	32
DISCUSSION AND DELIBERATION OF BOARD	
Recommendations on Presidential Memorandum	41
CULTURAL & NATURAL HERITAGE	
Subcommittee Report	76
Department of Interior Update	87
DATA & RESEARCH	
Subcommittee Report	94
Department of Commerce Update	104



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11
MEETING

INDEX (CONT'D.)

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

DESCRIPTION	PAGE
BRAND USA	
Subcommittee Report	107
Department of Commerce Update	102
Brand USA Update	114
INFRASTRUCTURE	
Subcommittee Report	126
Department of Transportation Update	135
VISA POLICY	
Subcommittee Report	150
State Department Update	155
Final Comments/Next Steps	165
Public Comment Period	172
Adjournment	176/177



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MEETING

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JULY 29, 2014

CHAIRMAN GILLILAND: Okay, folks, if we could grab a seat, we can get started. We'll call this meeting of the Travel and Tourism Advisory Board to order.

And I might just remind everybody, we do have Mary Mitchell in the back, who is going to be taking the minutes of the meeting. And it would be really helpful to her if you could announce who you are before you make your comments. It's hard to remember, but she'd greatly appreciate it.

So I'm Sam Gilliland, and pleased to be here with you, and to welcome the Travel and Tourism Advisory Board, our members, our government partners, our staffers, and our hosts to the summer meeting here at the Mall of America in Minneapolis.

This place is awesome. I was talking with Maureen earlier, I mean this mall is, it's something else, it's amazing. And a great, fitting venue for deliberations here today.



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2 Each year, as I think some of you
3 heard from Maureen yesterday, tourists from
4 all over the world flock to this shopping
5 and entertainment attraction. It's one of
6 the most visited destinations in the United
7 States. And the Mall of America is a huge
8 engine for employment. It has enormous
9 impact on the state and nations. That
10 impact is measured in billions of dollars.
11 It's expansive, it's innovative, and to
12 borrow a line from Secretary Pritzker, who
13 unfortunately couldn't join us today, it's
14 open for business. In short, what travel
15 and tourism does for our nation, the Mall of
16 America does for travel and tourism, and I'm
17 delighted that we're here.

18 I want to extend our huge
19 appreciation to those who worked so hard
20 arranging for this meeting at this venue.
21 As always, a huge amount of work goes into
22 planning and execution of a Travel and
23 Tourism Advisory Board meeting. Certainly
24 this is no exception. Our board members
25 Maureen Bausch and Trudy Rautio, and Trudy's



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2 colleague Tammy Lee Stanoch, I think they've
3 become TTAB's unofficial Minnesota destination
4 marketing organization.

5 **(Whereupon, laughter occurred.)**

6 They've been the driving forces of
7 arranging the meeting and all the activities
8 and logistics surrounding it. And we're
9 really grateful, really grateful to you.

10 Really do appreciate all that you've done.

11 And, of course, without Jenna Pilat,
12 these full board meetings or subcommittees or
13 deliberations or recommendations would not
14 stay on track. Jenna is the engineer that
15 makes it all happen. And so many thanks to
16 you, Jenna.

17 Couple of comments before I turn it
18 over to Kathleen for some further
19 introductions. And we'll go around the room
20 and get everybody introduced. I really feel
21 like this is an exciting time for travel and
22 tourism. You might say that we're on a
23 roll. In rapid succession in the last
24 couple of weeks, as many of you are aware,
25 the Travel Promotion Act, Brand USA



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2 preauthorization has passed the House, and
3 the Senate commerce committee, and may be
4 headed to the Senate floor soon. I think we
5 all hope that it will be. This is one of
6 the top priorities of the last TTAB, which
7 was fully embraced by the industry, Secretary
8 Pritzker, and the administration. Certainly
9 there's more work to do to get this on the
10 President's desk and signed into law, but
11 it's worth pausing for a moment to take note
12 of something important. And that is, when
13 this industry works together on an
14 initiative, we're incredibly effective. The
15 breadth and depth of the list of co-sponsors
16 of the Brand USA Preauthorization bill that
17 passed the House from liberal Democrats to
18 conservative Republicans is really a
19 remarkable achievement, given the current
20 political environment.

21 Because of our work, the work of
22 U.S. Travel and Brand USA, the word is out
23 that our industry is making huge quantifiable
24 impacts on jobs, on GDP, and exports at the
25 local, regional and national levels. What



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2 we're seeing happening in Congress with
3 reauthorization is proof-positive of that
4 impact.

5 I also want to mention that
6 President Obama's continuing and demonstrable
7 personal interest in our industry is
8 extremely gratifying. Once again the
9 President, along with Valerie Jarrett and NEC
10 Director Jeff Zients, took time in May to
11 meet with a number of the leaders of the
12 travel and tourism industry, including some
13 of the members of this board. Clearly, he's
14 genuinely interested in pursuing policies that
15 will help our industry thrive, and he wants
16 to hear from us on what his administration
17 should do.

18 So the days of wondering whether our
19 recommendations will matter in formulating
20 government policy are really behind us.
21 Through a lot of smart, collaborative work in
22 the industry, and because of an extraordinary
23 Secretary of Commerce and the inter-agency
24 team she leads to fully prioritize travel and
25 tourism, we've really come to a golden moment

MEETING

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2 in our industry's history. TTAB has played
3 a major role in reaching that moment and
4 will play a major role in taking advantage
5 of it.

6 Our six subcommittees, Entry, Visas,
7 Infrastructure, Brand USA, Data and
8 Statistics, and Cultural and Natural Heritage,
9 are off and running. Work plans are being
10 developed. And in the case of the Entry
11 subcommittee, recommendations are going to be
12 discussed, since this board has been asked
13 specifically by President Obama in his
14 memorandum to offer our suggestions for
15 improving the entry process. The report by
16 the Secretaries of Commerce and Homeland
17 Security to the President, that report is due
18 in September. And the Entry subcommittee and
19 its co-chairs, Dave Berg and John Sprouls,
20 have been working diligently on these
21 recommendations and have been talking to our
22 ex officio partners at CBP, DHS to get their
23 input.

24 So Entry may be the first out of
25 the gate, but I'm confident that all of our



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2 subcommittees will provide valuable
3 contributions and recommendations that we'll
4 be proud to send up to Secretary Pritzker,
5 and through her, to the President and the
6 administration.

7 So again, thank you to all of you
8 for your important work and contributions.

9 Ultimately, the work of this board
10 is about achieving the full potential of
11 travel and tourism. Marketing this great
12 nation around the world, streamlining and
13 making pleasant the visa and entry process,
14 helping those international visitors get
15 around our vast country, with access to
16 world-class airports, roads, seaports, railways
17 and so forth, delighting those visitors with
18 the great cultural heritage and the many
19 natural wonders our country has to offer.
20 And then there's the secret sauce. We need
21 to quantify and measure what our visitor does
22 and what she thinks about the quality of her
23 experience. Because if there's anything
24 we've learned as an industry, it's that data
25 and statistics translate into political and

MEETING

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2 economic power, and help us make better
3 decisions about how to attract the 100
4 million visitors we've set as our goal in
5 2021. Through the work of the TTAB, we're
6 well on our way.

7 And with that, I'd like to turn it
8 over to Kathleen. Kathleen.

9 VICE CHAIR MATTHEWS: Great. Thank
10 you so much. It is terrific to see such
11 robust participation in the middle of summer.
12 So thank you everybody who's here. While
13 Secretary Pritzker is not able to join us
14 because she's traveling in India, we are
15 really lucky to have Stefan Selig, the Under
16 Secretary for International Trade with us
17 today. And you'll be hearing from him
18 shortly. He's told us this is his first
19 domestic trip in his new capacity since he
20 was sworn in in early June. His first trip
21 was to Beijing. So from Beijing to
22 Minneapolis I think is terrific. So it's
23 great to have you here.

24 And we also have really robust
25 participation among all of our constituent



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2 government agencies that support the work of
3 the TTAB so wonderfully.

4 We thought it would be great before
5 we hear from Stefan to go around the room so
6 that everybody's able to introduce themselves.
7 And why don't we start with people who are
8 on the phone, if you could introduce
9 yourselves to begin.

10 MR. BLAIR: This is John Blair.
11 I'm the Director of Intergovernmental and
12 External Affairs of the Department of the
13 Interior.

14 VICE CHAIR MATTHEWS: Any others?

15 MR. HARFORD: This is Barney
16 Harford, CEO of Orbitz Worldwide.

17 VICE CHAIR MATTHEWS: Any others on
18 the phone?

19 MS. ROJAS-UNGAR: Hi, this is
20 Patricia Rojas-Ungar with the U.S Travel
21 Association.

22 VICE CHAIR MATTHEWS: Is that it for
23 the phone? Great. So we'll just go around
24 the room. Why don't we start with you,
25 Holly.

MEETING

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

MS. McKEOUGH: Good morning.
Margaret McKeough, with the Washington
Airports Authority.

MR. LYNCH: Hi. Bob Lynch,
Americans for the Arts.

MS. FERENC: Good morning. Maryann
Ferenc, Mise en Place Hospitality Group.

MR. DIXON: Good morning. Fred
Dixon, NYC & Company.

MR. DEAN: Good morning. I'm Brad
Dean with the Myrtle Beach Area CVB/Chamber
of Commerce.

MR. DAVIDSON: Good morning,
everyone. Todd Davidson, with Travel Oregon.

MS. RAUTIO: Hi, I'm Trudy Rautio
with Carlson.

MR. BRYAN: Good morning. Darrell
Bryan, Clipper Vacations, Seattle.

MR. EDMAN: John Edman, Explore
Minnesota.

MS. BAUSCH: Maureen Bausch, Mall of
America.



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2 MR. JACOBS: Jerry Jacobs, with
3 Delaware North Companies.

4 MR. HAGEN: Good morning. Jim
5 Hagen, South Dakota Department of Tourism.

6 MR. WODIN-SCHWARTZ: Aaron
7 Wodin-Schwartz, Brand USA. Chris Thompson
8 will be here shortly.

9 MR. CHAMPLEY: Good morning, Dick
10 Champley, Department of Commerce National
11 Travel and Tourism Office.

12 MR. COTTLE: Hi, it's Curt Cottle,
13 National Travel and Tourism Office.

14 MR. DECHTER: Gadi Dechter, Commerce
15 Department.

16 MR. YOUNG: Good morning everyone.
17 National Travel and Tourism Office, Department
18 of Commerce, Bill Young.

19 MS. PILAT: Good morning, Jenna
20 Pilat, Department of Commerce.

21 MR. HYATT: Ken Hyatt, Department of
22 Commerce.

23 MR. SELIG: Stefan Selig, Department
24 of Commerce.

25 MR. HART: Pat Hart from Department



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of Homeland Security.

MR. TANCIAR: Dan Tanciar, U.S.
Customs and Border Protection.

MR. REDLINGER: Steve Redlinger,
Department of Homeland Security.

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

MR. RAMOTOWSKI: Ed Ramotowski, U.S.
Department of State.

MR. BELFORD: Brandon Belford, U.S.
Department of Transportation.

MR. BERG: David Berg, Airlines for
America.

MR. FERGUSON: Elliott Ferguson,
Destination DC.

MR. MULLIS: Good morning. Brian
Mullis, Sustainable Travel International.

MR. ZUK: Good morning. Jonathan
Zuk, Amadeo Travel Solutions.

MR. RUNYAN: Dean Runyan, Dean
Runyan Associates.

MR. STUBBLEFIELD: Greg Stubblefield,
Enterprise Holdings.

MS. RUPERT: Sherry Rupert, American

MEETING

1 Indian Alaska Native Tourism Association.

2 MR. GALLAGHER: Mike Gallagher,
3 CityPASS.

4 MR. HOESSLE: Kirk Hoessle, Alaska
5 Wildland Adventures.

6 MS. RAMUDO: Olga Ramudo, Express
7 Travel of Miami, Hispanic Diversity Chair,
8 ASTA-NTA.

9 MR. FREEMAN: Donald Freeman, The
10 Freeman Companies.

11 MR. SPROULS: John Sprouls, Universal
12 Parks and Resorts.

13 VICE CHAIR MATTHEWS: And along the
14 wall, do you want to start?

15 (Whereupon, Attendees not seated at
16 table microphones introduced themselves, but
17 their voices were inaudible and therefore not
18 part of the public record.)

19 VICE CHAIR MATTHEWS: Great, thank
20 you very much. We've been able to extend
21 our gratitude to the Mall of America and
22 also to the folks from Carlson. We have an
23 official welcome from John Edman, who for 14
24 years has headed up Explore Minnesota. He
25

1
2 told me earlier that he has served under
3 three governors in that time, starting with
4 Jesse Ventura, his first governor. And so
5 he's going to officially welcome everyone and
6 tell us why it's so great that the TTAB has
7 come to Minnesota for this meeting.

8 MR. EDMAN: Well, thank you,
9 Kathleen. And on behalf of Governor Dayton
10 and everyone at Explore Minnesota, I want to
11 officially welcome you to Minnesota. You've
12 been here for several days already and have
13 had a chance to explore the Mall of America
14 and parts of the Twin Cities, and hopefully
15 get a chance to enjoy other parts of our
16 state, if not on this visit, in future
17 visits.

18 I want to thank Maureen Bausch for
19 asking me to be here, and Trudy, I used to
20 work actually at Carlson Companies years ago
21 before I had this job when I first was
22 appointed by Governor Ventura. I'm not sure
23 why that always gets a laugh every time
24 someone mentions that, but.

25 And then I'll also give a quick



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2 shout-out to a couple of my colleagues, Todd
3 Davidson and Jim from two state tourism
4 offices that are on the board. I'm glad
5 that you two are here and providing
6 leadership. And a shout-out to Bonnie
7 Carlson there, who sits actually on my
8 tourism council and helps direct and lead, as
9 well as Doug Killian. I think I saw Doug
10 over there in the back. So anyway, thank
11 you all very much for being here.

12 You know, I mentioned a little bit
13 about tourism in Minnesota, you got a little
14 sense of it here. I actually just spent the
15 week last week up in Voyageurs National Park.
16 Lot of people don't realize we have a
17 national park, several national parks here in
18 Minnesota. But whether it's the lakes in
19 the north, the headwaters of the Mississippi,
20 all of the attractions here in the metro
21 area, the major events that was mentioned
22 last night, such as the All-Star Game, the
23 Super Bowl, the Ryder Cup when they're
24 coming, the Mayo Clinic in Rochester. We're
25 very proud of what we have in this state.



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2 And I think Judy mentioned very eloquently
3 last night about the importance of tourism in
4 Minnesota, \$12 billion industry. But as an
5 industry, we realize how important it is.
6 It affects all parts of our state, large
7 communities and small. But in terms of our
8 tourism budget, we've been relatively flat
9 for a while. And our industry said, you
10 know, enough, we really need to raise our
11 profile. And so last legislative session,
12 through the initiative of people like Bonnie
13 and Doug and Maureen, we are going to
14 receive the largest budget increase in our
15 history ever, 67 percent increase in our
16 budget. Which is allowing us to do a lot
17 of things that we haven't been able to do
18 before.

19 And one of the first things we did
20 is try to find out, you know, what consumers
21 say about Minnesota and what they know. And
22 in conversation with Mike Gallagher this
23 morning, who hadn't been here a lot, he
24 said, "Well, I think we emphasize that we
25 don't have a product problem, we have an



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2 awareness problem." People just don't know
3 about the attractions in the state. So what
4 we've been able to do is have a campaign
5 that focuses on the things that are only in
6 Minnesota -- The headwaters of the
7 Mississippi, Lake Superior, the Guthrie
8 Theater, the Mayo Clinic -- and get consumers
9 engaged in talking to each other about the
10 importance of travel and tourism and what it
11 means to this state.

12 We've gone out to new markets,
13 Chicago, Kansas City, Denver, parts of
14 Western Canada. Done a lot of co-ops and
15 partnerships. And one of the things I
16 specifically wanted to mention is
17 international is becoming an increasingly
18 important part of our tactics. We focused
19 on obviously Canada, which we almost consider
20 a domestic market, Japan, UK, Germany,
21 Scandinavian countries. We're also doing a
22 little bit into China and to France and et
23 cetera. We really want to expand these
24 efforts.

25 I also sit as the chair on the



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MEETING

1
2 Minneapolis-St. Paul Airports Foundation, and
3 we're trying to enhance that traveler
4 experience when they come to Minneapolis-St.
5 Paul. Involved in an arts program. And if
6 you haven't been on the C Concourse, you've
7 got to see the bathrooms on the C Concourse,
8 those are actually incredible. And I usually
9 don't get excited about bathrooms.

10 But, we really feel we have a lot
11 to offer in the state. And I just wanted
12 to close by thanking all of you for being
13 here in Minnesota, thanking you for all that
14 you do collaboratively to enhance travel and
15 tourism, not only in Minnesota, but
16 throughout the entire country. It's
17 beneficial to all of us. And if you need
18 any help on any future travels to our state,
19 please don't hesitate to let me know. Thank
20 you.

21 VICE CHAIR MATTHEWS: Thank you so
22 much.

23 **(Whereupon, applause occurred.)**

24 VICE CHAIR MATTHEWS: As we wrap up
25 our introductions, I noticed that there's



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2 some folks along this wall that I didn't see
3 earlier. Do you want to introduce yourself
4 real quickly.

5 MR. JASPER: Certainly. Dan Jasper,
6 Mall of America.

7 MR. KILLIAN: Doug Killian, Mall of
8 America Tourism Marketing.

9 MS. MAPES: Melanie Mapes, Chicago's
10 First Lady Cruises.

11 MS. SEGARRA: Valarie Segarra, LV
12 CVA.

13 VICE CHAIR MATTHEWS: And last night
14 we heard from representatives of Minnesota's
15 two senators. But we also have a video, a
16 welcome video we wanted to share with you
17 from Congressman Paulsen, so if we can just
18 queue up that video.

19 CONGRESSMAN ERIK PAULSEN: Hi, I am
20 Erik Paulsen. I want to welcome everybody
21 to Minnesota for the U.S. Travel and Tourism
22 Advisory Board meeting. And while you're
23 here, I hope you have the chance to enjoy
24 one of our 10,000 lakes, bike trails,
25 beautiful golf courses, and of course,

1
2 America's favorite mall, the Mall of America,
3 which is right in my district.

4 As you know, travel and tourism play
5 an important role in the United States,
6 especially right here in Minnesota. Every
7 year millions of visitors bring twelve and a
8 half billion dollars in sales to our state,
9 which helps support 245,000 jobs. I know
10 just how important the travel and tourism
11 industry is to our economy.

12 Recently the House, with overwhelming
13 bipartisan support, reauthorized Brand USA, to
14 make sure the organization can continue their
15 great work of attracting tourists to our
16 country.

17 Before I go, though, I want to share
18 my own almost-a-Minnesota-secret destination.
19 Because for me, there's nothing like canoeing
20 through the Boundary Waters in Northern
21 Minnesota with my wife and four daughters.
22 For those of you that are visiting Minnesota
23 for the first time, I hope you'll have the
24 chance to experience the Boundary Waters
25 Canoe Area for yourself someday. Thanks for

MEETING

1
2 all your great work. Have a great meeting.

3 VICE CHAIR MATTHEWS: Great. And
4 that's the introductions, so I think we're
5 ready to roll up our sleeves and lean in
6 over the next two hours.

7 CHAIRMAN GILLILAND: Okay. Thanks,
8 Kathleen. So our next item on the agenda is
9 an update on the Presidential Memorandum.
10 And to kick us off on that is our brand-new
11 very new Under Secretary of Commerce for
12 International Trade, Stefan Selig. Stefan.

13 MR. SELIG: Thank you, Sam. Good
14 morning, everyone. It was great meeting many
15 of you yesterday and at breakfast this
16 morning. And I'm looking forward to
17 participating in my first TTAB meeting today.
18 It does seem I have mutual friends with many
19 of you, so I don't feel so very brand-new.
20 So thank you for your warm welcome.

21 I also do want to thank again Trudy
22 and Maureen for their gracious hospitality in
23 hosting us today. As I woke up this
24 morning, I told my wife how fantastic the
25 Radisson Blu was and this experience was, and

1
2 then I quickly realized the error of my
3 ways, given the shopping opportunities that
4 she would encounter here, and told her it
5 was really not for her taste at all.

6 **(Whereupon, laughter occurred.)**

7 Now, so you hopefully will be able
8 to do without that one big shot in the arm
9 that would have come if she would have been
10 joining us today.

11 Travel and tourism are going to play
12 an extremely important role in my tenure as
13 Under Secretary. Now, the data, some of
14 which you already heard, helps explain why.
15 As you know, we've achieved a record \$181
16 billion in 2013 travel and tourism exports.
17 We saw an increase to 15.3 million foreign
18 visitors in the first quarter of 2014 alone.
19 And just in March we saw significant
20 increases in visitors from Mexico, Brazil and
21 Eastern Europe. All that is supporting 1.3
22 million American jobs, and accounts for 8
23 percent, as we talked about yesterday, of
24 total U.S. exports. That is a big deal to
25 the U.S. economy. And as a result, that is

MEETING

1
2 now a big deal to me personally.

3 As you all know, my colleagues and I
4 rely heavily on your input and guidance to
5 help us best support your industry. And so
6 we will continue to look for your input to
7 learn all that you do to make your industry
8 become successful. Ken to my right now is
9 going to lead the discussion of the
10 President's Memorandum on the entry process
11 for international guests when I am through as
12 a way to kick us off. But I also want to
13 point out that the U.S. and China have
14 agreed that travel and tourism will be one
15 important focus of our next meeting for the
16 Joint Committee on Commerce and Trade in
17 December in Chicago, the JCCT, and that
18 effort is something that I am leading on
19 behalf of the Secretary.

20 China is obviously critically
21 important to the achievement of our 2021
22 visitation goals, like it is in so many
23 important parts of our economy.

24 So I look forward to working with
25 you, Chris and others at Brand USA and other



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2 partners to structure a program that will
3 establish a solid foundation of cooperation
4 and enable a great level of success.

5 As a former Wall Street banker, my
6 circuitry is to be proactive and be
7 supportive and highly responsive. So when it
8 comes to the needs of the business community
9 generally, that is hopefully the tone and
10 approach you will find from me and my team.

11 In the coming weeks I'll be working
12 with Jenna to reach out to some of our key
13 stakeholders and advisory committees like you
14 as we develop our strategic vision for travel
15 and tourism and international trade as a
16 whole. And as we begin our subcommittee
17 work today, please know that I am here as a
18 resource for you in any way that I can
19 possibly be helpful.

20 Travel and tourism is an industry
21 that has made great progress, but as Sam and
22 Kathleen have just pointed out, we still have
23 great potential. And I know with all the
24 talent around this table we can realize that
25 potential.

MEETING

1
2 So thank you for your involvement on
3 this board and for your time and effort in
4 getting here, as Kathleen said, in the middle
5 of the summer, and providing your industry's
6 input on the development of the national goal
7 to improve wait times and enhance our
8 customer service experience for all of our
9 foreign visitors.

10 As key stakeholders, you play a
11 critical role in the effort to welcome more
12 international travelers to the United States.
13 And your engagement on the Presidential
14 Memorandum has enabled us to look at the
15 entire entry process, from primary to egress,
16 and to think of creative and innovative ways
17 to improve that travel experience.

18 So with that brief introduction, I
19 will now turn it over to my partner and
20 deputy Ken to give you an update on the
21 President's Memorandum for international
22 visitors entry process.

23 MR. HYATT: Thank you, Stefan. Let
24 me echo my thanks to Sam, Kathleen, to all
25 of you, and of course, to our hosts from

1
2 Minnesota. I have been here just once.
3 Senator Klobuchar asked me to come out.
4 Previously I had only traveled here when my
5 brother was at the University. And I'm
6 seeing a different part of Minnesota and
7 Minneapolis than I did coming here 25 years
8 ago when he was at the U? Is that how
9 it's sort of referred to? So again, thank
10 you, thank you all for your hospitality.

11 Just a couple quick points. One,
12 let me echo where Sam started and where
13 Stefan was, which is tremendous progress, and
14 a lot to do. The six subcommittees I think
15 are directly on point to what we've got to
16 do. They sort of track the strategy that
17 we're working against. And I think it's
18 fair to say that this group has added
19 enormous value as we've thought these things
20 through. And it's I think everyone's
21 expectation the group will continue to add
22 enormous value. So I again thank you for
23 the efforts that everyone around here makes.

24 With respect to the Presidential
25 Memorandum itself, in 51 days, and you note



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2 that I'm not counting, we need to deliver to
3 the President a proposal for a national goal
4 and first drafts of the airport-specific
5 action plans.

6 I'm going to let our great
7 colleagues from DHS talk about the update on
8 the action plans themselves. But we have
9 been working in partnership to listen and
10 think about what those appropriate goals
11 would be. We are eagerly awaiting this
12 letter that I know you're going to discuss
13 in moments. But our premise is that
14 understanding both your perspectives on what
15 we should accomplish, but also your thinking
16 about how we together accomplish these goals,
17 the implementation, the execution critical.
18 So we're looking forward to the letter. And
19 again, I'll let DHS talk about the
20 airport-specific plans.

21 One other thing I just want to
22 announce is a number of you have been
23 enormously supportive of this notion of a
24 National Travel and Tourism Office, which
25 some of you know we've elevated and created



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2 as we launched the strategy a couple years
3 ago. I'm delighted to say that we will now
4 have an executive director joining us on the
5 18th of August. Kelly Craighead is her
6 name. A number of people around have
7 actually met her, talked with her. And she
8 both has a tourism background, she has a
9 political background, she worked for then
10 Vice President -- First Lady, Hillary
11 Clinton, in a variety of different
12 capacities, has worked in and around
13 Washington for a number of years, and I
14 think will be a force that can be brought to
15 bear to, again, help the industry go forward.
16 So we'll send her background around in the
17 next couple weeks. But as of the 18th of
18 August, we'll now have that head of the
19 National Travel and Tourism Office, which
20 again I think will add value as we go
21 forward.

22 So again, thanks to all. I'm
23 looking forward to the discussion.

24 CHAIRMAN GILLILAND: All right. And
25 then I think we'll go to Pat Hart. Pat.



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2 MR. HART: Thank you. I guess I'm
3 the other new guy at the table here. I've
4 been on the job for about three weeks. And
5 just to be clear, when I first started, the
6 leadership at DHS made it very clear to me
7 that this is one of their top priorities.
8 And we are making progress. The initial
9 meetings at the 17 top airports have been
10 completed, they're continuing to work with
11 their stakeholders. I had the opportunity
12 last week to attend one of those stakeholder
13 meetings at Logan Airport up in Boston. And
14 it was great to see the partnership that the
15 CBP, the airlines, the airline officials, the
16 airport officials have up there in Boston.
17 And I know it's reflective of that
18 relationship across the country as well. So
19 again, what I saw in Boston is they're
20 rolling up their sleeves and taking, you
21 know, a really detailed look at that entire
22 customer experience. And they're developing
23 those action plans that Ken mentioned to make
24 sure that we keep a focus on that experience
25 going forward. And that this is something



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2 we just -- you know, an action plan can be
3 put together and put on the shelf, it's not
4 something that is going to drive our actions
5 in the months and years ahead.

6 So we're looking forward to seeing I
7 guess the initial draft of those plans the
8 first week of August, work through those.
9 And we look forward to continuing to work
10 with all of you. So thank you again for
11 the opportunity to be here today. And I
12 appreciate it.

13 VICE CHAIR MATTHEWS: Great, thank
14 you. While all the committees got together
15 very quickly and have done some really
16 amazing work both on the phone and then
17 yesterday at our subcommittee meetings towards
18 their action plan for the upcoming two-year
19 turn, one committee in particular found
20 themselves in the cross hairs of having to
21 just jump in and move to action with this
22 Presidential Memorandum and the request for a
23 first draft on setting a goal regarding the
24 entry process. Of course, this work is so
25 critical because as we look at the



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2 President's guidelines towards trying to
3 achieve 100 million international visitors by
4 2021, we've realized, given our current
5 levels, we're looking at increases of 30 to
6 40 percent in that time period. When you
7 add all those visitors, our international
8 airports certainly will become a choice point
9 for that incredible new volume of visitation.
10 And so this goal really is around the
11 management of all those new international
12 visitors.

13 The group really rolled up their
14 sleeves. There was a lot of discussion and
15 deliberation. There were differences of
16 opinion on this. They worked very closely
17 with the folks from Department of Homeland
18 Security and Customs and Border Patrol to
19 make sure that there was good input on what
20 was achievable, as well as working with all
21 the other agencies, Commerce, State, to get
22 good advice.

23 And so what we'd like to do now is
24 discuss the proposal. We're going to have
25 the two chairs, co-chairs of that committee,



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2 Dave Berg and John Sprouls, talk about where
3 they have landed. All of you have a draft
4 in front of you of what that looks like.
5 It was actually going through edits and
6 iterations all through the night. And so we
7 thank all of you who weighed in on it, and
8 particularly that subcommittee and the
9 co-chairs who have really taken on this
10 important bit of work.

11 So if I can just hand it over to
12 Dave and John to kind of discuss that. And
13 then obviously we want the input of everybody
14 here in the room. Because our goal will be
15 to come out of this meeting with an
16 understanding that would have your approval
17 towards what might be some word smithing
18 before it actually goes out, but really the
19 intent of the TTAB lining up behind this
20 letter that would go to the President in 51
21 days.

22 MR. BERG: Again, David Berg with
23 Airlines for America. Thanks, Kathleen, for
24 your introduction.

25 So this task obviously flows from



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2 the Presidential Memorandum. And we've spent
3 quite a bit of time between a telephone call
4 a couple weeks ago and then yesterday
5 afternoon talking about what needs or what
6 should be in a national goal which will be
7 recommended.

8 We focused on two things really. A
9 qualitative point or goal that is the
10 customer experience and identifying a level
11 of satisfaction at the completion of the
12 process. And then also a quantitative goal,
13 and that is, a time frame for completing the
14 process. Getting through -- getting through
15 the inspection process and out of the federal
16 inspection facility.

17 With everyone in attendance
18 particularly yesterday at the meeting, we
19 spent a lot of time talking about those two
20 aspects of a goal and how do we frame it,
21 how do we put it together, should one have
22 predominance over another, or what are the
23 interests.

24 We spent a lot of time talking about
25 the potential implications in particular of a



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2 quantitative goal. And we had a lot of good
3 input in particular from CBP on that. And
4 then we also talked quite a bit about how to
5 -- what is it that we're actually talking
6 about, what is the entry process, where does
7 it start. Does it start on the airplane?
8 When you land? Does it start when the plane
9 blocks in and the flight has technically
10 arrived? And how do you measure that.

11 We also talked about the importance
12 of building a basket of metrics to sort of
13 be able to hold, find accountability in the
14 process, right. So different parties have a
15 different piece in the process. The CBP,
16 airlines/airports have a piece in terms of
17 baggage delivery, getting a culture and --
18 the CBP has right now the problem, process
19 of exiting the facility. So we also noted
20 that airports can play a role in terms of
21 improving the flow of passengers and the
22 signage. So we talked about a whole host of
23 metrics that might go into an index that
24 will allow for two things. One is
25 accountability, as I mentioned. And then

MEETING

1
2 also the ability of stakeholders and the
3 public, customers, to compare airports and
4 how airports are doing in terms of the
5 process.

6 So what we've ended up with is a
7 letter that I think is in front of you.
8 And again, thanks to Jenna for all of her
9 hard work making all the changes throughout
10 the night and even this morning.

11 We've tried to keep it simple and
12 direct. Again, we note the mission or the
13 backdrop being achieving the goal of 100
14 million passengers by 2021, which is the
15 national strategy. That's sort of the
16 overarching or underlying goal here and
17 premise.

18 And the specific goal says two
19 things. One is by 2017, 90 percent of the
20 travelers will have a good or excellent
21 customer experience. And, passengers complete
22 the arrivals process within 45 to 60 minutes,
23 excluding those who might be referred for
24 secondary screening. Because those are going
25 to skew the results, so we don't want to



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2 have that as a problem. It's simple. It
3 responds to the language of the Presidential
4 Memorandum, which talks about the process and
5 specifically addressing wait times and primary
6 inspection. But it also, again, because
7 we're talking about the entire process,
8 captures the fact that different stakeholders
9 have a different piece of the action.

10 And then we go on and talk about
11 how to achieve the national goal. We've
12 identified a number of measures, many of
13 which CBP and the private sector stakeholders
14 have already been working on for a while,
15 ways to improve the processing, speed up the
16 processing, improve the customer experience.
17 And so there's a whole list of things that
18 we recommend as items, measures that can be
19 followed to accomplish the goal.

20 And then we talk about measuring the
21 goal. And here's the matrix of potential
22 items that could be considered for measuring
23 performance. And we've got ten here. The
24 idea is that CBP and the stakeholders will
25 get together and work on figuring out how



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2 this will work, what it should look like,
3 what should be included, and then ultimately
4 have a third party involved in doing the
5 assessments and doing a report.

6 So that's where we ended up. There
7 was a lot of back and forth, a lot of give
8 and take. At the end of the day, you know,
9 we think both things are important. Having
10 a processing time goal that is aspirational.
11 But some airports may have more difficulty
12 because of constraints and the way they're
13 set up in meeting that time goal. But if
14 at the end of the day they're getting a high
15 rating in customer satisfaction, that's
16 ultimately what's important. So we think
17 both of those blend together and are
18 important and need to be part of the goal.
19 John.

20 MR. SPROULS: Thanks, Dave. I think
21 you've articulated basically everything we
22 talked about in our conversation. The only
23 thing I would re-echo is the concept around
24 setting up this national goal and this index
25 to be able to index airports is to create

MEETING

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2 competition, is to expect what we inspect.
3 And creating a series of a rating system
4 that includes a number of different things
5 that is going to be transparent to everyone,
6 we think, will cause all of the local
7 airport associations, the airlines that are
8 associative there, and even the various CBP
9 teams that are in different places, to want
10 to be at the high end of that list. And
11 we think that will raise all those questions
12 much more quickly than if we just had a
13 national goal that people don't really
14 understand how it affects them locally.
15 We've seen it with some of the model port
16 initiatives, that when you get everybody
17 working together, all of a sudden there is
18 dramatic improvement. And if there's
19 dramatic improvement in some places, and
20 you're sitting in an area where there hasn't
21 been dramatic improvement, I think that's
22 going to get everybody's attention. And I
23 think if you can create that necessary
24 friction to drive performance across all of
25 the major airports, it will allow us to move



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2 much more rapidly and create demonstrable
3 progress much more quickly in trying to get
4 to this goal. So that's really our
5 intention with respect to the measurement.
6 And with respect to creating an index that
7 we would have, we need to figure out what
8 that is, but have a third party measure
9 that, so that we understand that there's
10 consistency across all the airports.

11 VICE CHAIR MATTHEWS: For those of
12 you who saw earlier drafts, and I want to
13 thank members of the TTAB who were not on
14 the entry committee who were so interested in
15 this work who joined us for a meeting early
16 yesterday, and then the continued conversation
17 that went on for several hours through the
18 afternoon, an earlier draft that some of you
19 may have seen set forth just one goal, and
20 that goal was around the time, as opposed to
21 a second goal around the customer experience
22 and an index. I think there was robust
23 conversation around potentially unintended
24 consequences if there was just a time goal
25 of 45 minutes to an hour.

1
2 Can both the chairs speak a little
3 bit to that as to why you felt that that
4 single goal of a time, which could be
5 compared to what we did with the visa
6 process two years ago when we set a time
7 goal for the processing of visas, why you
8 thought that was insufficient in this case
9 and might have those unintended consequences.

10 MR. SPROULS: Sure. And having been
11 part of that visa process, when we looked at
12 the visa process, the major issue, the
13 primary issue was just time to get an
14 interview in those countries that were
15 emerging in growth. And so by setting that
16 goal of just reducing that time, we were
17 able to tackle the problem. It wasn't a
18 problem with the actual interview, it wasn't
19 a problem with approval rates; it was just a
20 problem of too many people at the top of the
21 funnel.

22 Here what we were concerned about is
23 if you just set a numerical goal with
24 respect to processing, there are so many
25 pieces on either side of that, that if you

MEETING

1
2 had to get to that goal, well, you know, if
3 you keep planes on the Tarmac and don't
4 bring them to deplane, then we don't start
5 the clock, so I'll hit my number. But have
6 I really improved the experience.

7 And that's really what we're talking
8 about. This is about the welcoming
9 experience for every international visitor.
10 And it's got to be everything that they
11 encounter, not just some things that maybe
12 because we have transparency now they're
13 easier to focus on and measure. Clearly,
14 the time you spend there is a big piece of
15 it, but it's not the only piece. Which is
16 why we wanted to add the customer service
17 experience to get to both. And you can
18 think about it, if we can drive 90
19 percent-plus excellent customer service, even
20 if we're at 61 minutes, apparently that's
21 okay, because that's what our guests and
22 customers are telling us. But I do think,
23 and in all the conversations we had, the
24 time spent in the primary processing facility
25 is a big piece of satisfaction or



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MEETING

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2 dissatisfaction. So having that numerical
3 goal we think will help drive us toward that
4 ultimate customer service. Dave.

5 MR. BERG: Just going to add the
6 other piece to keep in mind, is that we're
7 competing not only -- airports here are not
8 only competing amongst themselves, but we're
9 competing with travel and tourism in other
10 countries. And there is an international
11 standard under the ICAO, the International
12 Civil Aviation Organization, that has a
13 recommended practice of accomplishing
14 inspection within 45 minutes. And so we
15 thought that was a good anchor for us. And
16 we have to keep in mind that, you know,
17 travel and tourism is worldwide. We compete
18 with other countries for the travel and
19 tourism business. So we want to be at the
20 forefront and the leading edge of that
21 business.

22 VICE CHAIR MATTHEWS: So while just
23 looking at this draft, I think it's very
24 important that it is specific. Secretary
25 Pritzker continues to tell us we want very



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MEETING

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2 direct, measurable, easy to understand,
3 discrete things that we can accomplish. And
4 I think the letter does that. It has a
5 very streamlined approach. A lot of dialogue
6 and debate and everything in the background
7 is not included in here, because we want it
8 to be extremely clear when it goes through
9 the Secretary of Commerce to the President.

10 So I'd like to open it up for
11 discussion from those in the room. Rosie?

12 MS. ANDOLINO: Hi Kathleen. Thank
13 you very much. I apologize I wasn't able to
14 be here yesterday. But I like the concept
15 of where we're going. I think it's great.
16 But I do have some concerns as well. When
17 I look at it from the industry as the
18 airport, we have many different facets in
19 what we do and the people we move. We have
20 the domestic as well as the international
21 side. So I do have a concern that a rating
22 system on airports could have an impact on
23 the other sides of our, of what we do in
24 our operation that actually doesn't have this
25 essential support to it as well.



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2 So again, we need to be cautious on
3 how we rate an airport in a sense, if that's
4 where we're going towards. Because there's
5 so many different lines of business there.

6 And my other concern is that if we
7 are going to make that in a sense that if
8 it's a rating onto an airport on all that's
9 happening at that airport, my concern is a
10 funding mechanism. Because if I want to be
11 competitive with what let's say Minnesota's
12 airport, and they're making some investments,
13 my access to that, to the ability to make
14 some of those investments back in Chicago may
15 be limited because I need other stakeholders
16 to write the check. I don't have access to
17 write that check myself. And therefore, I
18 would be concerned in terms of how those
19 investments are made, or if we're being
20 criticized that the investment can't be made
21 because we can't get 100 percent agreement
22 for everybody to make those investments. So
23 it's not just, you know, the airport then
24 that could make that decision on making those
25 investments. And I think that the



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MEETING

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2 investments that would be made in terms of
3 the infrastructure at an airport could be
4 extremely costly. And therefore, without
5 access to, again, a funding mechanism that --
6 or the ability to access funds would be very
7 challenging. So I want to be cautious on
8 how we do that. And, you know, different
9 airports, there is a saying, "If you've seen
10 one airport, you've seen one airport,"
11 because of the challenges and issues at each
12 airport. So I want to be cautious on how
13 we go about that.

14 But I think that coming up with
15 benchmarks and coming up with goals are
16 extremely important to achieve results. So I
17 think that's first and foremost the important
18 part. But I want to ensure how we structure
19 this in moving forward.

20 VICE CHAIR MATTHEWS: So do you want
21 to talk a little bit about how you have
22 suggested the process of the index being
23 made, where the kind of responsibility for
24 that is with all the inputs that you are
25 suggesting should be part of that index,

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which would include the airports.

MR. BERG: John, you want to?

MR. SPROULS: Sure. We made out a suggested list, but obviously there's going to have to be conversation between CBP and all the other stakeholders to come up with what the index would be. And the idea is to make as much transparent as possible with respect to all the major airports. And with the goal that we have for 2021, I think everyone would agree, and -- well, I'm not on the infrastructure subcommittee, but I'm assuming it's taking up a lot of their time and focus. To get there, there has to be an enormous amount of infrastructure improvements for us to be able to accept 100 million international visitors by 2021.

So I agree with you that there are going to be issues airport by airport, and maybe even more nationally with respect to where are we going to find the funds for the infrastructure. Just like where are we going to find the funds for an additional CBP office. What we're hoping is, by having

MEETING

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2 this national goal and by having this
3 measurement tool, we can force those
4 conversations to happen in a time frame where
5 we can do something about them. But it's
6 not whether we had these measurements or not,
7 the issues around infrastructure, the issue
8 around an additional CBP office are still
9 going to have to happen. We think this may
10 actually create a framework to allow those
11 conversations to happen more effectively and
12 more quickly.

13 VICE CHAIR MATTHEWS: Any other?

14 Yes, Holly.

15 MS. AGRA: Rosie, do you worry that
16 the rating system could impact the number of
17 international air carriers that would want to
18 fly into your airport?

19 MS. ANDOLINO: Well, if, you know,
20 one airport gets -- you know, we've had this
21 with let's say the three-hour wait times,
22 right, there's an issue and people are going
23 to avoid airports. I agree with the
24 competition, that's important. And I think
25 that if there's means to actually, whether



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MEETING

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2 it's more officers, technology and ways we
3 can make those improvements, then we need to
4 make those investments. But not in every
5 case is the airport able to make the
6 investment that they seek that clearly
7 because it requires other stakeholders and
8 requires their checkbooks. If we were
9 looking at something that allowed for
10 additional funding, let's say like a PFC
11 increase that allowed airports to make other
12 investments that improves that competition and
13 allows us to, you know, be best in class,
14 then I think that could be a way to achieve
15 that. But there needs to be a mechanism in
16 order to make those investments. Some of
17 them are very large investments. And we
18 wouldn't be able to do it with just a few
19 pieces of machinery like APC. And so that
20 would be an important component.

21 VICE CHAIR MATTHEWS: Margaret,
22 Margaret McKeough from Washington Airports
23 Authority.

24 MS. McKEOUGH: Thank you, Kathleen.
25 I want to applaud the context of having some



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MEETING

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2 accountability to this process. And I, too,
3 want to speak to what I'm calling I guess
4 the report card.

5 The concerns I would have is that
6 when I look at the terminology on the second
7 page and some of those hypothetical
8 measurements 1 through 10, I would caution
9 that we focus ourselves on truly items that
10 matter to delivering an effective and
11 efficient process. I become concerned that
12 there could be potential here, depending on
13 how that index was structured, not only might
14 it be, it might lead to something that is
15 more nice-to-haves versus essential to the
16 functionality of moving through the facility
17 which, of course, gets to Rosie's point about
18 pent-up demand on finding financing for
19 infrastructure needs.

20 So when I just look at the list, I
21 -- I support the context of accountability,
22 and I think one of the greatest achievements
23 that has come out of this effort has been
24 all the stakeholders involved; the airports,
25 the airlines, and the port working together



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MEETING

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2 to develop these proprietary custom plans for
3 every port of entry. I think that has been
4 terrific. I would hope that we wouldn't get
5 to a one-size-fits-all and, with not
6 intending to criticize model ports, sometimes
7 it lends to the visual things that are
8 pretty but not necessarily practical. So I'm
9 speaking to let's hold ourselves accountable
10 with a streamlined index that truly deals
11 with functionality and getting folks through
12 the facility and not nice-to-haves.

13 You know, I look at things like
14 aesthetics -- and I know this is just a
15 hypothetical list, Number-4, amenities
16 Number-7, services Number-8, this could become
17 more of a make-me-feel-good through the
18 facility, when really what we want to do is
19 to get everybody out of the facility.

20 So I caution -- I'm okay with the
21 index, I just think it needs to have a
22 narrower focus. And I think it should
23 really be custom to those stakeholder plans
24 that are being developed right now at each
25 of the airports, as opposed to a



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MEETING

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2 one-size-fits-all, you know, with everybody
3 being measured against 15 different variables
4 that really maybe are not the issues for
5 their particular port.

6 CHAIRMAN GILLILAND: Dave, did you
7 want to comment or?

8 MR. BERG: Yeah, you know, I think
9 the sort of the record of what we've gone
10 through the last couple of years will
11 demonstrate that where facilities, equipment,
12 people are needed, the stakeholders will step
13 up. And a good example is in Chicago, where
14 the airlines stepped up to the plate and
15 said let's get these APCs in, we need them
16 now. And we got them in and it's been
17 great for everyone around the table. So to
18 your point, I think where investment is
19 needed you're going to get stakeholder buy-in
20 and get the funding that is needed.

21 On the other hand, where it's more
22 nice-to-haves and maybe not necessary, that's
23 where you're going to see the tension. You
24 know, at least I can speak from experience
25 from the airlines side who will end up



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MEETING

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2 funding whatever it is ultimately that needs
3 to be a part or wants to be a part. So I
4 think it's, you know, it's an iterative
5 process among the stakeholders at the
6 airports, it requires the input of all the
7 stakeholders, and I think the process
8 generally does work.

9 CHAIRMAN GILLILAND: And just a
10 couple of comments, listening to our leaders
11 of the airport authority. Rosie, having been
12 at Chicago and seeing your operation, I think
13 the, I think the great news about what
14 happened there is that other airports saw it
15 and wanted it and got it. And so I do
16 think that this competition can be healthy.
17 And I think it will be helpful in driving us
18 to get to the right decisions and right
19 investments.

20 I talked with Dave a little bit
21 about the investment piece. Whether that's
22 human resources or maybe technology or
23 otherwise. And I think that's one of the
24 things that the subcommittee would like to
25 look at as a follow-on to this. So I don't



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MEETING

1 think the intent is to ignore that at all.

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3 The other thing I would just comment
4 on as it relates to the list, and it's just
5 a, it's really just a set of proposed ideas
6 on what we might measure, and there are
7 things that I would acknowledge that look
8 like nice-to-haves. But as I think about,
9 you know, as I listen to John and the
10 Universal experience, the actually being in
11 line is a part of their experience. As they
12 get into the Harry Potter line, I was
13 hearing about all the stuff that they do,
14 all the stuff that they do, they spend
15 almost as much money on what they do in line
16 versus the actual ride itself. And so I
17 don't want to -- I appreciate that some of
18 it looks like nice-to-haves, but there may be
19 some things, and we may find like in
20 Chicago, Rosie, that you do some things as a
21 part of that waiting experience that we want
22 to emulate in other places that feel like
23 nice-to-haves, but it makes 20 minutes seem
24 like five minutes. So that would be my
25 only, my only maybe pushback or comment on



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that.

And I think the other follow-on of this subcommittee will be they'll want to work closely with CBP on how they put these metrics together. So this is not intended to be, you know, a definition. It's really intended to be a proposal of how we might work together with CBP to put together an index. And I think we'll want to get the full feedback of the members here on how we do that so that there aren't unintended consequences around, say, domestic versus international.

MS. ANDOLINO: Exactly. I love the concept. I just think we need to be cautious in the way we evaluate airports.

VICE CHAIR MATTHEWS: So our goal today is to move to a vote on this. We're coming up to our time deadline, so before we move this to a vote on the general support of the TTAB for this, I wanted to kind of close out the discussion. I think we have a question over here. And then I'd also like to give an opportunity to our government



MEETING

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2 partners in case you want to say anything on
3 this before we wrap and vote. Somebody had
4 a question.

5 MR. HARFORD: This is Barney
6 Harford.

7 VICE CHAIR MATTHEWS: Yes, go ahead,
8 Barney.

9 MR. HARFORD: Thank you. So just a
10 couple comments. You know, one, it's a
11 great idea. I think metrics around it is
12 really useful. I think the market dynamic
13 that will create it by providing visibility
14 into the consumer experience is fantastic.
15 As always, and I'm sure that others of our
16 peers, we can absolutely publicize the travel
17 index and use it to help consumers choose
18 where they want to go and fly into.
19 Obviously you've got to get the index right.
20 But I think, just as we've heard from some
21 of our ICAO partners, there will be a clear
22 urgency from local jurisdictions to what
23 they're going to be able to appropriately
24 fund and create an experience, which is
25 actually what we all want to do is create a



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market dynamic.

Two points that I have or questions. One is just in terms of distribution of outcomes. You're never going to have 100 percent of people getting through an airport in 45 minutes, you know, whether you have 99, 99.9, 99.99, you're never going to get a hundred percent. So I wondered whether there are any perspectives on whether it was right to have a goal, while it was aspirational, it never actually is going to be achieved, versus one that we said like 90 percent of the people would get through within 45 minutes, or maybe even 30 minutes, which would be one that could be achieved. That lines up with the types of call answer objectives that we set in our business.

And second, just a minor question but it's an important one. As you look at the data, when we look at 90 percent of travel interaction with a good customer service experience, is that based on a 4 or a 5-point ranking system? That does have a significant difference depending on whether



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2 it's 4 or 5.

3 VICE CHAIR MATTHEWS: That's a good
4 point, Barney. We might just drop the word
5 "all" and "passengers" would obviously connote
6 a majority. And there is a provision in
7 there to actually say "excluding passengers
8 referred for additional inspection." That's
9 a good point.

10 Was there another question over here?

11 MR. JACOBS: It's more of an, I'm
12 looking at this as sort of the homework that
13 I've yet to complete as an example with
14 respect to one of the subcommittees.

15 Can you hear me now? It's Jerry
16 Jacobs. So I'm just looking at this as an
17 example of what your other subcommittees are
18 expected to produce. And my understanding
19 was that we were to, among our metrics, tie
20 back the outcomes that we're seeking to an
21 impact on commerce, whether with, you know,
22 jobs or however. And so the question I have
23 here is, is it a given? Or is that
24 something that should be part of this, this
25 verbiage.

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VICE CHAIR MATTHEWS: "The accomplishment of this goal could reasonably increase international visitation or preference to the U.S. by a certain percentage"?

MR. JACOBS: The U.S. has a stat, for every 747 that lands, creates so many jobs. I was told that in order to get it life in Washington it really needs to tie back to the message that this is about commerce, this isn't about, you know, the airlines or the airports, it's about U.S. commerce.

VICE CHAIR MATTHEWS: I think we can take a look at whether that might be an additional sentence in the, you know, second paragraph here that ties back first to the President's goal of 100 million, and then potentially maybe translates that into exports or additional commerce. Greg.

MR. STUBBLEFIELD: Kathleen, I think we assumed that, since the Presidential Memorandum specifically asked for a recommendation around this goal, that it was delivering that. But you're absolutely



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MEETING

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2 right, that's the only reason we would do
3 it.

4 VICE CHAIR MATTHEWS: And I think
5 actually in some of the other subcommittee
6 work that we get to, that that needs to be
7 probably, that argument needs to be made as
8 part of proposals going forward. Any comment
9 from Homeland Security or Customs and Border
10 Patrol to this?

11 MR. TANCIAR: Sure, thanks. This is
12 Dan Tanciar with Customs and Border
13 Protection. First of all, we're very happy
14 to be here and working together with you.
15 This is obviously a very complex piece of
16 the puzzle, right. There's so many things
17 involved with the international arrivals
18 process, and we're very appreciative to see
19 that the goal has moved from that of a
20 primary CBP wait time to one that talks a
21 little bit more about the entire process.
22 And we think the proposal for the rating or
23 the index is really a neat concept that we'd
24 really like to work with everyone on to move
25 it forward. We certainly envision -- you



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MEETING

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2 know, be happy to take up a group to talk
3 about that, but we think the key here is the
4 third party to bring in the measurement piece
5 and then the actual assignment of whatever
6 that rating index is. So I think generally
7 just from our perspective it moved from a
8 goal we were very concerned about, being it's
9 just focused on CBP, specifically on that one
10 piece of the process where we don't control
11 the front end or the back end essentially.
12 So with that, we thank you for that
13 consideration. And that's it.

14 VICE CHAIR MATTHEWS: Great. So do
15 people feel comfortable with a motion to
16 support with some minor amendments? Mike,
17 one last?

18 MR. GALLAGHER: Just a question, and
19 I'll defer to the chair whether this is even
20 appropriate. But the passenger facilities
21 charge, and whether that should be increased
22 or not to pay for stuff, is that part of
23 this? Or should it be part of this?

24 VICE CHAIR MATTHEWS: You want to
25 address that, Dave?



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2 MR. BERG: Sure. It is not part of
3 this. We think that, as Sam mentioned,
4 there's a point about staffing that probably
5 will need to be addressed. Because in order
6 to get to this increased goal of visitors,
7 likely will need more officers, more
8 equipment, you know, lots of things. And so
9 that naturally drives the question of
10 funding.

11 From our perspective and, you know,
12 the parochial airline perspective, raising it
13 here I think is a concern because we don't
14 want it to be used as an argument or a
15 reason to say that the fee should be
16 increased because we are unalterably opposed
17 to increasing the fee. So that's why it's
18 not raised here. But I think the
19 subcommittee will address, you know, the
20 resources issue in the next round.

21 CHAIRMAN GILLILAND: Thank you.

22 VICE CHAIR MATTHEWS: Great. So if
23 we could have a motion to support this
24 letter with some of the minor edits and
25 amendments that have been suggested in this



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discussion, would somebody like to move.

UNIDENTIFIED ATTENDEE: So moved.

VICE CHAIR MATTHEWS: Second?

UNIDENTIFIED ATTENDEE: Second.

VICE CHAIR MATTHEWS: And would the members of the TTAB please demonstrate with a show of hands and "ayes" whether they support this letter.

(Whereupon, members raise hands and say "aye.")

VICE CHAIR MATTHEWS: Those opposed? And so the letter goes. Thank you so much for a great discussion and great work.

(Whereupon, applause occurred.)

CHAIRMAN GILLILAND: All right, good. And we, Kathleen and I, have been taking notes on those few additions and changes that we'll make to the letter. And certainly that will get, as it gets into final form, we'll circulate that again for you to take a look at. But we appreciate your approval of this and moving forward on it.

The other thing I just wanted to note is that I think there is already, and

MEETING

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2 we've seen some examples of it, we saw it in
3 Chicago, there's been fantastic collaboration
4 amongst the airlines, the airports, DHS and
5 CBP already. And so you see these, you see
6 these wait time improvements where we've had
7 the automated passport control. I've been
8 hearing anecdotes from people. I think it
9 was, maybe it was Ken that was sharing his
10 experience with APC as he was coming back in
11 the country. So we've already had great
12 collaboration, we look forward to more. I
13 think we can make tremendous progress. So
14 thanks to everybody who's been working on
15 this.

16 With that, we will move on to the
17 next subcommittee. And we'll be getting
18 reports out from the various subcommittees
19 here over this next bit of time. I was, I
20 will say I was quite pleased in the several
21 that I was able to sit in on yesterday, the
22 focus. And this kind of comes back to your
23 earlier point around specific metrics, there's
24 a focus on prioritization, outcomes, what can
25 we get done during the Secretary's term of



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MEETING

1 office. And I really do appreciate that.
2
3 And I think the teams, while in a
4 brainstorming mode right now and idea
5 generation mode, which is where we should be
6 at, it seems like we're making fast progress
7 toward developing work plans. So with that,
8 do you want to take this next one.

9 VICE CHAIR MATTHEWS: Sure. Sam and
10 I have divided up the subcommittees, so each
11 of us are sort of working with three of you,
12 three subcommittees. And so we're going to
13 move into Culture and Natural Heritage.

14 Really the goal of this subcommittee
15 is to make sure that the full and diverse
16 assets of the United States are visible to
17 the international tourists, but also to the
18 domestic tourists. That we take full
19 advantage that we have a very rich and
20 diverse offering in this country. And that
21 we also want to attract very diverse guests
22 to our destinations, parks, cultural sites.

23 And so I would like to tee up the
24 two chairs, co-chairs of that committee,
25 Jerry Jacobs and Bob Lynch. And again we



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MEETING

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2 will hear from the Department of Interior for
3 an update on that. So why don't you talk
4 about the work stream that you are proposing
5 for that subcommittee and what you see as a
6 potential goal to achieve around that.
7 Jerry, do you want to kick it off.

8 MR. JACOBS: Thank you, Kathleen.
9 I'm going to kick it off, and then Bob's
10 going to pick up where I missed.

11 But we have a great committee, very
12 engaged. We've had two meetings, one
13 telephonically and the other yesterday in
14 person. We've had some modest edits to our
15 documents so far.

16 **(Whereupon, laughter occurred.)**

17 It's been an interesting process.
18 But I just want to give you sort of an
19 overview of what we see in terms of our
20 scope of work and overall objectives. And
21 then give you some of the key elements and
22 proposed bills. So I'm just going to read
23 from the document.

24 "The Cultural and Natural Heritage
25 subcommittee aims to develop strategies and

1
2 recommendations designed to effectively
3 promote, quantify and celebrate the diversity
4 of travel and tourism experiences that are
5 distinctive to the United States and that
6 illuminate American culture, art, food,
7 traditions, and natural surroundings in
8 support of and enhancement to the National
9 Travel and Tourism Strategy."

10 Kathleen, I think you once described
11 this as a B-HAG, a big hairy audacious goal.
12 It is a very broad scope mission, but I
13 think we can -- we've begun to boil it down
14 to some very well-focused key elements.

15 So the first element would be to
16 develop strategies with Brand USA and
17 government partners promoting this idea that
18 the United States is a destination of great
19 cultural and natural diversity.

20 The second would be to recommend
21 ways to preserve and showcase the special
22 places and stories of the United States.

23 The third would be to advance and
24 enhance cultural arts and natural heritage
25 tourism. And in this process we also

MEETING

1
2 identified and believe strongly that food
3 plays a very strong role in the cultural
4 experience of America. And so later on
5 we've sought ways to identify that better.

6 We also want to communicate with the
7 industry stakeholders on ways to partner with
8 the government to highlight sort of the
9 landmark events, the low-hanging fruit, if
10 you want, probably the best being the
11 centennial celebration of the National Park
12 Service, which is coming up, and is an ideal
13 opportunity to promote the United States
14 globally. But also there are other events
15 that will work as well. There's the 50th
16 anniversary of the National Endowments for
17 the Arts is coming up. And in Milan in
18 2015, the U.S. has a food tent where we will
19 be showcasing the diverse cultural foods of
20 America.

21 So there are many opportunities to
22 sort of work with government entities and
23 promote the United States.

24 We also feel it's very important
25 that we promote the inclusive and sustainable



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2 elements of our travel industry. So we want
3 to really promote the ecotourism element of
4 our business.

5 And then the last piece came up, and
6 we feel strongly this has an important role
7 in our overall objectives, we want to support
8 and promote American indigenous people, their
9 history and their culture. So it's a broad
10 reach, but we think it's doable and we think
11 it highly impactful.

12 Our proposed goals are to ensure
13 that cultural and natural heritage becomes
14 and continues to play a key role in our
15 marketing and messaging as we reach out
16 across the globe. And when I say across the
17 globe, Kathleen, I think I want to emphasize
18 that we originally started this with the
19 scope of thinking that we were attracting
20 international travelers. But we really
21 believe that this is about attracting
22 domestic and international. This is about
23 everybody around the globe. It's about
24 bringing in foreign travel, it's also about
25 getting Americans back in their station wagon

1
2 and going to their special heritage places.

3 We also want to elevate the
4 understanding and importance of our cultural
5 and national assets as they impact our
6 economy. So we're looking for ways to
7 translate for commerce what this means to
8 jobs in the U.S. economy.

9 We are going to need to understand
10 and access data available in the areas of
11 cultural and national heritage, and leverage
12 that data for measurable results. And we're
13 going to seek to measure the impact of
14 cultural and natural heritage to the travel
15 and tourism economy. So again, going back
16 to it needs really to translate back to
17 commerce and what does it mean for commerce
18 overall.

19 We have three sort of basic strategy
20 and goal objectives. One around natural
21 heritage. The other around culture and arts.
22 And the last around the diversity of our
23 people. I won't go into depth on those
24 because they're very much in a stage of
25 flux. But we will be needing to access data

1
2 from a variety of government entities. We
3 will need to reach out to the Department of
4 Interior and the park service for their
5 visitation data. And we expect that we will
6 be reaching out to Brand USA and Travel USA
7 to access the data that they have or look
8 for their recommendations. On the culture
9 and arts side we expect to be reaching out
10 to the Smithsonian, the National Endowment
11 for the Arts. There are a number of
12 organizations we will need to reach out to
13 there to try to identify good sources of
14 data.

15 And then lastly on food, we will
16 reach out to the NRA, the National Restaurant
17 Association. I got caught in that one
18 yesterday. But to begin to really put
19 together a series of metrics that will be
20 meaningful in measuring whether these
21 recommendations have been impactful or not.

22 And then the last bit of our day we
23 spent a little time talking around the
24 challenges and constraints that we feel we
25 see. And naturally the first one that came

MEETING

1
2 up was funding. So that is going to be an
3 issue. We need to be cognizant of that as
4 we develop our recommendations to find things
5 that are not terribly demanding on the
6 resource side. And we also felt very
7 strongly and it's probably what prompted my
8 question to you earlier, but around the
9 messaging. That messaging really needs to be
10 this is about commerce, this is about jobs.
11 This is not, you know, this is not some
12 personal agenda of ours.

13 And that -- Bob, I don't know if
14 you want to add to that, but that's my.

15 MR. LYNCH: Yeah, that's great. Let
16 me just add just a few things. First, I
17 would echo we had a really energetic and
18 wonderful meeting. And that's because we
19 have some great committee members who were
20 jumping in on a number of different fronts.
21 So Kirk Hoessle, Sherry Rupert, Brian Mullis
22 were there with us, and Olga Ramudo and
23 Maryann made a great effort and provided
24 input and it affected everything that we have
25 here. I'd also like to mention Narric Rome

1
2 from my team, and Wendy Watkins from Delaware
3 North.

4 And it was great to have Kathleen
5 stop in because it changed our thinking on
6 international, as Jerry pointed out, to make
7 sure that we had -- even though we talked
8 about international a lot, the domestic is a
9 real big piece of this.

10 With that, just a few things. Our
11 work is in the planning process that will be
12 coming up. And one thing that Jerry points
13 out is that you can see that this cultural
14 and natural committee has expanded its
15 thinking and broadened, moving heavily into
16 including American indigenous art and
17 cultures, diversity, with large food. So all
18 of those type of things. So really I think
19 of it more as content. We're looking at
20 what people come here for. And so that's
21 broadened the work and I think will broaden
22 the impact.

23 I'm also on the data and research
24 committee and was not able to go to that
25 because they were simultaneous. But we had

MEETING

1
2 a lot of things that came up related to data
3 and research needs that we will be circling
4 back to that committee about.

5 Also, Jerry mentioned other
6 institutional resources. We don't want to
7 see our team here, our committee, any of us
8 go it alone, and wanted to make better use
9 of other institutional resources. Whether
10 it's the other federal agencies that are here
11 at the table, but also other NGOs and other
12 institutions, there's a lot of help out
13 there, a lot of people that want to help.
14 And also nonfederal governmental agencies.

15 Kirk and I, for example, had the
16 opportunity last week up in Alaska to present
17 to the National Lieutenant Governors
18 Association on both cultural and natural
19 tourism aspects and why that would be
20 important to them. And got them to be very
21 agreeable to understand the work of this
22 committee, for example, this board. And even
23 and separate from this, we were able to get
24 a resolution passed that highlights the link
25 to tourism in America and why lieutenant



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2 governors and governors in the states should
3 be paying attention to the work that you are
4 all and we're all doing here.

5 Jerry mentioned Brand USA. We see
6 again and again great stories in culture and
7 nature that nobody knows about. For example,
8 world-class theater like the Guthrie Theater
9 right here in Minneapolis, that is a world
10 attraction. But you have to know about it,
11 and it has to link to what Brand USA is
12 talking about for us to be able to have the
13 impact on tourism. And Jerry made a great
14 point earlier about all of this work
15 resulting ultimately in something that affects
16 commerce and tourism.

17 The other -- the only other thing is
18 that we've agreed to do a process over the
19 summer, which is to assign each of our
20 members to work on a SWOT analysis on
21 different areas. I'll be taking a look at
22 culture and arts; Jerry and Kirk at nature
23 and parks; Sherry on indigenous cultures;
24 Brian on diversity; Maryann will help on
25 food; Olga specifically on broad diverse



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2 cultures, Hispanic culture and so on.

3 And so I'm really excited about the
4 depth of commitment and work resulting, we
5 hope, in some very actionable items for us
6 to recommend to the Secretary, to the
7 Department, and to these other partners to
8 weigh in and help. So that's it for me.

9 VICE CHAIR MATTHEWS: Just a quick
10 question before we move on to our next
11 subcommittee report. We do have a goal for
12 international visitation: 100 million
13 visitors by 2021. And certainly the focus
14 of the Department of Commerce is very heavy
15 on that international trade and tourism
16 aspect. Are you looking at potentially
17 setting a goal for an increase in domestic
18 tourism to these diverse sites or looking at
19 at least where the current state is, and
20 suggesting perhaps a target for domestic
21 tourism increases?

22 MR. LYNCH: Yes, that would be where
23 we're headed. I know it wasn't asked of us,
24 but we think it would be helpful, and
25 certainly won't impede the other effort.

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MR. JACOBS: And that's also where this additional data is going to be critically important. Because we don't have enough data on each of these areas that we've talked about to know where we're starting and where we want to go, but we know we want to work on the increases.

VICE CHAIR MATTHEWS: Great. Before we open it up to discussion, which we want to keep short to keep on schedule, we have John Blair, who is the director of Intergovernmental and External Affairs at the Department of Interior. John, do you have anything to add to this discussion?

MR. BLAIR: Yeah, I'd like to, definitely, I appreciate it. And I apologize to everyone that I couldn't be there with you in Minnesota.

A quick update just on some things that are happening at the Interior Department related to travel and tourism. First, as was mentioned earlier, the upcoming National Park Service centennial in 2015. We expect that a number of activities drawing people to



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2 the national parks will begin in 2015 based
3 around the centennial, including a new public
4 awareness campaign that will be launched next
5 year called Find Your Park. The goal of
6 that campaign is going to be to try to raise
7 awareness of the park service and to
8 establish a new relationship between Americans
9 and both their national parks, their state
10 parks, and their local parks. We recognize
11 that these local parks and neighborhood parks
12 where kids learn to play softball and swing
13 through there are often the gateway to people
14 traveling to Yosemite and other sort of
15 national parks around the country.

16 There will be a diverse coalition of
17 state and local tourism offices, state and
18 local parks, federal partners, will all be
19 working to help promote this Find Your Park
20 campaign to encourage people to travel within
21 the United States to visit their parks.

22 I had the pleasure to meet many of
23 you in Chicago at ICW. I think everyone
24 here at Interior felt it was a huge success
25 with federal row and their role in the

MEETING

1
2 event. And we're very excited to continue
3 partnering with Brand USA and the National
4 Parks Promotion Council for the federal row
5 presence next year in Orlando. And we'll be
6 working with all of our other federal
7 partners, the Department of Agriculture,
8 Commerce, Homeland Security and State on
9 setting that up.

10 Back in June, Secretary Jewell
11 participated in the Western Governors
12 Association summer meeting in Colorado. And
13 as part of that, she was joined by six
14 governors and members of the Western State
15 Tourism Policy Council to be the final
16 signature on the MOU that they do annually
17 to promote tourism across the western states.
18 And that was a, we got good press on that
19 event throughout all the west, which was sort
20 of the goal of doing it to begin with.

21 And then beyond that, I just wanted
22 to raise a couple things we're very proud
23 of. Those in DC are very excited about the
24 fact that the Washington Monument reopened a
25 few months ago to quite a bit of fanfare and



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2 has been a big draw for tourists coming into
3 the Greater DC Area.

4 And then one project that the
5 Secretary kicked off in May and in June is
6 that over the last 40 years, the Park
7 Service has initiated a number of what are
8 called theme studies or cultural heritage
9 initiatives that are used to help identify
10 places of importance to under represented
11 communities, traditionally under represented
12 communities across the country. In the past,
13 the President and the Interior Department
14 have identified theme studies for the African
15 American community, the Latino community, for
16 women, more recently for the Asian
17 American/Pacific Islander communities. And in
18 the end of May, early June they kicked off a
19 theme study for the LGBT community across the
20 country to help identify the places and the
21 historical points that are important to the
22 community.

23 So you may have seen in the news
24 that Secretary Jewell was at the Stonewall
25 Inn in New York City announcing the kickoff



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2 to the theme studies. And so what these
3 places do is there will be an 18-month, give
4 or take, theme study where a group of
5 scholars will research and identify places
6 all across the country that are important to
7 those communities. And that may be some new
8 places that get recognized or get some sort
9 of distinction, but also to go back to
10 places that have already been recognized as
11 significant to our cultural story and our
12 historic fabric to make sure that those LGBT
13 themes are looped in. So that's a project
14 that we hope will draw some underrepresented
15 tourists or nontraditional groups to visit
16 our parks across the country and to be
17 engaged in that way.

18 So that is briefly what's going on
19 at Interior right now. So again, I'm sorry
20 that I can't be there, but I appreciate you
21 letting me join by phone.

22 VICE CHAIR MATTHEWS: Great. Thank
23 you so much. So if we can keep our kind
24 of comments short so we keep on moving. Any
25 feedback on this subcommittee work stream?

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Holly.

MS. AGRA: I know you have a heavy workload, but would you consider adding architecture to your committee as a man-made beauty?

MR. JACOBS: Absolutely.

VICE CHAIR MATTHEWS: From the architecture capital of the world in Chicago. Any other comments? Yes.

MR. ZUK: My comment is not to the subcommittee, it's more to John. In talking about the parks program that you're going to kick off next year, right now the lodging situation at most of the parks is at capacity and over. Has there been any thought about, as you kick off the program to enhance visitation to the parks, to sort of tackle that problem in any way?

MR. BLAIR: You know, I will tell you, I'm not aware of the details of that, but I'm happy to go to the Park Service and ask them if that's something that they can consider.

MR. ZUK: Because right now the



MEETING

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2 parks -- the hotels in and around the parks
3 essentially in all the major parks in the
4 U.S. operate throughout the summer at about
5 120 percent capacity. And if you're going
6 to raise visitation by even 10, 20 percent,
7 it's going to be a major issue.

8 MR. JACOBS: You have parks that are
9 busy during the season, but you have forest
10 lands that are not. And you have shoulder
11 seasons around the parks that are not busy.
12 So there is ample opportunity to increase
13 visitation. It just needs the right
14 strategy.

15 MR. ZUK: I agree it's just a
16 matter of spreading the property for
17 diverting traffic, but people at the end of
18 the day go to where they want to go and
19 where they're comfortable, which is popular
20 parks in the summer.

21 CHAIRMAN GILLILAND: Yeah, and I
22 think, John, Jonathan was just speaking, and
23 he has a lot of data and information that he
24 could share around the capacity and
25 overcapacity of the park system lodging



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MEETING

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2 situation. So if as you dig into that you
3 want some more data, he's got it, he can be
4 really helpful.

5 MR. BLAIR: That's great. I
6 appreciate all of that. Jonathan, I'll
7 connect offline and I'd love to get that
8 information.

9 MR. ZUK: Absolutely.

10 VICE CHAIR MATTHEWS: Great. Well,
11 thanks very much to the subcommittee. I
12 think Sam's going to take us through the
13 next subcommittee work stream.

14 CHAIRMAN GILLILAND: I will. So it
15 was great to hear that the Cultural and
16 Natural Heritage subcommittee is focused so
17 much on data, because that's what this next
18 subcommittee is about. And we know that we
19 have a lot of data available to us, but it's
20 a matter of harnessing it and understanding
21 it and then using it to drive our arguments
22 forward. And certainly to validate the work
23 that we're doing.

24 And so Dean Runyan is the co-chair,
25 and he'll take us through this. Mike

1
2 McCormick is also co-chair of this
3 subcommittee. Unfortunately, he's at the
4 Global Business Travel Association conference
5 this week. And so he expressed his wishes
6 certainly to be here, but had to be there
7 instead.

8 So Dean, do you want to walk us
9 through where we're at.

10 MR. RUNYAN: Thank you very much.
11 And Mike sends his apologies, he's a very
12 busy guy right now with a conference to
13 attend to, but anticipates being involved in
14 the committee's process more as we go along.

15 Well, this committee follows the
16 research committee of the last iteration of
17 the Travel and Tourism Advisory Board, and
18 intends to carry on some of the initiatives
19 that it has.

20 We focused right now on two primary
21 initiatives. One involves the SIAT, to
22 support the enhancement and further
23 development of that, a very important data
24 collection effort. The other involves
25 looking to further enhance the identification

MEETING

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2 and application of federal data that is
3 recreation, travel, tourism related, which we
4 believe is available or at least exists in
5 many locations throughout the federal system
6 and can be accessed for beneficial purposes
7 throughout the industry and government as
8 well.

9 The committee, in addition to
10 focusing on those two initiatives, will also
11 help out, we anticipate, some of the other
12 committees, as we have heard already, in
13 their data collection and analysis reporting
14 efforts. And we don't know quite yet what
15 those charges will be. We anticipate that
16 they'll develop as we go along. And the
17 research committee actually shares its
18 membership substantially with some of those
19 other committees.

20 The previous committee did some --
21 that is, the committee from the previous two
22 years of the TTAB, did some very important
23 work with regard to the SIAT, it was their
24 primary focus. They did quite a lot of
25 analysis work. They had a --



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2 CHAIRMAN GILLILAND: Dean, you might
3 describe the SIAT, just for folks who may
4 not be familiar with it.

5 MR. RUNYAN: Survey of International
6 Air Travelers. It was previously called the
7 In-Flight Survey. It is still partially an
8 in-flight survey, now it takes place largely
9 or I think a majority of time at airports.
10 Its intent is to gather a battery of data on
11 international air travelers. It is the
12 primary source of this kind of data. In
13 fact it is really the only source of
14 consistent data on international air travel.
15 It's a very involved process.

16 The survey is conducted in
17 approximately 12 languages. It uses a, if
18 it's done in-flight, it uses a peeper
19 instrument. And there's quite a lot of
20 processing involved with that. But that
21 collects data on the characteristics of the
22 traveler, on their travel patterns, on travel
23 planning, on their mode of travel, purpose of
24 travel. It also, as came up yesterday,
25 gathers some information on their experience

MEETING

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2 with their entry process through the airport
3 or whatever port of entry they've come in
4 on. And it has been conducted in more or
5 less its current form for many years.

6 And so there's quite a substantial
7 background of data that can be used. And
8 that data is provided, in part, at no cost
9 to those who want it. There's a website
10 that offers that access. It is also
11 available for purchase in more detail. And
12 there is quite a number of clients of that
13 data which consists, for example, of large
14 DMOs, states, commercial entities that
15 purchase that data on a regular basis and
16 make use of it for their own analysis and
17 planning.

18 The previous committee spent a lot
19 of effort looking at the methodology for that
20 data collection and its reporting, pulled
21 together a group of industry and other
22 representatives to review that, and they have
23 put together an I'd say focused and rather
24 forceful recommendation to Commerce at the
25 end of that session to enhance the



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2 methodology of that data collection to some
3 degree, but in particular, to increase the
4 sample size. And that's largely a matter of
5 increased funding, but the more data there
6 is, the more ways it can be sliced, and in
7 particular, the more geographic differentiation
8 you can get out of the data. And so you
9 can report it to more locations, and in
10 particular, you can sell it to more
11 locations. So enhancing the size of that
12 data collection effort every year is very
13 important.

14 So that recommendation went in the
15 last time around. What we now have is a
16 suggestion from Commerce that there be a
17 research effort looking at SIAT, its
18 methodology and its applications. I would
19 consider it basically an evaluation study
20 that will take place during the next fiscal
21 year. So that line item has appeared in the
22 proposed budget. And that study, if it is
23 conducted, I think will have a very important
24 influence on how that whole effort proceeds.
25 With regard to the SIAT and the efforts of



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2 the research subcommittee at this time, we
3 want to find out a little bit more about
4 what that proposed study will involve. I
5 think it's very important for our work to
6 determine what kind of focus that we have.

7 In general, I believe we'll be
8 looking at a very similar focus as in the
9 past. There at this time seems to be a
10 fair amount of convergence that the SIAT is
11 a very important methodology for collecting
12 the kind of data that we need, and we need
13 to somehow enhance it. Certainly there can
14 be methodological improvements. But also the
15 sample size could certainly be improved and
16 increased as much as the budget would allow.
17 So that's going to be one of the primary
18 efforts that we have.

19 The other effort, looking at federal
20 data that might be of some use with regard
21 to travel and tourism analysis planning,
22 marketing and policy development. There is
23 quite a variety of data that is available on
24 federal -- on federal destination sites.
25 Those might be National Park Service, Forest

1
2 Service, Fish and Wildlife, Corps of
3 Engineers. There's quite a variety. Those
4 agencies gather a variety of data on access
5 for recreation and travel tourism-related
6 purposes. The committee's interested in
7 whether there can be additional access to
8 that data, whether it can be organized so
9 that it can be applied in a better manner,
10 whether it can be made more cost-effective to
11 use. There's a number of objectives along
12 those lines.

13 The other aspect of that is data
14 that is in the federal system that I would
15 call more oriented to travel and
16 transportation which is, for example, airline
17 data, commerce data that is associated with
18 the travel industry. That is also very
19 important. It's not specifically associated
20 with federal sites, but it's another area
21 that we intend to take a look at to see
22 again if there can be further organization
23 and better access to that kind of data.

24 The Tourism Policy Council has
25 actually been looking at this issue for some



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2 time, and have made a good start from what
3 we can understand so far at identifying the
4 sources of this data. And I believe, Dick,
5 you mentioned there were 67 items on the
6 list of potential data sources. And there
7 is so far an initial identification and
8 listing I would say of that data, but not
9 yet the next step of really ascertaining what
10 kind of access there might be to that.

11 So that, with regard to that data,
12 is our next step, is to work to identify
13 what that data might be, to investigate
14 further what the priorities might be for that
15 data, and to begin thinking about how it
16 might be organized and what kind of media
17 would be most appropriate for providing
18 access to that data.

19 These days you would think fairly
20 typically of using some kind of a web-based
21 measure for that. You think about that
22 data, it varies from, on the one hand, very
23 database-appropriate materials such as
24 attendance data, expenditure data, and so on.
25 On the other hand, there is quite a lot of

1
2 interesting data out there that is really
3 more along the line of research studies,
4 discussions, that is really not database sort
5 of stuff. And so a website that might allow
6 access to the range of that data is
7 something that I think we would begin to
8 think of. But that's down the line.

9 So the first step is really to
10 understand what that data is. There's some
11 previous work, though, that's been done that
12 is very important. So that's one of the
13 first things we'll be doing.

14 The other areas of activity of the
15 committee will be focused on assisting in
16 particular Brand USA with their evaluation
17 efforts. We expect that work will be done
18 at the initiative of that subcommittee.
19 There was an evaluation study completed last
20 year for Brand USA, and there's some interest
21 in further research of that kind. So we
22 anticipate we'll be working with them to look
23 at that previous research and come up with
24 approaches that might seem suitable, given
25 their circumstances and the budget that they



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2 might have for that kind of work.

3 We also really look forward to
4 working with the other subcommittees as they
5 come forward with different research efforts
6 that might be related to the primary work
7 that we're doing. But they involve other
8 different activities as well.

9 CHAIRMAN GILLILAND: All right.
10 Well, good, thanks, Dean. And I would
11 encourage you as you have data needs, Dean
12 and Mike and their subcommittee, we may
13 overwhelm them with data needs, I presume
14 that could happen, but we appreciate the work
15 that you're doing.

16 Ken, did you have any comments as it
17 relates to this topic?

18 MR. HYATT: Just a couple. One, we
19 are focusing on driving down the cost per
20 survey. One of the ways you increase sample
21 size is by increasing the cost per survey.
22 And as Dean said, we're essentially
23 conducting the survey as we always have. So
24 the sort of analytical focus now and the
25 problem we're trying to solve is to drive

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the unit cost down per survey, and the thinking is that will be done by taking advantage of e-SIAT, whether it's mobile, et cetera.

We'll be testing with JetBlue at JFK in August. And this is something where we really do need your help. How to think through both how we do it, and again, with whom we partner. Because it's very possible that if we get more creative around the way we collect the data, that we'll be able to meet the end that we're trying to get to, which is the higher sample size.

I'd only then add, highly supportive of the both data piece and the evaluative piece with respect to SelectUSA. And we should just make certain that we connect you with a data effort that's going on at the Department of Commerce. It's one of Penny's, one of the Secretary's pillars is big data, and how do we gather and make more accessible government data. So let's just make certain that we connect you to that effort as well.



1
2 MR. RUNYAN: Okay.

3 CHAIRMAN GILLILAND: Okay, good.
4 Well, thanks, Dean. Any comments before we
5 wrap up and move to the next subcommittee
6 update?

7 MR. BERG: Sam, I would just.
8 Dean, you know, Airlines for America has an
9 e-comm department and we have folks who
10 gather a lot of data. I don't know if
11 you've talked to our folks yet, but happy to
12 connect you.

13 MR. RUNYAN: Thank you.

14 CHAIRMAN GILLILAND: Anything else?
15 Okay, great. Thanks, Dean, for the update.

16 On to Brand USA. As you know,
17 we've made great progress, we've had great
18 success with Brand USA, and also very good
19 progress toward preauthorization, lots of
20 buy-in towards that preauthorization, so
21 that's great news. But we have opportunities
22 to take Brand USA to the next level. And
23 that's what this subcommittee is focused on.
24 And that's led by Todd Davidson and Barney
25 Harford as co-chairs. And I think Todd's

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going to walk us through where you are.

MR. DAVIDSON: I will certainly do that. And then I'll defer to Barney at the end if he has any additional comments he wants to make. Barney's with Orbitz, who many of you know, joined us yesterday via conference call, very engaged in the call, and obviously joining us here today as well. So I will make some comments and then defer to Barney for any additional thoughts.

I want to begin by actually complimenting and commending our entry subcommittee. I really like where you took the letter in response to the President's Memorandum. And especially the fact that one of the things that the TTAB has always done extremely well is eradicate this idea of "us" and "them" and talk about "we" as the travel and tourism industry. And I believe your letter really embraces that, especially the quantifiable goal, looking at the entire process in terms of time and not parsing it out really accomplishes that. So bravo to both of you as the co-chairs and to the work



MEETING

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2 of the committee in getting a letter that
3 embraces that concept of the whole of the
4 industry approach.

5 Our subcommittee, I thank you so
6 much for your work yesterday and in our
7 conference calls leading up to our gathering
8 here. With our meetings and conference calls
9 to date, we've been refining several key
10 points that are focusing our developing
11 recommendations at this point. We're looking
12 at how do we make sure that we ensure that
13 the fees that are collected under the
14 Electronic System for Travel Authorization
15 continue to be exclusively applied to their
16 intended purpose and to the Travel Promotion
17 Act. How do we make sure that the
18 implementation of a matching fund system that
19 will allow for the smooth operation of Brand
20 USA in accordance with the policies and the
21 expectations of the Travel Policy Act.

22 And where we spent most of our time
23 yesterday, and really in the spirit of this
24 whole of the industry approach, was looking
25 at a review of the vetting process where



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2 Brand USA goes to Commerce and has the
3 review of their submissions for the federal
4 matching funds. As many of you know, Brand
5 USA must raise \$100 million. And then that
6 is matched by \$100 million that is collected
7 under the ESTA fees. Some of that money is
8 in cash, some of that is in kind. And
9 there are a variety of policies and
10 procedures that have been put in place over
11 the years that govern how those transactions
12 occur and how ESTA submissions are turned in
13 to Commerce, how they're reviewed and
14 evaluated, and subsequently how the dollars
15 are then released. That was acknowledged
16 yesterday. And, you know, what really became
17 clear is that many of the policies and
18 procedures were put in place from the very
19 beginning when Brand USA was new. It was in
20 its infancy. We needed to establish a lot
21 of confidence and trust in this new fledgling
22 organization. And we needed to make sure
23 that we were protecting what was happening
24 with those dollars and with protecting Brand
25 USA in its infancy.



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2 We're now three or four years down
3 the road and everyone is acknowledging that
4 there's an opportunity for us to really
5 revisit those policies and procedures.

6 We took the liberty of, as I would
7 call it, sequestering our witnesses yesterday.
8 And we brought in Brand USA to talk to us
9 about how they believe the process is
10 working. And then after they left,
11 representatives of the Commerce Department
12 came in and discussed with us how they
13 believe it's working. What I want the
14 members of the TTAB to know is that both
15 sets of folks believe that they have a
16 strong, established relationship that is built
17 on confidence and trust. And it's really
18 about how do we improve the process moving
19 forward. That was very reassuring for us,
20 and gives us a great foundation for us to be
21 able to work from.

22 One of the core pieces that also
23 came across yesterday is that we do believe
24 that there are opportunities here for
25 efficiencies. And we talked a lot about

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some of the big rocks that we think we can kind of help move to make even -- to make the process even more efficient than it is.

And to Jerry's point about what will that mean, how does that, you know, translate into spending and jobs, let me just tell you that our sense is that by creating greater efficiencies both on the Brand USA side and the Commerce side, we will be able to actually free up resources that can then be appropriated to increased marketing around the world, and therefore generate more trips and more American jobs.

So we're excited about the work that we're going to be undertaking. I want to give a very special thank you to Chris Thompson and Aaron Wodin-Schwartz who joined us from Brand USA yesterday while they were sequestered, but also Ken Hyatt and Julie Heizer, who joined us from the Department of Commerce. We had a very honest, transparent, code-of-silence kind of conversation. And it was very rewarding and very refreshing and very helpful to the subcommittee.



1
2 And also a big thanks to Jenna for
3 supporting our subcommittee as we were
4 pulling together our agenda and getting
5 everybody scheduled and getting the questions
6 out. Thank you for your ongoing support
7 with our subcommittee's work as well.

8 Finally, just in the spirit of an
9 announcement -- big pregnant pause -- in case
10 you hadn't seen the Federal Register Notice,
11 the Secretary is soliciting for three
12 positions on Brand USA's board of directors.
13 And those positions, the notice closes or is
14 scheduled to close on August 15th. They are
15 looking for a representative from small
16 business/retail, they are looking -- small
17 business/retail, a state tourism office, and
18 a travel distribution company.

19 So those are the three current
20 openings on the Brand USA board. Those are
21 open until August 15th. Thank you very
22 much.

23 CHAIRMAN GILLILAND: Barney, did you
24 have anything that you'd like to add?

25 MR. HARFORD: Yeah, I think that was

1
2 a great summary. I agree completely that it
3 was a very productive meeting. I think
4 given the progress that we are making with
5 -- that's been made currently, the bill that
6 we will write, I see a key focus for us
7 going forward is going to be to make
8 recommendations as to some audacious goals
9 for the Brand USA effort as we look at the
10 next phase of this issue currently. And so
11 I think I'm excited for us to be spending
12 some time over the next couple of sessions
13 really thinking through what those goals
14 should be and what some of the metrics that
15 we can recommend that can be used to track
16 how effectively that team is in using what
17 is clearly a substantial amount of resource.
18 Already we are becoming, as has been
19 commented, we've grown from start-up to a
20 growing organization, and that I think
21 there's some real opportunity here to come up
22 with some goals and some metrics that can
23 really highlight the great work that's been
24 done.

25 MR. DAVIDSON: Thanks, Barney.



MEETING

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2 CHAIRMAN GILLILAND: Thanks, Barney
3 and Todd. And with that, we're pleased that
4 Chris Thompson was able to join us to
5 provide us with an update on Brand USA. So
6 Chris, we'll give you the floor.

7 MR. THOMPSON: Thank you, members of
8 the advisory board. And thank you to Sam
9 and Kathleen for their leadership, and Todd
10 and Barney for their leadership on our
11 subcommittee. I thought the session
12 yesterday was very productive. We're very
13 excited about the opportunity to take a look
14 at the relationship we have in this
15 public-private partnership.

16 As I sit here today, I guess the
17 overall comment I would make is Brand USA
18 and the public-private partnership, we have
19 nine federal agencies facilitated through the
20 Department of Commerce, is in a great place.
21 If I was -- and actually when I was
22 contemplating what the public-private
23 partnership might evolve to, I don't think
24 after nearly coming up on two years that I
25 will be here in November that I could have

1
2 ever thought it would be in the place that
3 it is right now. The National Travel and
4 Tourism Strategy, the engagement of the nine
5 federal agencies, the Tourism Policy Council,
6 the opportunity to have a platform like that
7 that allows us to know and recognize what
8 we're doing as the marketing arm and the
9 demand driver as it relates to promoting
10 international visitation, spend, and increasing
11 our market share. But then the role that
12 all nine federal agencies have as it relates
13 to helping to facilitate that. A lot of
14 ways -- Arne Sorenson, who sits on our
15 board, he said that he feels that the most
16 important thing that we can do is market the
17 welcome, because that was the thing that was
18 challenged so much over the last decade.
19 And that's literally what we're doing around
20 the world, is marketing the welcome; inviting
21 visitors from around the world to discover
22 this land like never before.

23 We do understand that our success
24 creates pressure points in many of the
25 subcommittees that are being represented here.



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2 Certainly in three of the six we're directly
3 involved; ours, and entry policies and visa
4 policies, because in the law we're charged
5 with being involved in all three of those.

6 But as has been said already and
7 will be said by the rest of the committees,
8 we actually have a role or at least some
9 participation in all six of the
10 subcommittees. So we're looking forward to
11 what we can do.

12 I can report to you that our
13 footprint around the world, now that we're in
14 our fourth year in business, third in
15 operations, is about as large as was
16 originally contemplated. Our brand campaign
17 is actively engaged in 10 markets, 11
18 languages that represent 75 percent of the
19 inbound travel to the United States.

20 Our trade outreach, which is our
21 relationships with the buyer audience around
22 the world, which is the travel trade and
23 travel media. We have 12 international
24 offices that have us actively engaged in 20
25 markets.

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2 We have Brand USA pavilions at 24
3 major trade shows around the world that give
4 us the opportunity to have those
5 conversations and bring buyers and suppliers
6 together in a productive and enhanced
7 environment to be able to sell all that is
8 the United States of America.

9 And where we spend most of our
10 resources is in cooperative marketing.
11 That's marketing that we do on behalf of the
12 country in partnership with buyers and
13 suppliers around the world. And I can tell
14 you that in all those channels, we now have
15 about 100 different platforms and about 200
16 different programs that we're actively engaged
17 in around the world across all of the
18 marketing mediums.

19 I think all told, with every touch
20 point we have, we're in about 33 markets
21 around the world, but when you add them all
22 together, it's 93 percent of the inbound
23 travel to the United States. So the
24 footprint that we've created is something
25 that we're very proud of. And to be honest



MEETING

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2 with you, we would not be able to -- it
3 would not have happened if it weren't for
4 many of the people around this table and all
5 the supplier audience from around the world
6 and the buyer audience that we all speak to
7 and promote to.

8 We're excited about our collaboration
9 with the Federal Government. The
10 public-private partnership is actually more
11 than just a facilitation through the
12 Department of Commerce. And then the
13 recognition of us being a demand driver and
14 how do we celebrate that and also manage
15 that. But we have had farther relationships
16 with, I'll highlight two, several examples of
17 our relationships with two of the federal
18 agencies.

19 Every Fourth of July, an Independence
20 Day celebration is held in most of our
21 embassies around the world. And in many
22 cases, that's a theme celebration. This year
23 we chose to use culinary as the theme for
24 celebration of the Independence Day
25 celebration. In conjunction with the



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2 Department of State we produced this guide,
3 which is "Discover America - Great American
4 Food Stories - Experience the USA One Dish
5 at a Time." And in this guide are 31
6 celebrity chefs. And actually on page 27 is
7 the celebrity chef from this area, Chef Lenny
8 Russo and his establishment over in St. Paul
9 called Heartland.

10 And what this is, and somebody
11 mentioned storytelling, I think you were
12 talking about storytelling particularly through
13 your subcommittee. In the end, as
14 destination marketers, and I think Elliott
15 would agree, Jim, and all of us that are in
16 the DMO world, our job is about telling
17 stories about our destinations. So we have
18 the privilege of doing that about the whole,
19 the entirety of the United States. So
20 particularly in established markets who have
21 been here and done that a lot, we found that
22 being able to take vertical channels,
23 culinary being one, and tell the story in a
24 whole different way actually invites people
25 to discover this land again for the first



1
2 time.

3 Thirty-one celebrity chefs that are
4 promoting their establishments, the cities
5 where they reside, and the regions of the
6 country from which they -- that they
7 represent. Really, really pleased with the
8 publication. The Department of State, again,
9 it was a collaboration with the Department of
10 State. And I'll pass this around so people
11 can take a look at it.

12 Also the Department of State, it was
13 mentioned that the Expo in Milan of 2015.
14 We anticipate that we'll have a very active
15 role in that, bringing the travel and tourism
16 industry and the representation of promoting
17 the United States to that Expo. And again,
18 that's being done in conjunction with the
19 Department of State.

20 And then the third and final example
21 is, as was stated, in August of 2016 will be
22 the 100th, the centennial celebration of the
23 National Park Service. And as we all know,
24 as we're promoting the United States, what
25 the national parks represent are many of the

1
2 iconic symbols of the United States. So we
3 are producing a big-screen film that we will
4 debut in August of next year. And it will
5 be shown in all the big-screen theaters, all
6 the IMAX theaters around the world. It will
7 be storytelling through the national parks by
8 compelling personalities and their stories as
9 it relates to what those parks mean to the
10 United States, and how they in a very
11 compelling way tell the story. So that's
12 our way of supporting the centennial. We
13 see it as a platform. The IMAX channel is
14 a really growing one, even more so
15 internationally than domestically. And we
16 see that as a great way to activate
17 storytelling around the world through our
18 trade partners, through our media partners,
19 and then direct to consumers.

20 So that's my update. Again, I thank
21 the work of TTAB, the subcommittee that
22 specifically related to us, very encouraged
23 by where that's headed, and then all the
24 work that we'll be doing with all the
25 subcommittees and the board to move things



1 forward. Thank you.

2
3 CHAIRMAN GILLILAND: All right.
4 Well, great update, Chris. And I will say
5 that after you left the call, I know you
6 weren't on for the entire subcommittee call,
7 but the Commerce Department representation,
8 Julie and Ken, were glowing about -- they
9 wouldn't say it to your face, of course.

10 **(Whereupon, laughter occurred.)**

11 CHAIRMAN GILLILAND: But they were
12 glowing about your progress. So it was
13 really, it was really great to hear their
14 perspective on it. So. But Ken, Ken if
15 you could offer up, if you have some
16 comments now, could offer up some views on
17 Brand USA.

18 MR. HYATT: Well, Chris and I were
19 joking recently that we used to speak more
20 with each other, which usually meant there
21 was a problem we were addressing. And the
22 fact that we're speaking less is a good sign
23 as to how smoothly things are running.

24 So I guess I would just say a
25 couple things. One, thank you for your

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leadership. Right. Because I think you've driven this, with the people around the table. And there are a lot of people at TTAB who have helped extraordinarily in this process. So I thank you for all the help that you've given us as we've done this.

So we're excited about the subcommittee and the look at the procedures that sort of we could now change to reflect where we are.

The other thing that I at least added and asked the committee to consider were two. One is, to what extent are we maximizing the branding of Brand USA and the footprint of the U.S. Government, and even the Visit USA committees around the world. And we are testing now in the UK. I'm going to suggest we accelerate and do more than just one. But it was a question again around can the committee bring a private sector perspective to ask and answer the question: How do we multiply the power of our sales force and the branding? One.

And two, and this is to the



MEETING

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2 colleagues both at State and at DHS, I also
3 asked the committee to consider whether there
4 is more that Brand USA should do working
5 with State and DHS on the communication of
6 visa and global entry, which is part of the
7 mission. And this is again a question to
8 them: Is there more that can be done? And
9 it's going to be a conversation I think that
10 we should all have. Again, thank you for
11 your leadership.

12 UNIDENTIFIED ATTENDEE: Mr. Chair, if
13 I could, I'd like to publicly thank Ken and
14 Julie who are here, and Isabel, who is not.
15 Those three personally have had a big, just
16 a big reason on why we're where we are
17 today. And I really appreciate your
18 leadership and your partnership. Because
19 that's truly what it's turned out to be.
20 Thank you.

21 CHAIRMAN GILLILAND: All right.
22 Well, good. Any other comments for the
23 Brand USA subcommittee, for Chris, for Ken,
24 any comments from the rest of the TTAB?
25 Okay. Well, we will move on then. So if

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2 we're successful, and we have been, with
3 marketing the U.S. outside its borders and we
4 move those international visitors through our
5 visa process and entry process well, and they
6 show up in the United States, then they
7 encounter our infrastructure. And I think
8 the challenge there will be, as we see 100
9 million visitors coming to the U.S. here by
10 2021, and as we look out five to ten years,
11 if you just look at the aviation
12 infrastructure, the airport infrastructure, I
13 think we've been hearing studies that are
14 saying now that in the next five to ten
15 years, at the top 20 -- that 24 of the top
16 30 airports we'll see Thanksgiving-level
17 traffic and volumes at those airports at
18 least once a week. And that on our
19 interstate corridors in that roughly same
20 period, we'll see Labor Day types of traffic
21 on the roadways about once a week as well.
22 So we have a challenge ahead of us.
23 And it's not just roads and airports. But
24 we have an infrastructure challenge. And
25 that's part of the challenge set forth to



1
2 our infrastructure subcommittee. And Greg
3 and Margaret are our co-chairs and leading
4 that. And I think for the update there
5 we're going to start with Greg and then go
6 to Margaret. Greg, take it away.

7 MR. STUBBLEFIELD: Perfect. Thanks,
8 Sam. The good news about getting this
9 assignment is there's no funding needs for
10 infrastructure.

11 (Whereupon, laughter occurred.)

12 MR. STUBBLEFIELD: Marketing's really
13 a tough one. But the infrastructure needs
14 are easy.

15 No. First of all, let me take a
16 moment. And Margaret and I co-chair this
17 committee. We've had a couple conference
18 calls and we had a great meeting yesterday.
19 And I want to take a moment to say thanks
20 to Maryann, Jonathan, Bruce, and Sam sat in
21 for a little bit. Because obviously this is
22 a very broad and complex issue. And trying
23 to understand how we attack this from a
24 subcommittee point of view, we have had some
25 great discussion about that.

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If you start with -- one of the things Jerry talked about is what's the economic output here. One of the things is, is National Travel and Tourism Policy. That's really the guide that says we need 100 million international travelers by the year 2021. And so that's really the economic driver behind it.

Then the question is how likely are we to succeed at welcoming them with a good experience in putting them through.

And so from an infrastructure point of view, our task on this committee was really, you know, two fold. One, it was airport-centric, even though we know there's other pieces to the infrastructure. But one of them was airport-centric. And the second was that we were to create a national travel infrastructure strategy. So as we started down this path, we had some lengthy discussions about a lot of the different tactics. But in order to have a strategy, I think we've had great success with our National Travel and Tourism Policy that was



1
2 set forth in the strategy on that. And the
3 reason was is that I think we as a committee
4 believe it was a collaborative effort by the
5 public and private, and specifically on the
6 government side with Ken and Ed and Doug
7 Smith at the time, and a real collaborative
8 effort along with the private sector, if you
9 will, in order to put together a goal and a
10 policy. And then the administration adopted
11 that. And that was kind of our roadmap.

12 I think one of the things we see
13 out of this is there's a lot of different
14 needs from infrastructure, and so we need to
15 kind of have a roadmap. And so one of the
16 things we're looking at is kind of breaking
17 this into components. And there's a couple
18 of different components here. And then
19 Margaret's going to weigh in a little bit.
20 And I'm going to ask Ken to weigh in just a
21 little bit on the conversation we had at
22 breakfast this morning.

23 But as we look at it, there's really
24 a couple of different components here. And
25 there's different stakeholders in each of the

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components. And so that makes an overall strategy a difficult one because the same stakeholders don't have a vested interest in every part of it, except to get the travelers in.

And so as we look at it, we broke it into components. And those components start with the NextGen.

And then the next component, if you will, is when that plane touches down on the Tarmac for the international traveler, their journey and that customer experience, and John pointed it out, because even though touchdown on the Tarmac, if they sit on the plane for an hour, it doesn't really start their engagement with the process, but that still is part of the experience. So when the plane touches down until when they hit the curb and they go through the airport experience, that's up to and including whether it's CBP, the TSA, the exchange, all the way through to where they get to the curb.

And the next piece to that customer



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2 journey or customer experience is I go from
3 the curb to my destination. And that
4 destination may be mode of transportation
5 from rail, to taxi, to bus, to shuttle bus,
6 to tour bus, to rental car, to whatever it
7 may be, but somehow I transport away from
8 that infrastructure and move to a different
9 infrastructure.

10 And then it's incumbent upon all of
11 us, once they get to the destinations, to
12 provide our goods and services and the
13 experience and different things like that.

14 And so we kind of looked at it and
15 kind of tackled it that way. And I think
16 it's important. Because if you look at the
17 work from the previous TTAB meeting, and
18 Jonathan, thank you for your guidance on
19 that, he's been terrific, because he was on
20 the infrastructure committee last time. It
21 was really four pieces they really looked at.
22 And those four pieces were: One was
23 NextGen. Two was national parks. Three was
24 environmental and sustain ability. And
25 fourth was the highway trust account. Okay.

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And there's some great work that was done.
And we want to take and continue to advance that inside the context of what we've been charged with is with a strategy around all the infrastructure.

So with that, there's a couple of pieces that we see. And Ken, we had a great discussion this morning about -- very briefly, but about NextGen. And whether or not all stakeholders there are collaborative and really understand the work that's been done. So if he can maybe please just take a second to talk about that.

MR. HYATT: Well, the previous TTAB recommendation was for the private sector to reach out in an organized way and communicate and persuade on the importance of NextGen. I just recited a conversation I had with the FAA administrator in which we were talking about the aerospace business in particular, but the conversation went to how does Commerce and the FAA work together. And so we are going to identify some senior people on both sides to brainstorm what we might



1
2 do. And I mentioned the TTAB work, which he
3 was even unaware of. And again, just raised
4 this issue around how does this group help
5 on an issue like that.

6 MR. STUBBLEFIELD: Thank you. And I
7 think that went to the discussion we had
8 yesterday, which was the collaborative effort
9 of everybody there. And Margaret, maybe you
10 want to take a few minutes and talk about
11 some of those points.

12 MS. McKEOUGH: I will, Greg. You
13 know, we talked yesterday to the success that
14 the entry committee has had as evidenced by
15 the actions taken earlier at this meeting.
16 And we talked about, in part, what was so
17 critical to advancing that issue. And it
18 was the collaborative spirit that came
19 together in part between Commerce and DHS to
20 get the conversation going and pull all the
21 stakeholders together.

22 So as we brainstormed our work plan
23 for the infrastructure subcommittee for this
24 next year, we recognized that there were two
25 rather immediate opportunities in front of us



1 that we could try to take advantage of.

2 From a policy standpoint,
3 infrastructure funding right now, 2015 is a
4 critical year for FAA reauthorization
5 legislation, which tends to be the vehicle
6 for funding aviation-related needs.
7

8 We also talked about the fact that
9 the surface transportation legislation is
10 continuing to be debated and it's very live
11 and active right now.

12 So we focused on the value there
13 would be if we could, with the leadership in
14 the Department of Commerce, with the
15 Secretary, and the outreach to the Secretary
16 of Transportation, if we could align these
17 two very important strategies, the travel and
18 tourism objectives for 2021, with the
19 transportation, the administration's
20 transportation policy initiatives that are
21 really in the formative stages in terms of
22 aviation, and are already playing out right
23 now and being debated for surface
24 transportation.

25 So all good ideas are there to be



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MEETING

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2 borrowed from. And one of our first
3 conclusions yesterday was to look to increase
4 the collaboration at the senior leadership
5 level between Secretary Pritzker and Secretary
6 Foxx, and perhaps taking a chapter from what
7 worked so effectively on the entry side if
8 the two Secretaries could perhaps speak about
9 these broader initiatives coming together,
10 those strategic transportation planning
11 decisions aligning with the travel and
12 transportation goals that have been
13 established to be achieved by 2021.

14 And so one of our thoughts was to
15 reach out to Ken and talk with him this
16 morning at breakfast about the potential for
17 Secretary Pritzker to maybe have that
18 conversation with her colleague at
19 Transportation.

20 We also learned yesterday -- I know
21 Brandon's going to speak in a few minutes,
22 but he attended our meeting and made us
23 aware of Secretary Foxx's initiative to
24 develop a new strategic 30-year plan for
25 transportation. That is an opportunity for



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2 us to try to again align the travel and
3 tourism objectives with the infrastructure
4 needs to support them.

5 We talked about the fact that
6 throughout the USDOT, there's a variety of
7 policies that the administration may have an
8 opportunity to influence without the need for
9 congressional action, to take a look at how
10 the allocation of funding is made, whether it
11 be through FTA or FAA or surface
12 transportation issues, how can we revisit and
13 align those policies for funding to in fact
14 be strategically targeted towards their travel
15 and tourism objectives. So we talked about
16 ways that we may be able to do that as
17 well.

18 But I think the clear issue is that
19 there's two very important pieces of policies
20 being decided here in the early part of the
21 TTAB's two-year effort. And it really is an
22 opportunity for us, similar to the entry
23 committee who needed to just jump on the
24 ball and get some fast-moving pieces, we need
25 to do the same thing, with some



MEETING

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2 recommendations to the Secretary on how we
3 might be able to have the travel and tourism
4 needs and the needs for airports influenced
5 in these transportation plans that are being
6 developed right now. Thanks.

7 MR. STUBBLEFIELD: Okay, great.
8 Excellent. And just one last piece. I was
9 remiss. Brandon sat in our meeting
10 yesterday, and he was very, very helpful.
11 So Brandon, thank you very much for all your
12 information that you supplied to the team
13 yesterday.

14 CHAIRMAN GILLILAND: Okay. Greg and
15 Margaret, thanks for those comments.

16 And Brandon, we appreciate your being
17 here. And we look forward to your update.

18 MR. BELFORD: Great, thanks. And
19 I'm glad to be here today. I think it's --
20 you know, I've been having a long
21 relationship with TTAB, but for the first
22 time from this side of the table. And
23 thinking back to winter of 2011, drafting the
24 first Presidential Memorandum or Executive
25 Order on travel and tourism, and seeing how

1
2 this has come along, how the national
3 strategy that we worked on with Ken and the
4 team back in 2012 came together, and just
5 kind of all the progress made even over the
6 last three months since I left the White
7 House has been really, really tremendous.

8 But again, here today in my
9 Transportation capacity. And so just to kind
10 of pick up on a couple of the highlights
11 that folks made earlier in terms of the kind
12 of current state of play in the
13 transportation space. Because I do think
14 there are a lot of synergies that you all
15 are doing, what we're trying to do, and kind
16 of the broader administration is trying to do
17 from a policy perspective.

18 I think just first of all, just kind
19 of give folks an update on surface
20 transportation funding. The House did
21 finally pass a short-term fix so we don't
22 have to become bankrupt in four weeks. And
23 we expect the Senate to do the same this
24 week. But obviously that does not solve our
25 longer-term surface transportation needs. It



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2 basically just kind of puts us 10 months out
3 to have this debate continued.

4 I think a lot of the focus from the
5 department's perspective is still going to be
6 on really pushing forward the President's
7 proposal for a longer-term surface
8 transportation proposal actually that was
9 announced back in February when we flew out
10 here to highlight some of the work that's
11 been done to kind of connect where we are
12 today with downtown Minneapolis and with St.
13 Paul.

14 I'm not sure if anyone had the
15 opportunity to ride the Blue Line or the
16 Green Line while they were in town, but I
17 did last night, and actually it's a great
18 example of how, you know, transit development
19 can help spur investment and connect people
20 to places and opportunities. And, you know,
21 being right here is a great example of how
22 that can connect people and tourism
23 opportunities and kind of the robust tourism
24 activity taking place here in Minneapolis.

25 So we're still going to be doing a



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2 lot of work to really make the case for
3 increased investment for transit, for
4 highways, for programs that we think not only
5 benefit the broader economy, but can benefit
6 the tourism industry.

7 So things that we can do to get,
8 you know, more discretionary programs at the
9 department, such that we can look at a
10 number of different criteria in evaluating
11 whether or not it makes sense to invest, you
12 know, in a highway corridor that might help
13 Brad Dean connect folks in Myrtle Beach
14 versus a rail project like this, versus, you
15 know, programs that support federal land and
16 access to national parks and other places
17 that kind of tap in to the natural assets of
18 this country. So that's going to be a big
19 conversation in the surface side of things.

20 As was also mentioned earlier, and
21 as David is well aware, we're faced with a
22 similar situation when it comes to a lot of
23 our aviation programs and aviation funding.
24 That current bill expires at the end of next
25 fiscal year. And we're in a position now

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2 where, through Michael Huerta, the head of
3 FAA, we really are in kind of a listening
4 mode right now. And so this is really the
5 opportune time to get input from everyone in
6 this room and our broader stakeholders in
7 terms of, you know, what exactly is the
8 challenge that we're trying to solve as we
9 look forward to airport infrastructure,
10 aviation services, NextGen air traffic
11 control.

12 And so, you know, Michael, you know,
13 has his management advisory committee that's
14 providing recommendations to him. I think we
15 would be more than happy to take some of
16 these conversations and feedback back to that
17 process. Because again, we're really at the
18 early stages of that whole process. And so
19 you can envision a world where we're going
20 to be spending a lot of time this fall and
21 winter really starting to put into paper in
22 terms of where are the priorities, what are
23 the proposals that we want to put forward
24 next year in the FAA preauthorization space.
25 And that's where, you know, I know there are

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a number of contingencies, but issues that do kind of address some of these airport funding challenges, how we prioritize the next phase of NextGen.

And I guess with that, it's kind of a pivot to kind of where we are in NextGen. I think if you listen to Michael, I think what he would say is NextGen is here, NextGen is now. There are improvements made every single day to improve our aviation system. So if you look at just what's taken place in the past couple of months, a lot of the foundational systems are already operational.

ADS-B, which is basically the acronym for transitioning from our 1970s, 1950s radar-based technology to GPS. All of the ground station satellites have been installed. That was completed in May of this year. If you look at some of the systems that are designed to help, you know, modernize kind of high altitude air traffic control, 19 of the 20 systems have been in place. We expect to finish that process by the end of this year.



MEETING

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2 A lot of the work has been done looking at
3 metroplexes. So looking at how we can
4 improve the air space around major aviation
5 centers to start implementing new
6 performance-based navigation, which basically
7 allows people to have a more direct flight
8 and more efficient flight into major places.

9 We completed the metroplex in Houston
10 a few months ago. The Secretary and Michael
11 have been down there. If you look at just
12 some of the anecdotal stuff that we've gotten
13 from some of David's kind of constituent
14 companies, like American Airlines are already
15 seeing 10 to 20 percent increase in the
16 number of departures per hour in places like
17 Dallas.

18 So these are things that are
19 happening on a daily basis to improve the
20 air space throughout the country. And I
21 think we're at a point now where yes, we
22 still need to tell that story, but we're
23 also looking at new tools to tell that
24 story. So FAA is doing a lot of things on
25 social media, using Facebook, using Twitter



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2 to, again, take every single little tiny news
3 item to amplify it to the best of our
4 ability. And then when we have big events,
5 get the Secretary, the President, the Vice
6 President to talk about NextGen.

7 I guess the last thing I'll
8 highlight of the sort of alive issues is two
9 weeks ago, the President announced kind of
10 this broader Build America infrastructure
11 initiative. Which is really designed at how
12 we can help attract private capital to all
13 of our infrastructure assets throughout the
14 country and private expertise in managing
15 those infrastructure assets. And so it's a
16 broad partnership between the Department of
17 Transportation and Commerce, Energy, Treasury.

18 But on the Transportation-specific
19 piece, which is kind of the leading part of
20 this whole effort, we're establishing an
21 investment center between the Departments of
22 Transportation and Treasury, where over the
23 next several weeks actually we're going to be
24 pulling in investors, private sponsors,
25 airport managers, experts from international



MEETING

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2 areas that have already seen success in
3 attracting private investment and private
4 partnerships and PPPs throughout, you know,
5 their infrastructure systems to really figure
6 out what are some of the things that have
7 worked abroad, what are some of the
8 challenges that local officials have, that
9 federal officials have, that project
10 management have in terms of increasing PPPs
11 throughout the country, particularly when it
12 comes to highways, transit, airports, other
13 infrastructure access. So that's the space
14 where I think we're going to, you know, look
15 to you all, look to the broad private sector
16 through transportation in order to develop
17 infrastructure opportunities for greater
18 private sector involvement.

19 And then just the last piece, again,
20 since you sat me next to David, just would
21 be remiss not to mention a lot of what the
22 department is continuously doing to just
23 increase access to international markets for
24 U.S. carriers, which obviously is a two-way
25 flow in terms of travelers that come to the



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1 U.S. from the international space.

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3 So, you know, we've got 113 Open
4 Skies Agreements now with countries throughout
5 the world. Nineteen over the past several
6 years under this administration. Countries
7 like Japan, Brazil, Colombia. So continuing
8 to work through adding more countries to that
9 list, but also kind of just the day-to-day
10 helping doing-business issues that our
11 carriers have throughout the world, and in
12 looking to even liberalize more markets, be
13 it some of the larger economies that don't
14 have our ideal Open Skies structure but we
15 see an opportunity to kind of tap those
16 rising economies, rising middle-classes that
17 are hopefully going to fly U.S. carriers and
18 just be travelers to the United States.

19 So I think that's a quick update on
20 kind of a number of things that we're doing
21 at the department.

22 And I guess the last thing I would
23 just say to kind of build off one of the
24 earlier points. The Secretary does have
25 this 30-year strategy that he's pulling



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MEETING

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2 together. You know, the first time the
3 department's done one since really the late
4 1970s. And so senior leadership across the
5 department's really working on this. And so
6 we're looking forward to doing kind of
7 figuring out the best way to kind of take
8 ideas and concepts from this group to kind
9 of embed in kind of how we think about
10 demographic changes, economic changes, just
11 kind of where we see the country going over
12 the next 20, 30 years. And how that's going
13 to impact our investment decisions on
14 transit, on urban development, on aviation
15 services, et cetera.

16 So again, I think we are more than
17 happy and welcoming to any ideas and thoughts
18 that this group has.

19 CHAIRMAN GILLILAND: All right,
20 great. We really appreciate the update.
21 And we're really pleased to have you at DOT,
22 Brandon. And not the least of which because
23 you know firsthand about how this
24 public-private partnership has worked with the
25 TTAB. And we stand ready certainly to

1
2 engage with you, and we're pleased to be
3 engaged with you on the infrastructure
4 subcommittee, but also would be pleased to be
5 engaged with Secretary Foxx. And I think if
6 we can also take advantage of the
7 relationship that Secretary Pritzker has with
8 Secretary Foxx and also with the FAA
9 administrator, we'd love to engage on those
10 types of issues the same public-private
11 partnership approach that we've taken here.
12 So where there are opportunities there, we'd
13 love to do that.

14 Any comments for Brandon or Greg or
15 Margaret before we move on to the next
16 subcommittee update? Brad.

17 MR. DEAN: Just one. Brad Dean
18 from the Myrtle Beach Area CVB. Want to
19 commend Margaret and Greg for the leadership
20 and the discussion thus far. One thing I
21 think is relevant. A lot of these issues
22 we're talking about are directly about travel
23 and tourism for obvious reasons. And I know
24 in my community, I think we are the busiest
25 vacation destination in America without



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2 interstate access. So when I survey the
3 visitors who choose not to come to our
4 community, or more importantly, the ones who
5 don't come back, it's not because of a
6 competitor or because they didn't have a
7 great experience; it's because of the lack of
8 a highway system.

9 But I think something that's of
10 interest maybe to the committee and all of
11 us is as we think about these priorities,
12 this is probably the one subcommittee that
13 transfers to industries beyond travel and
14 tourism. So I know U.S. Travel has done a
15 great job of advocating to other industry
16 associations. And that may be something we
17 want to think about. I know in my region
18 it's not just about travel and tourism,
19 although it's important, it's about economic
20 development and diversification.

21 And in Myrtle Beach we don't like to
22 use the H word this time of year, but if a
23 hurricane came, we don't have the road system
24 to get people out. So it could mean saving
25 lives.

1
2 I know that's not lost upon the
3 committee, so I wanted to mention that to
4 TTAB that I think this is one in particular
5 that impacts a lot of other industries. So
6 we should look to align our goals and
7 objectives with them as well.

8 MR. STUBBLEFIELD: That's a great
9 point, Brad. Thank you.

10 CHAIRMAN GILLILAND: Thanks, Brad.
11 Any other?

12 MR. GALLAGHER: Yeah, so on the
13 infrastructure, I just came from the summer
14 board meeting for U.S. Travel, and one of
15 their big issues is infrastructure. I think
16 that's -- they're going to advocate for it,
17 make a plan for it to be included. I
18 wonder if we have some of the U.S. Travel
19 people here to talk about it at a future
20 meeting.

21 CHAIRMAN GILLILAND: That's a good
22 idea, Mike, yeah, I think we can even engage
23 between meetings as we're making progress on
24 the subcommittee. Good idea.

25 Okay, other comments? Okay.

1
2 Kathleen.

3 VICE CHAIR MATTHEWS: So we've
4 celebrated a lot of the successes in the
5 previous TTAB work on visas. But I think
6 there's a recognition that there still is a
7 lot that can still be done if we are going
8 to really help President Obama with his
9 invitation two and a half years ago that
10 America is open for business. And so Trudy
11 Rautio is going to bring us up to date on
12 that work stream that they have planned.

13 MS. RAUTIO: Thanks, Kathleen. On
14 behalf of Don, we also want to thank our
15 committee members. We have been pressing
16 them very hard. I'm passing around a work
17 plan that I think is in Version 9 of its
18 iteration. So we have been wanting to get
19 very concrete steps for our committee so that
20 we can begin the work.

21 We recognize that the goal that the
22 President has set is indeed lofty and that
23 this work will help it. So we are blessed
24 I would say by having Ed Ramotowski as a
25 part of our subcommittee work. He has been



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with the TTAB for some time, but having him on this subcommittee and having his insight, his spirit of collaboration, is truly beneficial to us. And we thank you for that and the work to come.

I also want to thank Tammy Lee Stanoch from Carlson who partnered with me and also worked into the evening incorporating the feedback from our committee work yesterday. So this is hot off the press. So forgive us if we didn't get all of your feedback incorporated or missed anything.

Our key outcomes that we've identified are to develop strategies that will help us increase international visitation to the U.S. to reach the 85 million goal by 2015. And also a roadmap and action plans and policies that will help us reach the President's goal of 100 million to the U.S. by the year 2021.

Thirdly, we want to aggressively pursue bilateral agreements with additional countries to expand visa waiver eligibility



1 requirements with three to five more
2 countries by 2016 in support of the JOLT
3 Act.
4

5 And finally, to advise the government
6 on any necessary congressional steps to
7 modernize and expand the Visa Waiver Program
8 facilitation of secure videoconferencing or
9 other technology and efficiency solutions that
10 would reduce visa wait times.

11 In order to do this, we feel that
12 there's a lot of data that has to be
13 collected. We do believe that we will also
14 tap in to the data and statistics
15 subcommittee. But we have also decided to
16 enlist the support of the Carlson School of
17 Management and the Humphrey School of Public
18 Policy. And so we're going to ask them to
19 assist us in solicitation of data and
20 assimilation of data and so forth just to
21 keep our subcommittee moving along on the
22 data that they have to collect.

23 We have divided this into three task
24 groups. So we've further divided our
25 subcommittee into very specific task

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orientation. As you can see on the following pages, the first is really around visa processing, best practices and efficiencies. So identifying what the best practices are, identifying the legislation and recapping that.

The Department of State doesn't try to be obstructionist in this process. They are required by law to abide by certain rules and regulations. So understanding what those are and how that we can impact that as a private sector or offer any kinds of advice on policy changes and working with the State Department to review technologies and best practices that might exist.

One of the things that we talked about very specifically yesterday was could you eliminate the actual insert, the copy that goes into the passport as a means of facilitating this. Australia has done that. But it does not have a simple solution, as we discussed yesterday. So that's one of the ideas, for instance.

But we also want to acknowledge that



MEETING

1
2 our first goal is a balance between national
3 security as a top priority, as well as
4 facilitation of travel and the entry of
5 people to our country. So it is a balancing
6 act that we are facing, and want to work
7 very cooperatively with other departments as
8 well.

9 Second, we would look at government
10 data that exists. So understanding the data
11 that's out there, anything that could be
12 benchmarked in terms of visa applications.
13 Tourist data don't have to be renewed, for
14 instance, so what data can we solicit from
15 that that might be helpful to us. Looking
16 at the Survey of International Travelers that
17 was already discussed. Looking at U.S.
18 arrivals and forecasts so that we could
19 perhaps identify where the bottlenecks may
20 occur in the process. And then developing a
21 matrix that will help the State Department
22 look at actionable steps that will facilitate
23 this demand increase that we're expecting.

24 And then from an industry
25 perspective, so we're looking at the



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2 government data in and now from the industry
3 into the committee, we have lots of trade
4 associations and different places where we
5 can access data. And so coordinating those
6 pieces of data from both the government side
7 and from the private sector side that would
8 help us in making recommendations and
9 specific plans on this. Looking at ways
10 that we might extend the visa durations from
11 one to ten years, how the private sector
12 could influence that. And then we also were
13 made aware of the Department of State
14 training center. And perhaps that would be
15 a place for us to actually send some
16 representation from the committee in order to
17 better understand how that works, and maybe
18 offer any advice that we might have.

19 And then, of course, we would pull
20 that all together into recommendations at the
21 end. So that is how we have outlined our
22 work thus far. And again, appreciate not
23 only the committee, but the other members who
24 have worked with us on this.

25 VICE CHAIR MATTHEWS: Ed, would you



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MEETING

1
2 like to add anything to that?

3 MR. RAMOTOWSKI: Sure. First of
4 all, I'd like to thank Trudy and Don and the
5 other members of the committee for their
6 collaboration and teamwork. It's been great
7 working with them. And on behalf of all my
8 colleagues at the Department of State, we
9 look forward to continued progress.

10 Let me just give a few highlights.
11 When the initial Executive Order goal was set
12 in 2012, only about 56 percent of applicants
13 could get an appointment within three weeks
14 of asking for one. Thanks to the
15 committee's support for that ambitious goal,
16 we were able to mobilize the resources and
17 personnel to make a very positive difference
18 in the situation.

19 In August of 2012, we met the
20 President's goal of 80 percent within three
21 weeks. And since that time, it has never
22 dropped below that level. And currently, in
23 the peak application season for visas
24 worldwide, we have 90 percent of the
25 applicants getting an appointment within three

1
2 weeks of asking for one. Across our
3 network, the average wait time for all
4 applicants at all of our posts was 8.8 days.

5 **(Whereupon, applause occurred.)**

6 MR. RAMOTOWSKI: The four largest
7 posts which account for over 40 percent of
8 our workload, Mexico, China, Brazil and
9 India, all have single-digit wait times. So
10 spontaneous travel is happening in those
11 countries.

12 Some additional good news. In
13 Mexico, a new consulate building was opened
14 in Monterrey just a few weeks ago, replacing
15 a totally inadequate 1960s-era structure. So
16 that when we talk about the visitor
17 experience, we're now able to provide a much
18 higher standard of service for the several
19 hundred thousand people who visit us in
20 Northern Mexico every year.

21 In addition, Chile joined the Visa
22 Waiver Program this spring. That's working
23 smoothly. And we had very good collaboration
24 with Homeland Security in making that happen.

25 As Trudy mentioned, there's some



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2 legislative obstacles out there. There were
3 several measures in the Comprehensive
4 Immigration Reform bill that would have
5 granted the Department of State greater
6 flexibility to waive visa interviews.
7 Clearly, since the bill did not become law,
8 those measures have not become law either.

9 In addition, the measures that were
10 formerly in the JOLT Act were included in
11 that legislation as well. That would have
12 raised the refusal rate for the Visa Waiver
13 Program consideration to 10 percent from the
14 current 3 percent. So that's another issue
15 that the board needs to consider is where to
16 go with respect to those legislative
17 proposals.

18 Video interviewing is near and dear
19 to the hearts of some members of the Travel
20 and Tourism Advisory Board. And as I told
21 the committee yesterday, we have a
22 feasibility study underway to see if a pilot
23 demonstration at one of our, one of the big
24 four posts would be feasible. I expect that
25 study will be done in the fall. And then

1
2 after we analyze the results, a go/no go
3 decision for that pilot will be made. And
4 we'll certainly keep you all apprised of
5 developments on that score.

6 Let me just also emphasize that
7 although visas get the lion's share of
8 attention, the Department of State is
9 involved in a lot more than that. As Chris
10 Thompson mentioned, we devote a large amount
11 of our public diplomacy resources to help
12 promote the U.S. as a destination. Our
13 chiefs of mission and other embassy officers
14 are out there constantly promoting America as
15 a place to visit. Also, our colleagues work
16 closely with the Department of Transportation
17 on the Open Skies initiatives and other
18 international aviation.

19 Let me just close by giving one
20 anecdote out of Brazil. On July 17th, 2014,
21 our consulate in Sao Paulo handled a record
22 number of visa applications, 4,312. Some of
23 our embassies, some of the small ones, don't
24 even achieve those numbers in a year, where
25 that was in one day. So a tremendous effort



MEETING

1
2 on the part of our Sao Paulo team. And I
3 guess for Brazilians, a great way to ease
4 the pain of the World Cup is a nice shopping
5 trip to the United States. Anyway, good
6 work by Team Brazil. And we look forward to
7 continued productive cooperation with all of
8 you. Thanks very much.

9 VICE CHAIR MATTHEWS: Ed, if I can
10 just ask you, you know, if we kind of turn
11 back the clock and look at the goals in
12 terms of a time frame for processing visas.
13 I know initially there was a lot of
14 resistance within the State Department to
15 embracing the goal. From that experience,
16 since we're looking at a time frame goal for
17 the entry experience, could you just give us
18 the wisdom of your experience on how the
19 goal actually was a catalyst for you in the
20 State Department to actually find efficiencies
21 at all of your embassies and consulates.

22 MR. RAMOTOWSKI: Well, I think the
23 key to it has been the collaborative effort
24 on the part of all of the government
25 agencies and private sector actors involved.

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As Trudy mentioned, national security is a key reason why visas exist in the first place. And so the realization that that was understood helped advance the other side of the equation, which is providing the best possible customer service.

Second, it helped galvanize and mobilize resources from across our department and across other government agencies. For the President to establish this as a key administration objective, clears some of the bureaucratic cobwebs that are out there, and helps focus attention on, you know, A, this is important, and B, this is something that we need to do.

And finally, I think sufficient space was left to recognize the fact that we're not entirely in control of our destiny. Certain countries, certain regions of the world are going through turmoil, political instability, civil unrest. And the fact is, we're not going to be able to have 100 percent. We won't achieve perfection. But we can try to get as close to it as



1
2 possible and as is realistic, given the
3 global conditions we're operating in.

4 So with those factors coming
5 together, I think, you know, you build up a
6 good head of steam behind the objective and
7 you can make progress.

8 VICE CHAIR MATTHEWS: Great, thank
9 you. Any questions for the visa
10 subcommittee? Todd.

11 MR. DAVIDSON: Not so much a
12 question, just a comment. And that is, to
13 encourage all the members of the Travel and
14 Tourism Advisory Board if you have occasion
15 to travel internationally and you're in a
16 non-visa waiver country, to go see this work
17 in action. I had an opportunity to do it
18 last May when I was in Brazil. And Ed made
19 arrangements for me to meet with the teams
20 in both Rio and Sao Paulo. I am not
21 surprised that the Sao Paulo team was able
22 to crank through 4,000-plus. They are so
23 devoted to this process. In fact, you could
24 almost see the anguish that they couldn't do
25 same-day approvals, you know, that it was, it

1
2 took -- some of them were two days long, but
3 it was primarily a function of when the mail
4 was going to be delivered and when the next
5 mail pouch would go out. That's what was
6 making it two-day rather than same-day.

7 So they're very devoted. And they
8 certainly understand that what they're doing
9 impacts what we're trying to do here as part
10 of the TTAB. So just an encouragement to
11 the members of the board to take advantage
12 of that when you do have a chance to travel
13 abroad and really see this in action.

14 Thanks, Ed.

15 MR. RAMOTOWSKI: Thanks, Todd, I
16 should have mentioned that. And actually we
17 can facilitate a visit in a visa waiver
18 country as well. So if you're interested in
19 seeing embassy -- the business side of
20 embassy visa with some advance notice, please
21 let me know and we'll facilitate that. The
22 same goes for our training center in
23 Washington, D.C.

24 VICE CHAIR MATTHEWS: Great. Any
25 other questions? Holly.

MEETING

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2 MS. AGRA: I was just wondering, is
3 there a relationship between the Open Skies
4 Agreement and the Visa Waiver Program?

5 MR. RAMOTOWSKI: Not directly. In
6 other words, Open Skies is not a prerequisite
7 for a country joining the Visa Waiver
8 Program. And I'll defer to one of my
9 colleagues here who may have more information
10 on whether there are any Visa Waiver
11 countries that don't have Open Skies.

12 UNIDENTIFIED ATTENDEE: I'm not sure,
13 but there is no linkage between having Visa
14 Waiver and Open Skies. For instance, we're
15 about to sign an agreement with Equatorial
16 Guinea. They're not on a visa waiver.

17 VICE CHAIR MATTHEWS: And Ed, who is
18 the next Visa Waiver country, please?

19 **(Whereupon, laughter occurred.)**

20 MR. RAMOTOWSKI: I didn't bring my
21 crystal ball, you know. There are a lot of
22 countries that are interested. I would say
23 there aren't any on the immediate cusp of
24 joining. But there's a lot of interest out
25 there. And we're happy to work with any

1
2 country that is willing to work with us in
3 meeting the stringent requirements that
4 legislation calls for in order to join that
5 program.

6 VICE CHAIR MATTHEWS: Any other
7 comments on this, or general comments, as we
8 conclude our subcommittee discussions?

9 UNIDENTIFIED ATTENDEE: So the JOLT
10 Act, Trudy, what's the status of the JOLT
11 Act?

12 MS. RAUTIO: Right now we are hoping
13 to have that pulled out of the Immigration
14 Reform bill. That doesn't seem like it's
15 going to go anywhere, so that the JOLT Act
16 could be voted on on its own. And we're
17 hopeful for that outcome. But I don't know
18 what the odds of that might be at this point
19 in time. But that's, that's the direction
20 that we're trying to go.

21 CHAIRMAN GILLILAND: Okay, any other
22 comments? Okay. Well, let's wrap up here
23 relatively soon. I want to just cover and
24 clear my notes on some next steps. Clearly,
25 we have a few tweaks to make to the entry

MEETING

1
2 recommendations. But we do appreciate the
3 approval of the board on those
4 recommendations.

5 Out of that discussion came some
6 follow-on work that the subcommittee will do
7 around collaborating on this entry port, you
8 know, port of entry rating system.

9 And also there were notes around the
10 investments that are going to be necessary at
11 airports. The recommendations were more
12 specific to airports, and so there's more
13 work to be done there.

14 I am also expecting that all
15 subcommittees will be at Version 9 or further
16 of their work plans within the next couple
17 of weeks. Clearly, visa team is already
18 there, so you're in good shape.

19 But I know everybody will continue
20 to make good progress on both the work plans
21 and the work associated with that. And
22 certainly if there are any questions or help
23 that's necessary as part of that, both
24 Kathleen and I are available, Jenna's
25 available, and we're happy to dig in with



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1
2 you if we can be helpful in any way as you
3 push your work plans forward.

4 Let's see. And then there are --
5 anything else, Kathleen that you'd add to
6 that?

7 VICE CHAIR MATTHEWS: No.

8 CHAIRMAN GILLILAND: Okay. And so
9 then Jenna also has some comments on some of
10 our next steps, next meeting, other things.
11 Jenna, take it away.

12 MS. PILAT: Sure, thank you. And
13 thank you, everybody, for all of your efforts
14 over the last two days, but also before that
15 leading up to the meeting on your
16 subcommittee reports. We will follow up with
17 each subcommittee on your needs for briefing
18 materials, additional things between now and
19 the next meeting.

20 Next meeting will be Tuesday,
21 November 18th. We have previously sent out
22 this date, so your team should all have it.
23 The meeting will be in Washington, D.C. It
24 will be a similar structure in terms of
25 itinerary as this meeting. So Monday the

1
2 17th, we will have subcommittee meetings in
3 the afternoon, events or any special
4 opportunities that evening, and then on
5 Tuesday, similarly, a breakfast and the
6 meeting.

7 Think about for that meeting if your
8 subcommittee, two things, one, will have a
9 recommendation possibly ready for discussion,
10 deliberation and adoption at that meeting.
11 Also, if you have ideas for discussion topics
12 that your subcommittee would like the benefit
13 of the full board's thoughts on before you
14 get to the recommendation phase. So those
15 are two agenda-forming requests for you.

16 Secondly, on the Presidential
17 Memorandum, we, with the Department of
18 Homeland Security, published a Federal
19 Register Notice seeking public comment on the
20 Presidential Memorandum. Essentially your
21 recommendations adopted today are your input
22 to that. For your constituency groups, your
23 associations, other groups that you work with
24 in the industry, please encourage them to
25 take a look at that FR. I'll send it out

1
2 in the follow-up materials from this meeting.
3 Encourage them to look at that and submit
4 their thoughts on what they think the goal
5 should look like and what success looks like
6 for them, too. We want to make sure that
7 we've got a good understanding of the
8 expectations or the ideas of industry as we
9 consider our final, our final weeks in this
10 process for the report to the President.

11 I've heard you, your feedback is
12 loud and clear, two things from this meeting.
13 One, we will not schedule overlapping
14 subcommittee meetings. For those of you that
15 serve on two, thank you for serving on two.
16 We'll just need some input from you when you
17 would like to have your meetings. So I
18 heard you on that.

19 We will also have a break in our
20 next board meeting if it's going to be three
21 hours long, so that you guys can get up and
22 do whatever you need to do in the middle of
23 the meeting. So we, continuous improvement
24 loop here, we're happy to make adjustments.

25 And I think that's all that I have.



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MEETING

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2 I think we have updates from Maureen and
3 Doug on the tours.

4 CHAIRMAN GILLILAND: Yeah, before we
5 get to that, just one maybe clarification for
6 the group, particularly the newer members,
7 around the recommendation process. It was a
8 bit of a diving finish on these entry
9 recommendations. And we have typically,
10 Jenna, we've had reviews of the
11 recommendations via conference call or some
12 other approach in advance of actually getting
13 to the meeting, so that there's a lot more
14 opportunity. There was a lot of urgency
15 around the Presidential Memorandum, so we
16 didn't have that luxury. But you would -- I
17 presume for those that are going to get to a
18 recommendation stage, I presume you'd
19 recommend having a conference call to go
20 through those recommendations in advance of
21 actually getting them to the meeting. So
22 that anybody on the TTAB can voice comments,
23 concerns in advance. Is that correct?

24 MS. PILAT: Yeah. I think the
25 process that we went through in the last two



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2 days with robust discussions around the
3 subject matter is a process we try to allow
4 time for in the month leading up to a
5 meeting.

6 CHAIRMAN GILLILAND: Right. Right.

7 MS. PILAT: And so we condensed it.
8 Thank you to Dave and John for really
9 getting us through it very quickly and
10 efficiently. But we like to have you all
11 have the opportunity to read it, reflect on
12 it, share it with your constituency, make
13 sure -- you all serve in a representative
14 capacity, so we want to make sure that you
15 are bringing the benefit of all of those
16 viewpoints to the table with the
17 recommendations in particular.

18 CHAIRMAN GILLILAND: Okay, all right.
19 Well, good. And then so, Maureen, what
20 about stuff that's going on afterwards?

21 MS. BAUSCH: Well, first I think
22 there's a grab-and-go lunch you can take with
23 you outside. And those going to the airport
24 can go with Doug, he'll be your point
25 person. Right, Doug?

MEETING

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2 MR. KILLIAN: Yeah. Yeah, we've got
3 a great tour of the Minneapolis Airport, we
4 can leave as early as 1:15, we'll be down in
5 the lobby of the Radisson Hotel. And Dan
6 McCauley will do a mall tour.

7 MS. BAUSCH: Anyone wanting to see
8 mall security or our communications/social
9 media center can come with myself and Dan.
10 And those on the arts and culture tour, I
11 will connect you with Bill from Minneapolis.
12 And we'll just meet out in the lobby.

13 MR. KILLIAN: We've also got some
14 planning information down at the reception
15 room from last night. So if you need any
16 help with transportation, luggage, anything,
17 just let our people know. And we've got
18 some real fun photos of the reception last
19 night with SpongeBob. So if you want to
20 pick up your picture or photo of that, too,
21 we've got that information.

22 CHAIRMAN GILLILAND: Okay. As a
23 reminder, this is a public meeting, and so
24 we reserve a little bit of time at the end
25 for public comments. And so I'd like to



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2 invite the guests to make brief comments, I'm
3 hoping in the neighborhood of two minutes or
4 less. And so if you are a guest and you'd
5 like to make a comment here at the meeting,
6 I'd ask that you identify yourself and then
7 I'll give you a couple minutes. Any guests?

8 VICE CHAIR MATTHEWS: This is also
9 open to people on the phone.

10 CHAIRMAN GILLILAND: Yes, and it's
11 open to those on the phone as well.

12 MR. RUSSO: Hi, I'm Lenny Russo --

13 CHAIRMAN GILLILAND: Could we get a
14 microphone for you just so we've got it on
15 the public record here.

16 MR. RUSSO: Thanks. Hi, I'm Lenny
17 Russo from Heartland Restaurant. I was
18 saying if you don't know me, I'm page 27 I
19 think for those of you --

20 **(Whereupon, laughter occurred.)**

21 MR. RUSSO: I just wanted, well,
22 one, I look forward to working along with
23 Chris and his team at Brand USA. But just
24 to expand a little bit on some of Jerry's
25 comments about the World Expo next year in

MEETING

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2 Milan, we're working hard towards that. And
3 Minnesota's actually taking the lead on that.
4 And Jerry mentioned a food tent. It's
5 actually a \$16 million food tent. The
6 American Pavilion is being designed by Jim
7 Biber, who designed the Rock and Roll Hall
8 of Fame. There's also a James Beard
9 Restaurant that will be there.

10 Here's an enormous opportunity for us
11 to go directly to the market. Forty million
12 people will be visiting Milan next year.
13 And I encourage all of you who would like to
14 get involved to -- you can contact me
15 directly if you'd like, and I'd be happy to
16 give you the information. At
17 heartlandrestaurant.com, if you just hit
18 "Contact Us" it will come right to my desk.
19 And I can certainly put you in touch with
20 people if you're interested in being involved
21 in that.

22 And also, Jerry, I think the
23 National Restaurant Association's a great, a
24 great partner in this. I would encourage
25 you also to seek out the James Beard



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2 Foundation, and also the U.S. State
3 Department of American Chef Corps, I think
4 they'll be great partners for you. That's
5 all I have. Thanks.

6 CHAIRMAN GILLILAND: All right,
7 excellent. Thank you. Any other guests
8 that would like to make comment? Anybody on
9 the phone?

10 MS. ROJAS-UNGAR: Hi, this is
11 Patricia Rojas with the U.S. Travel
12 Association.

13 CHAIRMAN GILLILAND: Patricia.

14 MS. ROJAS-UNGAR: Thank you. I've
15 really enjoyed hearing everybody. I'm sorry
16 I couldn't join you, but it sounds like you
17 had a very effective meeting.

18 The only point that I wanted to make
19 is I wanted to support the comments that
20 Margaret and that Rosie Andolino made with
21 regards to the rating system for individual
22 airports. And we're happy to work with the
23 TTAB in coming up with something that creates
24 accountability for moving forward with the
25 national goal. But not necessarily if it's

MEETING

1
2 in any way going to hurt airports'
3 credibility around the world or in any way
4 judge one airport based on something that
5 another airport is doing that maybe doesn't
6 make sense for any particular airport to
7 implement, especially with regards to
8 aesthetics or amenities that are provided by
9 the individual airport.

10 So I just wanted to register our
11 questions and concerns with the rating
12 system.

13 CHAIRMAN GILLILAND: Okay. Great.
14 That's helpful feedback. And we will be
15 sure that the subcommittee engages with you
16 on that.

17 MS. ROJAS-UNGAR: Thank you.

18 CHAIRMAN GILLILAND: All right. Any
19 other comments from guests? Okay. Well,
20 then I will end by thanking everybody for
21 your time, your contributions in the middle
22 of the summer. As Kathleen said, it's tough
23 to make this work for a lot of you. And
24 we appreciate your making the effort and
25 being here for this. Appreciate the members,



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staffers, all the ex officio members,
Commerce Department, all of you. It's been
a very productive meeting. And again, we
really appreciate your participation and
contributions. And we hope you have very
safe and smooth travels.

VICE CHAIR MATTHEWS: Thank you.

CHAIRMAN GILLILAND: Thanks.

(Whereupon, the meeting of the Travel
and Tourism Advisory Board adjourned at 12:47
p.m.)

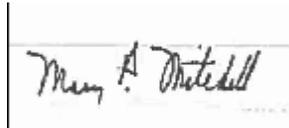


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aforementioned on the 29th day of July, 2014,
at the times and place specified.



MARY P. MITCHELL

Registered Diplomate Reporter

Certified Realtime Reporter

Notary Public

DATED: August 7, 2014

A		
Aaron 8:13 22:6 111:18	achieve 42:3 47:11 56:16 59:14 76:6 159:24 161:24	58:8 59:10 68:8 69:16,20 87:3 101:7 107:5,11 151:24 157:12 167:18
abide 153:10	achieved 33:15 67:12 67:16 134:13	additions 73:18
ability 46:2 55:13 56:6 130:24 143:4	achievement 15:19 34:21	address 71:25 72:19 141:3
able 19:13 20:6 24:21 27:17 28:4 33:7 45:13 48:25 51:17 54:13 57:17 59:5,18 66:23 74:21 83:24 84:23 85:12 105:12 110:21 111:10 114:4 117:7 118:2 119:22 135:16 136:3 156:16 157:17 161:23 162:21	achievements 60:22	addressed 72:5
abroad 144:7 163:13	achieving 18:10 46:13	addressing 47:5 122:21
absolutely 66:16 69:25 92:7 94:9	acknowledge 64:7 153:25	adjourned 177:11
accelerate 123:19	acknowledged 109:15	Adjournment 11:16
accept 57:17	acknowledging 110:3	adjustments 169:24
access 18:15 55:13 55:16 56:5,6 80:10 80:25 81:7 98:10 101:4,7,23 102:10 102:18 103:6 139:16 144:13,23 148:2 155:5	acronym 141:16	administration 15:8 16:16 18:6 128:10 135:7 137:16 145:6 161:12
accessed 96:6	act 14:25 108:17,21 152:4 154:6 158:10 165:10,11,15	administration's 133:19
accessible 105:23	action 38:5,8 40:23 41:2,18,21 47:9 135:9 151:19 162:17 163:13	administrator 131:20 147:9
accomplish 38:15,16 47:19 54:3	actionable 86:5 154:22	adopted 128:10 168:21
accomplishes 107:24	actions 41:4 132:15	adoption 168:10
accomplishing 53:13	activate 121:16	ADS-B 141:16
accomplishment 69:3	active 120:14 133:11	advance 77:23 131:3 161:5 163:20 170:12,20,23
account 130:25 157:7	actively 116:17,24 117:16	advancing 132:17
accountability 45:13 45:25 60:2,21 175:24	activities 14:7 87:25 104:8	advantage 17:4 75:19 105:4 133:2 147:6 163:11
accountable 61:9	activity 103:14 138:24	Adventures 5:10 24:6
accounts 33:22	actors 160:25	advice 42:22 153:14 155:18
accurate 178:12	actual 51:18 64:16 71:5 153:19	advise 152:5
achievable 42:20	add 37:21 39:20 42:7 52:16 53:5 82:14 82:16 87:15 105:15 112:24 117:21 156:2 167:5	advisory 1:5 12:7,17 13:23 30:22 35:13 95:17 114:8 140:13 158:20 162:14 177:11
	added 37:18 123:13	advocate 149:16
	adding 92:4 145:8	advocating 148:15
	addition 96:9 157:21 158:9	aerospace 131:21
	additional 57:24	aesthetics 61:14



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<p>176:8 Affairs 3:4 20:12 87:13 aforementioned 178:14 African 90:14 afternoon 44:5 50:18 168:3 agencies 20:2 42:21 84:10,14 101:4 114:19 115:5,12 118:18 160:25 161:10 agenda 32:8 82:12 112:4 agenda-forming 168:15 aggressively 151:23 ago 25:20 37:8 39:3 44:4 51:6 89:25 142:10 143:9 150:9 157:14 Agra 2:7 21:2,2 58:15 92:3 164:2 agree 57:12,19 58:23 93:15 113:2 119:15 agreeable 84:21 agreed 34:14 85:18 agreement 55:21 164:4,15 agreements 145:4 151:24 Agriculture 89:7 ahead 41:5 66:7 125:22 aims 76:25 air 58:17 97:6,11,14 140:10 141:23 142:4,20 airline 40:15 72:12 101:16 airlines 2:16 23:13 40:15 43:23 49:7 60:25 62:14,25 69:12 74:4 106:8 142:14</p>	<p>airlines/airports 45:16 airplane 45:7 airport 40:13,16 49:7 54:18 55:3,8 55:9,12,23 56:3,10 56:10,12 57:20,20 58:18,20 59:5 63:11 67:6 98:2 125:12 129:20 140:9 141:3 143:25 171:23 172:3 176:4 176:5,6,9 airports 6:10 18:16 21:6 29:2 40:9 42:8 45:20 46:3,4 48:11,25 49:25 50:10 53:7 54:22 56:9 57:2,10 58:23 59:11,22 60:24 61:25 63:6,14 65:17 69:12 74:4 97:9 125:16,17,23 136:4 144:12 166:11,12 175:22 176:2 airport-centric 127:16,18 airport-specific 38:4,20 Alaska 5:10 7:14 24:2,5 84:16 align 133:16 135:2 135:13 149:6 aligning 134:11 alive 143:8 allocation 135:10 allow 45:24 49:25 58:10 100:16 103:5 108:19 171:3 allowed 59:9,11 allowing 27:16 allows 59:13 115:7 142:7 All-Star 26:22 almost-a-Minnesot...</p>	<p>31:18 altitude 141:23 Amadeo 9:4 23:20 amazing 12:23 41:16 ambitious 156:15 amendments 71:16 72:25 amenities 61:15 176:8 America 2:12,16 5:16 6:4 12:20 13:7,16 21:25 23:14 24:22 25:13 30:6,8 31:2 43:23 78:4,20 84:25 106:8 117:8 119:3 143:10 147:25 150:10 159:14 American 7:14 23:25 33:22 77:6 79:8 83:16 90:15 111:14 119:3 142:14 174:6 175:3 Americans 6:6 21:8 79:25 88:8 American/Pacific 90:17 America's 31:2 amount 13:21 57:16 100:10 113:17 159:10 ample 93:12 amplify 143:3 analysis 85:20 96:13 96:25 98:16 100:21 analytical 104:24 analyze 159:2 anchor 53:15 Andolino 2:9 23:7,7 54:12 58:19 65:15 175:20 anecdotal 142:12 anecdote 159:20 anecdotes 74:8 anguish 162:24 anniversary 78:16</p>
--	---	--



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<p>announce 12:12 38:22 announced 138:9 143:9 announcement 112:9 announcing 90:25 annually 89:16 answer 67:17 123:22 anticipate 96:11,15 103:22 120:14 anticipates 95:13 anybody 170:22 175:8 anyway 26:10 160:5 APC 59:19 74:10 APCs 62:15 apologies 95:11 apologize 54:13 87:17 apparently 52:20 APPEARANCES 2:2 3:2 4:2 5:2 6:2 7:2 8:2 9:2 appeared 99:21 applaud 59:25 applause 29:23 73:15 157:5 applicants 156:12,25 157:4 application 96:2 156:23 applications 99:18 154:12 159:22 applied 101:9 108:15 appointed 25:22 appointment 156:13 156:25 appreciate 12:14 14:10 41:12 64:17 73:22 75:2 87:17 91:20 94:6 104:14 124:17 136:16 146:20 155:22 166:2 176:24,25 177:5 appreciation 13:19 appreciative 70:18 apprised 159:4</p>	<p>approach 35:10 54:5 108:4,24 147:11 170:12 approaches 103:24 appropriate 38:10 71:20 102:17 appropriated 111:12 appropriately 66:23 approval 43:16 51:19 73:22 166:3 approvals 162:25 approximately 97:17 architecture 92:5,9 area 3:15 21:14 26:21 31:25 49:20 90:3 101:20 119:7 147:18 areas 80:10 85:21 87:5 103:14 144:2 argument 70:7 72:14 arguments 94:21 arm 33:8 115:8 Arne 115:14 arrangements 162:19 arranging 13:20 14:7 arrivals 46:22 70:17 154:18 arrived 45:10 art 77:6 83:16 articulated 48:21 arts 6:6 21:8 29:5 77:24 78:17 80:21 81:9,11 85:22 172:10 ascertaining 102:9 Asian 90:16 asked 17:12 37:3 69:23 86:23 123:13 124:3 asking 25:19 156:14 157:2 aspect 86:16 101:13 aspects 44:20 84:19 aspirational 48:10 67:11 assessments 48:5</p>	<p>assets 75:16 80:5 139:17 143:13,15 assign 85:19 assignment 71:5 126:9 assimilation 152:20 assist 152:19 assisting 103:15 associated 101:17,19 166:21 Associates 7:12 23:22 Association 7:10,14 20:21 24:2 81:17 84:18 89:12 95:4 175:12 associations 49:7 148:16 155:4 168:23 Association's 174:23 associative 49:8 assumed 69:22 assuming 57:14 ASTA-NTA 24:9 attack 126:23 attend 40:12 95:13 attendance 44:17 102:24 attended 134:22 ATTENDEE 73:3,5 124:12 164:12 165:9 Attendees 24:16 attention 49:22 85:3 159:8 161:14 attract 19:3 75:21 143:12 attracting 31:15 79:19,21 144:3 attraction 13:5 85:10 attractions 26:20 28:3 audacious 77:11 113:8 audience 116:21</p>
--	--	--



<p>118:5,6 August 39:5,18 41:8 105:7 112:14,21 120:21 121:4 156:19 178:25 Australia 153:21 authority 6:10 7:16 21:6 59:23 63:11 Authorization 108:14 automated 74:7 available 80:10 94:19 96:4 98:11 100:23 166:24,25 average 157:3 aviation 2:10 23:8 53:12 125:11 133:22 139:23,23 140:10 141:11 142:4 146:14 159:18 aviation-related 133:7 avoid 58:23 awaiting 38:11 aware 14:24 92:21 134:23 139:21 155:13 awareness 28:2 88:4 88:7 awesome 12:21 aye 73:11 eyes 73:8 a.m 1:11</p> <hr/> <p style="text-align: center;">B</p> <hr/> <p>B 161:15 back 12:9 26:10 48:7 55:14 68:20 69:10 69:17 71:11 74:10 74:22 79:25 80:15 80:16 84:4 89:10 91:9 136:23 137:4 138:9 140:16 148:5 160:11 backdrop 46:13 background 39:8,9,16</p>	<p>54:6 98:7 baggage 45:17 balance 154:2 balancing 154:5 ball 135:24 164:21 Ballroom 1:10 banker 35:5 bankrupt 137:22 Barney 5:5 20:15 66:5,8 68:4 106:24 107:4,11 112:23 113:25 114:2,10 Barney's 107:6 based 67:23 88:2 176:4 basic 80:19 basically 48:21 99:19 138:2 141:16 142:6 basis 98:15 142:19 basket 45:12 bathrooms 29:7,9 battery 97:10 Bausch 2:11 13:25 21:24,24 25:18 171:21 172:7 Beach 3:15 21:14 139:13 147:18 148:21 bear 39:15 Beard 174:8,25 beautiful 30:25 beauty 92:6 becoming 28:17 113:18 beginning 109:19 begun 77:13 behalf 25:9 34:19 117:11 150:14 156:7 Beijing 19:21,21 Belford 2:13 23:11 23:11 136:18 believe 78:2 79:21 96:4 100:7 102:4 107:20 110:9,13,15</p>	<p>110:23 128:4 152:13 benchmarked 154:12 benchmarks 56:15 beneficial 29:17 96:6 151:5 benefit 139:5,5 168:12 171:15 Berg 2:15 17:19 23:13,13 43:2,22 43:22 53:5 57:3 62:8 72:2 106:7 best 34:5 59:13 78:10 143:3 146:7 153:4,5,16 161:6 better 19:2 78:5 84:8 101:9,23 155:17 beyond 89:21 148:13 Biber 174:7 big 33:8,24 34:2 52:14,25 77:11 83:9 90:2 105:21 111:2 112:2,9 124:15,16 139:18 143:4 149:15 158:23 big-screen 121:3,5 bike 30:24 bilateral 151:24 bill 8:15 15:16 22:18 113:5 139:24 158:4,7 165:14 172:11 billion 27:4 31:8 33:16 billions 13:10 bills 76:22 bipartisan 31:13 bit 26:12 28:22 43:10 44:3 45:4 51:3 56:21 63:20 70:21 74:19 81:22 89:25 100:3 126:21 128:19,21 170:8 172:24 173:24</p>
--	--	--



<p>Blair 3:3 20:10,10 87:12,16 92:20 94:5 blend 48:17 blessed 150:23 blocks 45:9 Bloomington 1:11 Blu 1:10 32:25 Blue 138:15 board 1:5 10:10 12:7 12:17 13:23,24 14:12 16:13 17:12 18:9 26:4 30:22 36:3 84:22 95:17 112:12,20 114:8 115:15 121:25 149:14 158:15,20 162:14 163:11 166:3 169:20 177:11 board's 168:13 Bob 6:5 21:7 75:25 82:13 Bob's 76:9 boil 77:13 Bonnie 26:6 27:12 Border 8:10 23:4 42:18 70:9,12 borders 125:3 borrow 13:12 borrowed 134:2 Boston 40:13,16,19 bottlenecks 154:19 Boundary 31:20,24 Bowl 26:23 Brad 21:13 139:13 147:16,17 149:9,10 BRADLEY 3:14 brainstorm 131:25 brainstormed 132:22 brainstorming 75:4 brand 8:12,14 11:5,6 14:25 15:16,22 17:7 22:7 31:13 34:25 77:16 81:6 85:5,11 89:3</p>	<p>103:16,20 106:16 106:18,22 108:19 109:2,4,19,24 110:8 111:9,19 112:12,20 113:9 114:5,17 116:16 117:2 122:17 123:15 124:4,23 173:23 branding 123:15,24 Brandon 2:13 23:11 136:9,11,16 146:22 147:14 Brandon's 134:21 brand-new 32:10,19 bravo 107:24 Brazil 33:20 145:7 157:8 159:20 160:6 162:18 Brazilians 160:3 breadth 15:15 break 169:19 breakfast 32:15 128:22 134:16 168:5 breaking 128:16 Brian 6:11 23:17 82:21 85:24 brief 36:18 173:2 briefing 167:17 briefly 91:18 131:10 bring 31:7 52:4 71:4 117:5 123:21 150:11 164:20 bringing 79:24 120:15 171:15 broad 77:12 79:9 85:25 126:22 143:16 144:15 broaden 83:21 broadened 83:15,21 broader 134:9 137:16 139:5 140:6 143:10 broke 129:7 brother 37:5 brought 39:14 110:8</p>	<p>Bruce 126:20 Bryan 3:6 21:20,21 budget 27:8,14,16 99:22 100:16 103:25 build 143:10 145:23 162:5 building 45:12 157:13 built 110:16 bureaucratic 161:13 Bureau/Chamber 3:15 bus 130:5,5,6 busiest 147:24 business 13:14 35:8 53:19,21 55:5 67:18 79:4 95:4 116:14 131:21 150:10 163:19 business/retail 112:16,17 busy 93:9,11 95:12 buyer 116:21 118:6 buyers 117:5,12 buy-in 62:19 106:20 B-HAG 77:11</p> <hr/> <p style="text-align: center;">C</p> <hr/> <p>C 29:6,7 call 12:6 44:3 67:17 101:15 107:8,8 110:7 122:5,6 170:11,19 called 88:5 90:8 97:6 119:9 calling 60:3 calls 108:7,8 126:18 165:4 campaign 28:4 88:4,6 88:20 116:16 Canada 28:14,19 Canoe 31:25 canoeing 31:19 capacities 39:12 capacity 19:19 92:16 93:5,24 137:9</p>
--	--	---



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<p>171:14 capital 92:9 143:12 captures 47:8 car 130:6 card 60:4 Carlson 7:6 21:19 24:23 25:20 26:7 151:8 152:16 carriers 58:17 144:24 145:11,17 carry 95:18 case 17:10 51:8 59:5 66:2 112:9 139:2 cases 118:22 cash 109:8 catalyst 160:19 caught 81:17 cause 49:6 caution 60:8 61:20 cautious 55:2 56:7 56:12 65:17 CBP 17:22 40:15 45:3 45:15,18 47:13,24 49:8 57:6,24 58:8 65:5,9 70:20 71:9 74:5 129:22 celebrate 77:3 118:14 celebrated 150:4 celebration 78:11 118:20,22,24,25 120:22 celebrity 119:6,7 120:3 centennial 78:11 87:24 88:3 120:22 121:12 center 143:21 155:14 163:22 172:9 centers 142:5 CEO 20:16 certain 69:5 105:18 105:24 153:10 161:20,20 certainly 13:23 15:8 30:5 42:8 70:25</p>	<p>73:19 86:13,25 94:22 95:6 100:13 100:15 107:3 116:2 146:25 159:4 163:8 166:22 174:19 CERTIFICATE 178:2 Certified 1:12 178:8 178:21 certify 178:10 cetera 28:23 105:5 146:15 chair 2:6 19:9 20:14 20:17,22 24:8,14 24:20 28:25 29:21 29:24 30:13 32:3 41:13 50:11 53:22 56:20 58:13 59:21 65:18 66:7 68:3 69:2,14 70:4 71:14 71:19,24 72:22 73:4,6,12 75:9 86:9 87:9 91:22 92:8 94:10 124:12 150:3 155:25 160:9 162:8 163:24 164:17 165:6 167:7 173:8 177:8 Chairman 2:4 12:4 32:7 39:24 62:6 63:9 72:21 73:16 93:21 94:14 97:2 104:9 106:3,14 112:23 114:2 122:3 122:11 124:21 136:14 146:19 149:10,21 165:21 167:8 170:4 171:6 171:18 172:22 173:10,13 175:6,13 176:13,18 177:9 chairs 42:25 51:2 75:24 challenge 125:8,22 125:24,25 140:8 challenged 115:18 challenges 56:11</p>	<p>81:24 141:4 144:8 challenging 56:7 Champley 3:8 22:9,10 chance 25:13,15 30:23 31:24 163:12 change 123:10 changed 83:5 changes 46:9 73:18 146:10,10 153:14 channel 121:13 channels 117:14 119:22 chapter 134:6 characteristics 97:21 charge 71:21 charged 116:4 131:5 charges 96:15 check 55:16,17 checkbooks 59:8 chef 119:7,7 175:3 chefs 119:6 120:3 Chicago 2:10 23:8 28:13 34:17 55:14 62:13 63:12 64:20 74:3 88:23 92:9 Chicago's 2:8 6:8 21:2 30:9 chiefs 159:13 Chile 157:21 China 28:22 34:13,20 157:8 choice 42:8 choose 66:17 148:3 chose 118:23 Chris 22:7 34:25 111:17 114:4,6 122:4,18 124:23 159:9 173:23 CHRISTOPHER 8:11 circling 84:3 circuitry 35:6 circulate 73:21 circumstances 103:25 cities 25:14 120:4 City 28:13 90:25</p>
--	--	---



<p>CityPASS 4:16 24:4 civil 53:12 161:22 clarification 170:5 class 59:13 clear 40:5,6 54:8 66:21 109:17 135:18 165:24 169:12 clearly 16:13 52:13 59:6 113:17 158:7 165:24 166:17 clears 161:12 clients 98:12 Clinic 26:24 28:8 Clinton 39:11 Clipper 3:6 21:21 clock 52:5 160:11 close 29:12 65:23 112:14 159:19 161:25 closely 42:16 65:5 159:16 closes 112:13 coalition 88:16 cobwebs 161:13 code-of-silence 111:23 cognizant 82:3 collaborating 166:7 collaboration 74:3 74:12 118:8 120:9 134:4 151:4 156:6 157:23 collaborative 16:21 128:4,7 131:11 132:8,18 160:23 collaboratively 29:14 colleague 14:2 134:18 colleagues 26:2 34:3 38:7 124:2 156:8 159:15 164:9 collect 105:12 152:22 collected 108:13</p>	<p>109:6 152:13 collecting 100:11 collection 95:24 96:13 98:20 99:2 99:12 collects 97:21 Colombia 145:7 Colorado 89:12 come 16:25 25:7 29:4 33:9 37:3 43:15 57:7 60:23 83:20 98:3 103:23 104:5 113:21 137:2 144:25 148:3,5 151:6 172:9 174:18 comes 35:8 74:22 139:22 144:12 comfortable 71:15 93:19 coming 26:24 35:11 37:7 56:14,15 65:20 74:10 78:12 78:17 83:12 90:2 114:24 125:9 134:9 162:4 175:23 commencing 1:11 commend 147:19 commending 107:13 comment 11:14 62:7 64:3,25 70:8 92:11 114:17 162:12 168:19 173:5 175:8 commented 113:19 comments 12:13 14:17 63:10 66:10 91:24 92:10 104:16 106:4 107:5,10 122:16 124:22,24 136:15 147:14 149:25 165:7,7,22 167:9 170:22 172:25 173:2,25 175:19 176:19 Comments/Next 11:13 commerce 3:8,15 4:4 5:12 6:14 8:4,16</p>	<p>10:15 11:6 15:3 16:23 17:16 21:15 22:10,14,18,20,22 22:24 32:11 34:16 42:21 54:9 68:21 69:11,13,20 80:7 80:17,17 82:10 85:16 86:14 89:8 98:24 99:16 101:17 105:20 109:2,13 110:11 111:10,22 114:20 118:12 122:7 131:23 132:19 133:14 143:17 177:3 commercial 98:14 commitment 86:4 committee 15:3 34:16 41:19 42:25 50:14 75:24 76:11 82:19 83:14,24 84:4,7,22 92:5 95:15,16 96:9 96:17,20,21 98:18 103:15 108:2 123:13,21 124:3 126:17 127:14 128:3 130:20 132:14 135:23 140:13 148:10 149:3 150:15,19 151:10 155:3,16,23 156:5 158:21 committees 35:13 41:14 96:12,19 116:7 123:17 committee's 95:14 101:6 156:15 communicate 78:6 131:17 communication 124:5 communications/so... 172:8 communities 27:7 90:11,12,17 91:7 community 35:8 90:15 90:15,19,22 147:24</p>
---	---	--



<p>148:4 companies 4:14 5:14 22:3 24:11 25:20 142:14 company 4:6 21:12 112:18 compare 46:3 compared 51:5 compelling 121:8,11 compete 53:17 competing 53:7,8,9 competition 49:2 58:24 59:12 63:16 competitive 55:11 competitor 148:6 complete 46:21 68:13 completed 40:10 103:19 141:20 142:9 completely 113:2 completing 44:13 completion 44:11 complex 70:15 126:22 complimenting 107:13 component 59:20 129:10 components 128:17,18 128:24 129:2,8,8 Comprehensive 158:3 concept 48:23 54:14 65:16 70:23 108:3 concepts 146:8 concern 54:21 55:6,9 72:13 concerned 51:22 55:18 60:11 71:8 concerns 54:16 60:5 170:23 176:11 conclude 165:8 conclusions 134:3 Concourse 29:6,7 concrete 150:19 condensed 171:7 conditions 162:3 conducted 97:16 98:4 99:23</p>	<p>conducting 104:23 conference 95:4,12 107:8 108:7,8 126:17 170:11,19 confidence 109:21 110:17 confident 17:25 Congress 16:2 congressional 135:9 152:6 Congressman 10:7 30:17,19 conjunction 118:25 120:18 connect 94:7 105:18 105:24 106:12 138:11,19,22 139:13 172:11 connote 68:5 consequences 50:24 51:9 65:13 conservative 15:18 consider 28:19 92:4 92:24 99:19 123:13 124:3 158:15 169:9 consideration 71:13 158:13 considered 47:22 consistency 50:10 consistent 97:14 consists 98:13 constantly 159:14 constituency 168:22 171:12 constituent 19:25 142:13 constitutes 178:12 constraints 48:12 81:24 consulate 157:13 159:21 consulates 160:21 consumer 66:14 consumers 27:20 28:8 66:17 121:19 contact 174:14,18</p>	<p>contemplated 116:16 contemplating 114:22 content 83:19 context 59:25 60:21 131:4 contingencies 141:2 continue 31:14 34:6 37:21 89:2 108:15 131:3 166:19 continued 50:16 138:3 156:9 160:7 continues 53:25 79:14 continuing 16:6 40:10 41:9 133:10 145:7 continuous 169:23 continuously 144:22 contributions 18:3,8 176:21 177:6 control 71:10 74:7 140:11 141:23 161:19 CONT'D 3:2 4:2 5:2 6:2 7:2 8:2 9:2 11:2 Convention 3:15 7:16 convergence 100:10 conversation 27:22 48:22 50:16,23 57:6 111:23 124:9 128:21 131:19,22 132:20 134:18 139:19 conversations 52:23 58:4,11 117:5 140:16 cooperation 35:3 160:7 cooperative 117:10 cooperatively 154:7 coordinating 155:5 copy 153:19 core 110:22 Corps 101:2 175:3 correct 170:23</p>
--	---	--



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<p>corridor 139:12 corridors 125:19 cost 98:8 104:19,21 105:2 costly 56:4 cost-effective 101:10 Cottle 3:10 22:12,12 council 26:8 89:4,15 101:24 115:5 counting 38:2 countries 28:21 51:14 53:10,18 145:4,6,8 151:25 152:3 157:11 161:20 164:11,22 country 18:15,19 29:16 31:16 40:18 74:11 75:20 88:15 90:12,20 91:6,16 117:12 120:6 139:18 142:20 143:14 144:11 146:11 154:5 162:16 163:18 164:7,18 165:2 COUNTY 178:5 couple 14:17,24 26:2 37:11 39:2,17 44:4 62:10 63:10 66:10 89:22 104:18 113:12 122:25 126:17 128:17,24 131:7 137:10 141:13 166:16 173:7 course 14:11 30:25 36:25 41:24 60:17 122:9 155:19 courses 30:25 cover 165:23 co-chair 94:24 95:2 126:16 co-chairs 17:19 42:25 43:9 75:24 106:25 107:25</p>	<p>126:3 co-ops 28:14 co-sponsors 15:15 Craighead 39:5 crank 162:22 create 48:25 49:23 50:2 58:10 66:13 66:24,25 127:19 created 38:25 117:24 creates 69:7 115:24 175:23 creating 49:3 50:6 111:8 creative 36:16 105:11 credibility 176:3 criteria 139:10 critical 36:11 38:17 41:25 132:17 133:5 critically 34:20 87:4 criticize 61:6 criticized 55:20 cross 41:20 Cruises 2:8 6:8 21:3 30:10 crystal 164:21 culinary 118:23 119:23 cultural 10:12 17:8 18:18 75:22 76:24 77:19,24 78:3,19 79:13 80:4,11,14 83:13 84:18 90:8 91:11 94:15 culture 45:17 75:13 77:6 79:9 80:21 81:8 85:6,22 86:2 172:10 cultures 83:17 85:23 86:2 Cup 26:23 160:4 curb 129:20,24 130:3 current 15:19 42:4 86:19 98:5 112:19 137:12 139:24</p>	<p>158:14 currently 113:5,10 156:22 Curt 3:10 22:12 culp 164:23 custom 61:2,23 customer 36:8 40:22 44:10 46:21 47:16 48:15 50:21 52:16 52:19 53:4 67:22 129:13,25 130:2 161:7 customers 46:3 52:22 Customs 8:10 23:4 42:18 70:9,12 CVA 30:12 CVB 147:18 CVB/Chamber 21:14</p> <hr/> <p style="text-align: center;">D</p> <hr/> <p>daily 142:19 Dakota 5:4 22:5 178:5 Dallas 142:17 Dan 5:15 8:9 23:3 30:5 70:12 172:5,9 Darrell 3:6 21:20 data 10:14 17:7 18:24 33:13 67:21 80:10,12,25 81:5,7 81:14 83:23 84:2 87:3,5 93:23 94:3 94:17,19 95:23 96:2,13 97:10,12 97:14,21 98:7,8,13 98:15,20 99:2,5,8 99:12 100:12,20,23 101:4,8,13,17,17 101:23 102:4,6,8 102:11,13,15,18,22 102:24,24 103:2,6 103:10 104:11,13 105:12,16,19,21,23 106:10 152:12,14 152:19,20,22 154:10,10,13,14</p>
--	---	---



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<p>155:2,5,6 database 103:4 database-appropriate 102:23 date 108:9 150:11 167:22 DATED 178:25 daughters 31:21 Dave 17:19 43:2,12 48:20 53:4 62:6 63:20 71:25 171:8 David 2:15 23:13 43:22 139:21 144:20 Davidson 3:12 21:16 21:17 26:3 106:24 107:3 113:25 162:11 David's 142:13 day 48:8,14 81:22 93:18 118:20,24 125:20 141:11 159:25 178:14 days 16:18 25:12 37:25 43:21 102:19 157:4 163:2 167:14 171:2 Dayton 25:9 day-to-day 145:9 DC 4:12 23:16 89:23 90:3 deadline 65:20 deal 33:24 34:2 deals 61:10 Dean 3:14 7:11,12 21:13,14 23:21,21 94:24 95:8 97:2 104:10,11,22 106:4 106:8,15 139:13 147:17,17 dear 158:18 debate 54:6 138:3 debated 133:10,23 debut 121:4 decade 115:18 December 34:17</p>	<p>Dechter 4:3 22:14,14 decided 135:20 152:15 decision 55:24 159:3 decisions 19:3 63:18 134:11 146:13 defer 71:19 107:4,10 164:8 definitely 87:17 definition 65:7 degree 99:3 Delaware 5:14 22:3 83:2 deliberation 10:10 42:15 168:10 deliberations 12:24 14:13 delighted 13:17 39:3 delighting 18:17 deliver 38:2 delivered 163:4 delivering 60:10 69:25 delivery 45:17 demand 60:18 115:9 118:13 154:23 demanding 82:5 Democrats 15:17 demographic 146:10 demonstrable 16:6 50:2 demonstrate 62:11 73:7 demonstration 158:23 Denver 28:13 department 2:10,14 3:4,8 4:4 5:4,8,12 6:14,16 7:8 8:4,16 10:13,15 11:6,9,11 20:12 22:5,10,15 22:17,20,21,23,25 23:6,8,10,12 42:17 76:2 81:3 86:7,14 87:14,21 89:7 90:13 105:20 106:9 110:11 111:21</p>	<p>114:20 118:12 119:2 120:8,9,12 120:19 122:7 133:14 139:9 143:16 144:22 145:21 153:8,15 154:21 155:13 156:8 158:5 159:8 159:16 160:14,20 161:9 168:17 175:3 177:3 departments 143:21 154:7 department's 138:5 146:3,5 departures 142:16 depending 60:12 67:25 deplane 52:4 depth 15:15 80:23 86:4 deputy 36:20 describe 97:3 described 77:10 DESCRIPTION 10:3 11:3 designed 77:2 141:22 143:11 174:6,7 desk 15:10 174:18 destination 4:12 14:3 23:16 31:18 77:18 100:24 119:14 130:3,4 147:25 159:12 destinations 13:6 75:22 119:17 130:11 destiny 161:19 detail 98:11 detailed 40:21 details 92:21 determine 100:6 develop 35:14 61:2 76:25 77:16 82:4 96:16 134:24 144:16 151:16</p>
---	---	---



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<p>developed 17:10 61:24 136:6 developing 40:22 75:7 108:10 154:20 development 36:6 95:23 100:22 138:18 146:14 148:20 developments 159:5 devote 159:10 devoted 162:23 163:7 DHS 17:22 38:7,19 40:6 74:4 124:2,5 132:19 dialogue 54:5 Dick 22:9 102:4 difference 67:25 156:17 differences 42:15 different 37:6 39:11 45:14,15 47:8,9 49:4,9 54:18 55:5 56:8 62:3 82:20 85:21 104:5,8 117:15,16 119:24 127:22 128:13,18 128:24,25 130:8,13 139:10 155:4 differentiation 99:7 difficult 129:3 difficulty 48:11 dig 94:2 166:25 diligently 17:20 diplomacy 159:11 Diplomate 1:12 178:8 178:20 direct 26:8 46:12 54:2 121:19 142:7 direction 165:19 directly 37:15 116:2 147:22 164:5 174:11,15 director 3:4 16:10 20:11 39:4 87:12 directors 112:12 discover 115:21</p>	<p>119:3,25 discrete 54:3 discretionary 139:8 discuss 38:12 42:24 43:12 discussed 17:12 110:12 153:23 154:17 discussion 10:10 34:9 39:23 42:14 54:11 65:23 73:2 73:14 87:10,15 126:25 131:9 132:7 147:20 166:5 168:9 168:11 discussions 103:4 127:22 165:8 171:2 Dish 119:4 dissatisfaction 53:2 distinction 91:9 distinctive 77:5 distribution 67:4 112:18 district 31:3 diverse 75:15,20,21 78:19 85:25 86:18 88:16 diversification 148:20 diversity 24:8 77:3 77:19 80:22 83:17 85:24 diverting 93:17 divided 75:10 152:23 152:24 diving 170:8 Dixon 4:5 21:11,12 DMO 119:16 DMOs 98:14 doable 79:10 document 76:23 documents 76:15 doing 28:21 46:4 48:4,5 85:4 89:20 94:23 103:13 104:7 104:15 115:8,19</p>	<p>119:18 121:24 137:15 138:25 142:24 144:22 145:20 146:6 163:8 176:5 doing-business 145:10 dollars 13:10 31:8 109:14,24 domestic 19:19 28:20 54:20 65:13 75:18 79:22 83:8 86:17 86:20 domestically 121:15 Don 150:14 156:4 Donald 4:13 24:10 DOT 146:21 Doug 6:3 26:9,9 27:13 30:7 128:6 170:3 171:24,25 downtown 138:12 draft 41:7,23 43:3 50:18 53:23 drafting 136:23 drafts 38:4 50:12 dramatic 49:18,19,21 draw 90:2 91:14 drawing 87:25 drive 1:11 41:4 49:24 52:18 53:3 94:21 104:25 driven 123:3 driver 115:9 118:13 127:9 drives 72:9 driving 14:6 63:17 104:19 drop 68:4 dropped 156:22 due 17:17 durations 155:10 dynamic 66:12 67:2 D.C 163:23 167:23</p> <hr/> <p style="text-align: center;">E</p> <hr/> <p>eagerly 38:11</p>
--	---	---



<p>earlier 12:22 25:2 30:3 50:12,18 74:23 82:8 85:14 87:23 132:15 137:11 139:20 145:24 early 19:20 50:15 90:18 135:20 140:18 172:4 ease 160:3 easier 52:13 Eastern 33:21 easy 54:2 126:14 echo 36:24 37:12 82:17 economic 19:2 127:4 127:9 146:10 148:19 economies 145:13,16 economy 31:11 33:25 34:23 80:6,8,15 139:5 ecotourism 79:3 Ed 6:15 23:9 128:6 150:24 155:25 160:9 162:18 163:14 164:17 edge 53:20 edits 43:5 72:24 76:14 Edman 4:7 10:6 21:22 21:22 24:24 25:8 effective 15:14 60:10 175:17 effectively 58:11 77:2 113:16 134:7 efficiencies 110:25 111:9 153:5 160:20 efficiency 152:9 efficient 60:11 111:4 142:8 efficiently 171:10 effort 34:18 36:3,11 60:23 82:23 86:25 95:24 98:19 99:12 99:17,24 100:19</p>	<p>105:19,25 113:9 128:4,8 132:8 135:21 143:20 159:25 160:23 176:24 efforts 28:24 37:23 96:14 99:25 100:18 103:17 104:5 167:13 egress 36:15 either 51:25 158:8 Electronic 108:14 element 77:15 79:3 elements 76:21 77:14 79:2 elevate 80:3 elevated 38:25 eligibility 151:25 eliminate 153:19 Elliott 4:11 23:15 119:14 eloquently 27:2 embassies 118:21 159:23 160:21 embassy 159:13 163:19,20 embed 146:9 embraced 15:7 embraces 107:21 108:3 embracing 160:15 emerging 51:15 emphasize 27:24 79:17 159:6 employment 13:8 emulate 64:22 en 4:10 21:10 enable 35:4 enabled 36:14 encounter 33:4 52:11 125:7 encourage 88:20 104:11 162:13 168:24 169:3 174:13,24 encouraged 121:22</p>	<p>encouragement 163:10 ended 46:6 48:6 Endowment 81:10 Endowments 78:16 energetic 82:17 Energy 143:17 engage 147:2,9 149:22 engaged 28:9 76:12 91:17 107:8 116:17 116:24 117:16 147:3,5 engagement 36:13 115:4 129:17 engages 176:15 engine 13:8 engineer 14:14 Engineers 101:3 enhance 29:3,14 36:7 77:24 92:18 95:25 98:25 100:13 enhanced 117:6 enhancement 77:8 95:22 enhancing 99:11 enjoy 25:15 30:23 enjoyed 175:15 enlist 152:16 enormous 13:8 37:19 37:22 57:16 174:10 enormously 38:23 ensure 56:18 79:12 108:12 Enterprise 8:8 23:24 entertainment 13:5 entire 29:16 36:15 40:21 47:7 70:21 107:22 122:6 entirely 161:19 entirety 119:19 entities 78:22 81:2 98:14 entry 17:6,10,15,18 17:24 18:13 34:10 36:15,22 41:24 45:6 50:14 61:3</p>
---	---	---



<p>98:2,3 107:13 116:3 124:6 125:5 132:14 134:7 135:22 154:4 160:17 165:25 166:7,8 170:8 environment 15:20 117:7 environmental 130:24 envision 70:25 140:19 equation 161:6 Equatorial 164:15 equipment 62:11 72:8 eradicate 107:18 Erik 10:7 30:19,20 error 33:2 especially 31:6 107:16,21 176:7 essential 54:25 60:15 essentially 71:11 93:3 104:22 168:20 ESTA 109:7,12 establish 35:3 88:8 109:20 161:11 established 110:16 119:20 134:13 establishing 143:20 establishment 119:8 establishments 120:4 et 28:22 105:4 146:15 Europe 33:21 evaluate 65:17 evaluated 109:14 evaluating 139:10 evaluation 99:19 103:16,19 evaluative 105:16 evening 151:9 168:4 event 89:2,19 events 26:21 78:9,14 143:4 168:3 everybody 12:8 14:20 19:12 30:20 43:13</p>	<p>49:16 55:22 61:19 62:2 74:14 79:23 112:5 132:9 166:19 167:13 175:15 176:20 everybody's 20:6 49:22 everyone's 37:20 evidenced 132:14 evolve 114:23 ex 17:22 177:2 exactly 65:15 140:7 example 62:13 68:13 68:17 84:15,22 85:7 98:13 101:16 120:20 138:18,21 examples 74:2 118:16 excellent 46:20 52:19 136:8 175:7 exception 13:24 exchange 129:22 excited 29:9 86:3 89:2,23 111:15 113:11 114:13 118:8 123:8 exciting 14:21 excluding 46:23 68:7 exclusively 108:15 execution 13:22 38:17 executive 39:4 136:24 156:11 exist 153:16 161:3 exists 96:4 154:10 exiting 45:19 expand 28:23 151:25 152:7 173:24 expanded 83:14 expansive 13:11 expect 49:2 81:5,9 87:24 103:17 137:23 141:24 158:24 expectation 37:21 expectations 108:21 169:8</p>	<p>expected 68:18 expecting 154:23 166:14 expenditure 102:24 experience 18:23 29:4 31:24 32:25 36:8,17 40:22,24 44:10 46:21 47:16 50:21 52:6,9,17 62:24 64:10,11,21 66:14,24 67:23 74:10 78:4 97:25 119:4 127:12 129:13,18,21 130:2 130:13 148:7 157:17 160:15,17 160:18 experiences 77:4 expertise 143:14 experts 143:25 expires 139:24 explain 33:14 explore 4:8 21:22 24:25 25:10,13 Expo 120:13,17 173:25 exports 15:24 33:16 33:24 69:19 Express 7:4 24:7 expressed 95:5 extend 13:18 24:21 155:10 extent 123:14 External 3:4 20:12 87:13 extraordinarily 123:5 extraordinary 16:22 extremely 16:8 33:12 54:8 56:4,16 107:18 e-comm 106:9 e-SIAT 105:4</p> <hr/> <p style="text-align: center;">F</p> <hr/> <p>FAA 131:20,23 133:5</p>
---	---	---



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<p>135:11 140:3,24 142:24 147:8 fabric 91:12 face 122:9 Facebook 142:25 faced 139:21 facets 54:18 facilitate 115:13 154:22 163:17,21 facilitated 114:19 facilitating 153:21 facilitation 118:11 152:8 154:4 facilities 62:11 71:20 facility 44:16 45:19 52:24 60:16 61:12 61:18,19 facing 154:6 fact 47:8 89:24 97:13 107:16 122:22 133:8 135:5 135:13 161:18,22 162:23 factors 162:4 fair 37:18 100:10 fairly 102:19 fall 140:20 158:25 Fame 174:8 familiar 97:4 fanfare 89:25 fantastic 32:24 66:14 74:3 far 76:15 102:3,7 147:20 155:22 farther 118:15 fast 75:6 fast-moving 135:24 favorite 31:2 feasibility 158:22 feasible 158:24 February 138:9 federal 44:15 84:10 88:18,25 89:4,6 96:2,5 100:19,24 100:24 101:14,20</p>	<p>109:3 112:10 114:19 115:5,12 118:9,17 139:15 144:9 168:18 fee 72:15,17 feedback 65:11 91:25 140:16 151:10,13 169:11 176:14 feel 14:20 29:10 32:19 64:22 71:15 78:24 79:6 81:24 152:11 feels 115:15 fees 108:13 109:7 felt 51:3 82:6 88:24 Ferenc 4:9 21:9,10 Ferguson 4:11 23:15 23:15 figure 50:7 144:5 figuring 47:25 146:7 film 121:3 final 11:13 73:20 89:15 120:20 169:9 169:9 finally 112:8 137:21 152:5 161:17 financing 60:18 find 27:20 35:10 45:13 57:22,24 64:19 82:4 88:5,19 100:3 160:20 finding 60:18 finish 141:25 170:8 first 2:8 6:8 17:24 19:18,20 21:3 25:4 25:21 27:19 30:10 31:23 32:17 33:18 38:4 39:10 40:5 41:8,23 56:17 69:17 70:13 77:15 81:25 82:16 87:22 103:9,13 119:25 126:15 134:2 136:21,24 137:18 146:2 153:3 154:2 156:3 161:3 171:21</p>	<p>firsthand 146:23 fiscal 99:20 139:25 Fish 101:2 fitting 12:24 five 64:24 125:10,14 152:2 fix 137:21 flat 27:8 fledgling 109:21 flew 138:9 flexibility 158:6 flight 45:9 142:7,8 flock 13:4 floor 15:4 114:6 flow 45:21 144:25 flows 43:25 flux 80:25 fly 58:18 66:18 145:17 focus 34:15 40:24 52:13 57:15 60:9 61:22 74:22,24 86:13 96:24 100:6 100:8 104:24 113:6 138:4 161:14 focused 28:18 44:8 71:9 94:16 95:20 98:23 103:15 106:23 133:12 focuses 28:5 focusing 96:10 104:19 108:10 fold 127:15 folks 12:4 24:23 30:2 42:17 61:11 97:3 106:9,11 110:15 137:11,19 139:13 follow 167:16 followed 47:19 following 153:3 follows 95:15 follow-on 63:25 65:3 166:6 follow-up 169:2 food 77:6 78:2,18</p>
--	--	---



<p>81:15 83:17 85:25 119:4 174:4,5 foods 78:19 footprint 116:13 117:24 123:16 force 39:14 58:3 123:24 forceful 98:24 forces 14:6 forecasts 154:18 forefront 53:20 foregoing 178:11 foreign 33:17 36:9 79:24 foremost 56:17 forest 93:9 100:25 forgive 151:12 form 73:20 98:5 formative 133:21 former 35:5 formerly 158:10 formulating 16:19 forth 18:17 48:7 50:19 125:25 128:2 152:20 Forty 174:11 forward 32:16 34:24 38:18 39:15,21,23 40:25 41:6,9 56:19 70:8,25 73:23 74:12 94:22 104:3 104:5 110:19 113:7 116:10 122:2 136:17 138:6 140:9 140:23 146:6 156:9 160:6 167:3 173:22 175:24 found 41:19 119:21 foundation 29:2 35:3 110:20 175:2 foundational 141:14 four 31:21 110:2 130:21,22 137:22 157:6 158:24 fourth 116:14 118:19 130:25</p>	<p>Foxx 134:6 147:5,8 Foxx's 134:23 FR 168:25 frame 44:13,20 58:4 160:12,16 framework 58:10 France 28:22 Fred 4:5 21:11 free 111:11 Freeman 4:13,14 24:10,10,11 friction 49:24 friends 32:18 front 43:4 46:7 71:11 132:25 fronts 82:20 fruit 78:9 FTA 135:11 full 14:12 18:10 65:11 75:15,18 168:13 fully 15:7 16:24 fun 172:18 function 163:3 functionality 60:16 61:11 fund 66:24 108:18 funding 55:10 56:5 59:10 62:20 63:2 72:10 82:2 99:5 126:9 133:4,7 135:10,13 137:20 139:23 141:3 funds 56:6 57:22,24 109:4 funnel 51:21 further 14:18 95:22 95:25 101:22 102:14 103:21 152:24 166:15 future 25:16 29:18 149:19</p> <hr/> <p style="text-align: center;">G</p> <hr/> <p>Gadi 4:3 22:14 Gallagher 4:15 24:3</p>	<p>24:3 27:22 71:18 149:12 galvanize 161:8 Game 26:22 gate 17:25 gateway 88:13 gather 97:10 101:4 105:22 106:10 gathering 108:7 gathers 97:25 GDP 15:24 general 65:21 100:7 165:7 generally 35:9 63:8 71:6 generate 111:13 generation 75:5 genuinely 16:14 geographic 99:7 Germany 28:20 getting 36:4 44:14 44:14 45:17 48:14 61:11 67:6 74:17 79:25 108:2 112:4 112:5 126:8 156:25 170:12,21 171:9 Gilliland 2:3 12:4 12:15 32:7 39:24 62:6 63:9 72:21 73:16 93:21 94:14 97:2 104:9 106:3 106:14 112:23 114:2 122:3,11 124:21 136:14 146:19 149:10,21 165:21 167:8 170:4 171:6,18 172:22 173:10,13 175:6,13 176:13,18 177:9 give 25:25 36:20 48:7 65:25 76:18 76:21 91:3 111:17 114:6 117:3 137:19 156:10 160:17 173:7 174:16 given 15:19 33:3</p>
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<p>42:4 68:23 103:24 113:4 123:7 162:2 gives 110:20 giving 159:19 glad 26:4 136:19 global 95:4 124:6 162:3 globally 78:14 globe 79:16,17,23 glowing 122:8,12 go 14:19 20:5,23 31:17 39:15,20,25 43:20 45:23 47:10 56:13 66:7,18 80:23 83:24 84:8 87:7 91:9 92:22 93:18,18 95:14 96:16 126:5 129:20 130:2 158:16 159:2 162:16 163:5 165:15,20 170:19 171:24 174:11 goal 19:4 36:6 38:3 41:23 42:10 43:14 44:6,9,12,20 45:2 46:13,16,18 47:11 47:19,21 48:10,13 48:18,24 49:13 50:4,19,20,21,24 51:4,7,16,23 52:2 53:3 57:11 58:2 65:18 67:11 69:3 69:18,24 70:19 71:8 72:6 75:14 76:6 77:11 80:20 86:11,17 88:5 89:20 107:22 128:9 150:21 151:18,21 154:2 156:11,15,20 160:15,16,19 169:4 175:25 goals 34:22 38:10,16 56:15 79:12 113:8 113:13,22 134:12 149:6 160:11 goes 13:21 43:18</p>	<p>54:8 73:13 109:2 153:20 163:22 going 12:10 17:11 25:5 27:13 33:11 34:9 38:6,12 40:25 41:4 42:24 43:5 46:24 49:5,22 53:5 54:15 55:4,7 57:5 57:20,22,23 58:9 58:22 62:19,23 66:23 67:5,8,12 70:8 75:12 76:9,10 76:22 80:2,9,13,15 82:2 87:3 88:6 91:18 92:13 93:5,7 94:12 100:17 105:19 107:2 111:16 113:7,7 123:19 124:9 126:5 128:19,20 131:24 132:20 134:21 138:5,25 139:18 140:19 143:23 144:14 145:17 146:11,12 149:16 150:7,11 152:18 161:21,23 163:4 165:15 166:10 169:20 170:17 171:20,23 176:2 golden 16:25 golf 30:25 good 21:4,9,11,13,16 21:20 22:4,9,16,19 23:17,19 32:13 42:19,22 45:2 46:20 53:15 62:13 67:22 68:3,9 73:16 81:13 89:18 102:2 104:10 106:3,18 122:22 124:22 126:8 127:11 133:25 149:21,24 157:12,23 160:5 162:6 166:18,20 169:7 171:19</p>	<p>goods 130:12 gotten 142:12 govern 109:11 government 12:18 16:20 20:2 65:25 77:17 78:8,22 81:2 96:7 105:23 118:9 123:16 128:6 152:5 154:9 155:2,6 160:24 161:10 governmental 84:14 governor 25:4,9,22 governors 25:3 84:17 85:2,2 89:11,14 go/no 159:2 GPS 141:18 grab 12:5 grab-and-go 171:22 gracious 32:22 granted 158:5 grateful 14:9,9 gratifying 16:8 gratitude 24:22 great 12:24 18:11,18 19:9,23 20:4,23 24:20 25:6 31:15 32:2,2,3,14 35:4 35:21,23 38:6 40:14 41:13 54:15 62:17 63:13 66:11 71:14 72:22 73:14 73:14 74:11 76:11 77:18 82:15,19,23 83:4 85:6,13 87:9 91:22 94:5,10,15 106:15,17,17,21 110:20 113:2,23 114:20 119:3 121:16 122:4,13 126:18,25 127:24 131:2,9 136:7,18 138:17,21 146:20 148:7,15 149:8 156:6 160:3 162:8 163:24 172:3 174:23,24 175:4</p>
--	---	--



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<p>176:13 greater 90:3 111:8 144:17 158:5 greatest 60:22 greatly 12:14 Green 138:16 Greg 8:7 23:23 69:20 126:2,5,6 132:12 136:14 147:14,19 ground 141:19 group 4:10 21:10 37:18,21 42:13 71:2 91:4 98:21 132:4 146:8,18 170:6 groups 91:15 152:24 168:22,23 growing 113:20 121:14 grown 113:19 growth 51:15 guess 40:2 41:7 60:3 114:16 122:24 141:6 143:7 145:22 160:3 guest 173:4 guests 34:11 52:21 75:21 173:2,7 175:7 176:19 guidance 34:4 130:18 guide 119:2,5 127:6 guidelines 42:2 Guinea 164:16 Guthrie 28:7 85:8 guy 40:3 95:12 guys 169:21</p> <hr/> <p style="text-align: center;">H</p> <hr/> <p>H 148:22 Hagen 5:3 22:4,5 hairs 41:20 hairy 77:11 half 31:8 150:9 Hall 174:7 hand 43:11 62:21 102:22,25</p>	<p>handled 159:21 hands 73:8,10 happen 14:15 58:4,9 58:11 104:14 157:24 happened 63:14 118:3 happening 16:2 55:9 87:21 109:23 142:19 157:10 happy 70:13 71:2 92:22 106:11 140:15 146:17 164:25 166:25 169:24 174:15 175:22 hard 12:13 13:19 46:9 150:16 174:2 Harford 5:5 20:15,16 66:5,6,9 106:25 112:25 harnessing 94:20 Harry 64:12 Hart 5:7 22:25,25 39:25 40:2 head 39:18 140:2 162:6 headed 15:4 24:25 86:23 121:23 headwaters 26:19 28:6 healthy 63:16 hear 16:16 20:5 68:15 76:2 94:15 122:13 heard 13:3 30:14 33:14 66:20 96:12 169:11,18 hearing 19:17 64:13 74:8 125:13 175:15 Heartland 119:9 173:17 heartlandrestaura... 174:17 hearts 158:19 heavily 34:4 83:15 heavy 86:14 92:3</p>	<p>Heizer 111:21 held 1:10 118:20 help 16:15 19:2 29:18 34:5 39:15 53:3 66:17 84:12 84:13 85:24 86:8 88:19 90:9,20 96:11 105:8 111:3 123:6 132:4 138:19 139:12 141:22 143:12 150:8,23 151:17,20 154:21 155:8 159:11 166:22 172:16 helped 123:5 161:5,8 helpful 12:11 35:19 63:17 86:24 94:4 111:25 136:10 154:15 167:2 176:14 helping 18:14 115:13 145:10 helps 26:8 31:9 33:14 161:14 heritage 10:12 17:8 18:18 75:13 76:24 77:24 79:13 80:2 80:11,14,21 90:8 94:16 hesitate 29:19 he'll 94:25 171:24 Hi 20:19 21:7,18 22:12 30:19 54:12 173:12,16 175:10 high 48:14 49:10 141:23 higher 105:14 157:18 highlight 78:8 113:23 118:16 138:10 143:8 highlights 84:24 137:10 156:10 highly 35:7 79:11 105:15 highway 130:25 139:12 148:8</p>
--	--	---



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<p>highways 139:4 144:12 Hillary 39:10 Hispanic 24:8 86:2 historic 91:12 historical 90:21 history 17:2 27:15 79:9 hit 52:5 129:19 174:17 Hoessle 5:9 24:5,5 82:21 hold 45:13 61:9 Holdings 8:8 23:24 Holly 2:7 20:25 21:2 58:14 92:2 163:25 Homeland 5:8 7:8 17:16 23:2,6 42:17 70:9 89:8 157:24 168:18 homework 68:12 honest 111:22 117:25 hope 15:5 30:23 31:23 61:4 86:5 91:14 177:6 hopeful 165:17 hopefully 25:14 33:7 35:9 145:17 hoping 57:25 165:12 173:3 hospitality 4:10 21:10 32:22 37:10 host 45:22 hosting 32:23 hosts 12:19 36:25 hot 151:11 Hotel 1:10 172:5 hotels 93:2 hour 50:25 129:16 142:16 hours 32:6 50:17 169:21 House 15:2,17 31:12 137:7,20 Houston 142:9 Huerta 140:2</p>	<p>huge 13:7,18,21 15:23 88:24 human 63:22 Humphrey 152:17 hundred 67:9 157:19 hurricane 148:23 hurt 176:2 Hyatt 5:11 22:21,21 36:23 104:18 111:20 122:18 131:15 hypothetical 60:7 61:15</p> <hr/> <p style="text-align: center;">I</p> <hr/> <p>ICAO 53:11 66:21 iconic 121:2 ICW 88:23 idea 47:24 57:8 66:11 75:4 77:17 107:18 149:22,24 ideal 78:12 145:14 ideas 64:5 133:25 146:8,17 153:24 168:11 169:8 identification 95:25 102:7 identified 47:12 78:2 90:14 151:16 identify 78:5 81:13 90:9,20 91:5 102:12 131:24 154:19 173:6 identifying 44:10 102:3 153:5,6 ignore 64:2 illuminate 77:6 IMAX 121:6,13 immediate 132:25 164:23 Immigration 158:4 165:13 impact 13:9,10 16:4 54:22 58:16 68:21 80:5,13 83:22 85:13 146:13</p>	<p>153:12 impactful 79:11 81:21 impacts 15:24 149:5 163:9 impede 86:25 implement 176:7 implementation 38:17 108:18 implementing 142:5 implications 44:25 importance 27:3 28:10 45:11 80:4 90:10 131:18 important 15:12 18:8 27:5 28:18 31:5,10 33:12 34:15,21,23 43:10 48:9,16,18 53:24 56:16,17 58:24 59:20 67:20 78:24 79:6 84:20 87:4 90:21 91:6 95:23 96:22 99:13 99:23 100:5,11 101:19 103:12 115:16 130:16 133:17 135:19 148:19 161:15 importantly 148:4 improve 36:7,17 47:15,16 110:18 141:11 142:4,19 improved 52:6 100:15 improvement 49:18,19 49:21 169:23 improvements 57:17 59:3 74:6 100:14 141:10 improves 59:12 improving 17:15 45:21 inadequate 157:15 inaudible 24:18 inbound 116:19 117:22 include 57:2</p>
--	---	--



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<p>included 48:3 54:7 149:17 158:10 includes 49:4 including 16:12 83:16 88:3 129:21 inclusive 78:25 incorporated 151:13 incorporating 151:10 increase 27:14,15 33:17 59:11 69:4 86:17 93:12 99:3 104:20 134:3 142:15 144:23 151:17 154:23 increased 71:21 72:6 72:16 99:5 100:16 111:12 139:3 increases 33:20 42:5 86:21 87:8 increasing 72:17 104:21 115:10 144:10 increasingly 28:17 incredible 29:8 42:9 incredibly 15:14 incumbent 130:10 Independence 118:19 118:24 index 10:2 11:2 45:23 48:24,25 50:6,22 56:22,25 57:8 60:13 61:10 61:21 65:10 66:17 66:19 70:23 71:6 India 19:14 157:9 Indian 7:14 24:2 indigenous 79:8 83:16 85:23 individual 175:21 176:9 industries 148:13 149:5 industry 15:7,13,23 16:7,12,15,22 18:24 27:4,5,9 31:11 34:5,7 35:20</p>	<p>39:15 54:17 78:7 79:2 96:7 98:21 101:18 107:20 108:4,24 120:16 139:6 148:15 154:24 155:2 168:24 169:8 industry's 17:2 36:5 infancy 109:20,25 influence 99:24 135:8 155:12 influenced 136:4 information 93:23 94:8 97:25 136:12 164:9 172:14,21 174:16 infrastructure 11:8 17:7 56:3 57:13,16 57:23 58:7 60:19 125:7,12,12,24 126:2,10,13 127:13 127:17,20 128:14 130:8,9,20 131:6 132:23 133:4 135:3 140:9 143:10,13,15 144:5,13,17 147:3 149:13,15 initial 40:8 41:7 102:7 156:11 initially 160:13 initiated 90:7 initiative 15:14 27:12 103:18 134:23 143:11 initiatives 49:16 90:9 95:18,21 96:10 133:20 134:9 159:17 Inn 90:25 innovative 13:11 36:16 input 17:23 34:4,6 36:6 42:19 43:13 45:3 63:6 82:24 140:5 168:21 169:16</p>	<p>inputs 56:24 insert 153:19 inside 131:4 insight 151:3 inspect 49:2 inspection 44:15,16 47:6 53:14 68:8 instability 161:22 installed 141:19 instance 153:24 154:14 164:14 institutional 84:6,9 institutions 84:12 instrument 97:19 insufficient 51:8 intend 101:21 intended 65:6,8 108:16 intending 61:6 intends 95:18 intent 43:19 64:2 97:10 intention 50:5 interaction 67:22 interest 16:7 103:20 129:4 148:10 164:24 interested 16:14 50:14 101:6 163:18 164:22 174:20 interesting 76:17 103:2 interests 44:23 Intergovernmental 3:4 20:11 87:13 Interior 3:4 10:13 20:13 76:2 81:4 87:14,21 88:24 90:13 91:19 international 2:6 6:12 18:14 19:16 23:18 28:17 32:12 34:11 35:15 36:12 36:21 42:3,7,11 52:9 53:10,11 54:20 57:18 58:17</p>
---	--	--



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<p>65:14 69:4 70:17 75:17 79:20,22 83:6,8 86:12,15 97:5,11,14 115:10 116:23 125:4 127:7 129:12 143:25 144:23 145:2 151:17 154:16 159:18 internationally 121:15 162:15 interstate 125:19 148:2 interview 51:14,18 interviewing 158:18 interviews 158:6 inter-agency 16:23 introduce 20:6,8 30:3 introduced 14:20 24:17 introduction 36:18 43:24 introductions 10:4 14:19 29:25 32:4 invest 139:11 investigate 102:13 investment 55:20 59:6 62:18 63:21 138:19 139:3 143:21 144:3 146:13 investments 55:12,14 55:19,22,25 56:2 59:4,12,16,17 63:19 166:10 investors 143:24 invitation 150:9 invite 173:2 invites 119:24 inviting 115:20 involve 100:4 104:7 involved 29:5 48:4 60:24 70:17 95:13 97:15,20 116:3,5 159:9 160:25</p>	<p>174:14,20 involvement 36:2 144:18 involves 95:21,24 in-flight 97:7,8,18 Isabel 124:14 Islander 90:17 issue 51:12,13 58:7 58:22 72:20 82:3 93:7 101:25 113:10 126:22 132:4,5,17 135:18 158:14 issues 56:11 57:20 58:7 62:4 135:12 141:2 143:8 145:10 147:10,21 149:15 item 32:8 99:21 143:3 items 47:18,22 60:9 86:5 102:5 iteration 95:16 150:18 iterations 43:6 iterative 63:4 itinerary 167:25</p> <hr/> <p style="text-align: center;">J</p> <hr/> <p>Jacobs 5:13 22:2,2 68:11,16 69:6 75:25 76:8 87:2 92:7 93:8 James 5:3 174:8,25 Japan 28:20 145:7 Jarrett 16:9 Jasper 5:15 30:5,5 JCCT 34:17 Jeff 16:10 Jenna 6:13 14:11,14 14:16 22:19 35:12 46:8 112:2 167:9 167:11 170:10 Jenna's 166:24 JEREMY 5:13 Jerry 22:2 68:15 75:25 76:7 83:6,12 84:5 85:5,13,22</p>	<p>127:3 174:4,22 Jerry's 111:5 173:24 Jesse 25:4 JetBlue 105:6 Jewell 89:10 90:24 JFK 105:6 Jim 22:4 26:3 119:15 174:6 job 25:21 40:4 119:16 148:15 jobs 15:24 31:9 33:22 68:22 69:8 80:8 82:10 111:7 111:14 John 3:3 4:7 8:5 10:6 17:19 20:10 21:22 24:12,24 43:2,12 48:19 57:3 64:9 87:12,14 92:12 93:22 129:14 171:8 join 13:13 19:13 91:21 114:4 165:4 175:16 joined 50:15 89:13 107:7 111:18,21 157:21 joining 33:10 39:4 107:9 164:7,24 Joint 34:16 joking 122:19 JOLT 152:3 158:10 165:9,10,15 Jonathan 9:3 23:19 93:22 94:6 126:20 130:18 journey 129:13 130:2 judge 176:4 Judy 27:2 Julie 111:20 122:8 124:14 July 1:10 12:3 118:19 159:20 178:14 jump 41:21 135:23 jumping 82:20</p>
--	--	---



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<p>June 19:20 89:10 90:5,18 jurisdictions 66:22</p> <hr/> <p style="text-align: center;">K</p> <hr/> <p>Kansas 28:13 Kathleen 2:5 14:18 19:8,8 25:9 32:8 35:22 36:4,24 43:23 54:12 59:24 69:21 73:17 76:8 77:10 79:17 83:4 114:9 150:2,13 166:24 167:5 176:22 keep 40:24 46:11 52:3 53:6,16 87:11 87:11 91:23,24 152:21 159:4 Kelly 39:5 Ken 22:21 34:8 36:20 40:23 74:9 104:16 111:20 122:8,14,14 124:13,23 128:6,20 131:8 134:15 137:3 KENNETH 5:11 key 35:12 36:10 71:3 76:21 77:14 79:14 108:9 113:6 151:15 160:23 161:3,11 kick 32:10 34:12 76:7,9 92:14,17 kicked 90:5,18 kickoff 90:25 kids 88:12 Killebrew 1:11 Killian 6:3 26:9 30:7,7 172:2,13 kind 43:12 56:23 65:22 74:22 91:23 97:12 100:6,12 101:23 102:10,16 102:20 103:21 104:2 109:8 111:3 111:23 128:11,15 128:16 130:14,15</p>	<p>137:5,9,11,15,18 138:2,11,23 139:17 140:3 141:3,6,7,22 142:13 143:9,19 145:9,15,20,23 146:6,7,8,9,11 160:10 kinds 153:13 Kirk 5:9 24:5 82:21 84:15 85:22 Klobuchar 37:3 know 26:12 27:10,20 27:21 28:2 29:19 31:4,9 33:15 34:3 35:17,23 38:12,25 40:17,21 41:2 48:8 52:2 53:16 55:23 56:8 58:19,20 59:13 61:13,14 62:2,8,24 63:4 64:9 65:7 66:10 67:7 68:21 69:11 69:16 71:2 72:8,11 72:19 82:11,13 85:10 86:23 87:6,8 92:3,20 94:18 96:14 106:8,10,16 107:7 109:4,16 110:14 111:6 115:7 120:23 122:5 127:15,16 132:13 134:20 136:20 138:18,20 139:8,12 139:15 140:7,12,12 140:25,25 141:22 144:4,14 145:3 146:2,23 147:23 148:14,17 149:2 160:10,13 161:14 162:5,25 163:21 164:21 165:17 166:8,19 172:17 173:18 knows 85:7</p> <hr/> <p style="text-align: center;">L</p> <hr/>	<p>Labor 125:20 lack 148:7 Lady 2:8 6:8 21:3 30:10 39:10 Lake 28:7 lakes 26:18 30:24 land 45:8 115:22 119:25 139:15 landed 43:3 landmark 78:9 lands 69:7 93:10 language 47:3 languages 97:17 116:18 large 27:6 59:17 83:17 98:13 116:15 159:10 largely 97:8 99:4 larger 145:13 largest 27:14 157:6 Las 7:16 lastly 81:15 late 146:3 Latino 90:15 laugh 25:23 laughter 14:5 33:6 76:16 122:10 126:11 164:19 173:20 launched 39:2 88:4 law 15:10 116:4 153:10 158:7,8 lead 26:8 34:9 60:14 174:3 leaders 16:11 63:10 leadership 26:6 40:6 114:9,10 123:2 124:11,18 133:13 134:4 146:4 147:19 leading 34:18 53:20 108:7 126:3 143:19 167:15 171:4 leads 16:24 lean 32:5 learn 34:7 88:12 learned 18:24 134:20</p>
--	---	---



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<p>leave 172:4 led 106:24 Lee 14:2 151:7 left 110:10 122:5 137:6 161:18 legislation 133:6,9 153:6 158:11 165:4 legislative 27:11 158:2,16 lends 61:7 lengthy 127:21 Lenny 119:7 173:12 173:16 letter 38:12,18 43:20 46:7 54:4 72:24 73:9,13,19 107:15,21 108:2 letting 91:21 let's 55:11 58:21 59:10 61:9 62:15 105:23 165:22 167:4 level 35:4 44:10 106:22 134:5 156:22 levels 15:25 42:5 leverage 80:11 LGBT 90:19 91:12 liberal 15:17 liberalize 145:12 liberty 110:6 lieutenant 84:17,25 life 69:9 limited 55:15 line 13:12 64:11,12 64:15 99:21 103:3 103:8 138:15,16 lines 55:5 67:17 101:12 lining 43:19 link 84:24 85:11 linkage 164:13 lion's 159:7 list 15:15 47:17 49:10 57:5 60:20 61:15 64:4 102:6</p>	<p>145:9 listen 38:9 64:9 141:8 listening 63:10 140:3 listing 102:8 literally 115:19 little 26:12,13 28:22 51:2 56:21 63:20 70:21 81:23 100:3 126:21 128:19,21 143:2 172:24 173:24 live 133:10 lives 148:25 lobby 172:5,12 local 15:25 49:6 66:22 88:10,11,17 88:18 144:8 locally 49:14 locations 96:5 99:9 99:11 lodging 92:14 93:25 lofty 150:22 Logan 40:13 logistics 14:8 long 136:20 163:2 169:21 longer-term 137:25 138:7 look 34:6,24 36:14 40:21 41:9,25 48:2 54:17 60:6,20 61:13 63:25 64:7 67:20,21 69:15 73:22 74:12 81:7 85:21 101:21 103:22 104:3 113:9 114:13 120:11 123:9 125:10,11 128:23 129:7 130:16 134:3 135:9 136:17 139:9 140:9 141:12,21 142:11 144:14,15 149:6 154:9,22 156:9</p>	<p>160:6,11 168:25 169:3,5 173:22 looked 51:11 130:14 130:21 looking 32:16 38:18 39:23 41:6 42:5 53:23 59:9 68:12 68:16 80:6 83:19 86:16,18 95:25 98:19 99:17 100:8 100:19 101:25 107:22 108:11,24 112:15,16 116:10 128:16 142:2,3,23 145:12 146:6 154:15,17,25 155:9 160:16 looks 43:4 64:18 169:5 loop 169:24 looped 91:13 lost 149:2 lot 16:21 26:16 27:16,23 28:14 29:10 37:14 42:14 44:19,24 45:2 48:7 48:7 54:5 57:14 83:8 84:2,12,13 93:23 94:19 96:24 97:19 98:18 102:25 106:10 109:20 110:25 115:13 119:21 123:4 127:22 128:13 137:14 138:4 139:2 139:22 140:20 141:13 142:2,24 144:21 147:21 149:5 150:4,7 152:12 159:9 160:13 164:21,24 170:13,14 176:23 lots 72:8 106:19 155:3 loud 169:12 love 65:15 94:7</p>
---	--	---



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<p>147:9,13 low-hanging 78:9 lucky 19:15 luggage 172:16 lunch 171:22 luxury 170:16 LV 30:11 Lynch 6:5 21:7,7 75:25 82:15 86:22</p> <hr/> <p style="text-align: center;">M</p> <hr/> <p>machinery 59:19 mail 163:3,5 major 17:3,4 26:21 49:25 51:12 57:10 93:3,7 117:3 142:4 142:8 majority 68:6 97:9 make-me-feel-good 61:17 making 15:23 18:13 40:8 46:9 55:12,24 75:6 113:4 149:23 155:8 157:24 163:6 176:24 mall 2:12 5:16 6:4 12:19,23 13:7,15 21:24 24:22 25:13 30:6,7 31:2,2 172:6,8 manage 118:14 management 42:11 140:13 144:10 152:17 managers 143:25 managing 143:14 manner 101:9 man-made 92:5 Mapes 6:7 30:9,9 March 33:19 Margaret 6:9 21:5 59:21,22 126:3,6 126:16 132:9 136:15 147:15,19 175:20 Margaret 's 128:19</p>	<p>market 28:20 66:12 67:2 115:11,16 174:11 marketers 119:14 marketing 6:4 14:4 18:11 30:8 79:15 100:22 111:12 115:8,20 117:10,11 117:18 125:3 Marketing's 126:12 markets 28:12 116:17 116:25 117:20 119:20 144:23 145:12 Marriott 2:6 Mary 1:11 12:9 178:7 178:19 Maryann 4:9 21:9 82:23 85:24 126:20 matched 109:6 matching 108:18 109:4 material 178:11 materials 102:23 167:18 169:2 matrix 47:21 154:21 matter 16:19 60:10 93:16 94:20 99:4 171:3 MATTHEWS 2:5 19:9 20:14,17,22 24:14 24:20 29:21,24 30:13 32:3 41:13 50:11 53:22 56:20 58:13 59:21 65:18 66:7 68:3 69:2,14 70:4 71:14,24 72:22 73:4,6,12 75:9 86:9 87:9 91:22 92:8 94:10 150:3 155:25 160:9 162:8 163:24 164:17 165:6 167:7 173:8 177:8 Maureen 2:11 12:22 13:3,25 21:24</p>	<p>25:18 27:13 32:22 170:2 171:19 maximizing 123:15 Mayo 26:24 28:8 McCauley 172:6 McCormick 95:2 McKEOUGH 6:9 21:4,5 59:22,24 132:12 mean 12:22 80:17 111:6 121:9 148:24 meaningful 81:20 means 28:11 58:25 80:7 153:20 meant 122:20 measurable 54:2 80:12 measure 18:21 45:10 50:8 52:13 64:6 80:13 102:21 measured 13:10 62:3 measurement 50:5 58:3 71:4 measurements 58:6 60:8 measures 47:12,18 158:3,8,9 measuring 47:20,22 81:20 mechanism 55:10 56:5 59:15 media 102:16 116:23 121:18 142:25 172:9 mediums 117:18 meet 16:11 88:22 105:13 162:19 172:12 meeting 1:5,10 12:2 12:6,11,19 13:20 13:23 14:7 25:7 30:22 32:2,14,17 34:15 43:15 44:18 48:13 50:15 82:18 89:12 113:3 126:18 130:17 132:15 134:22 136:9</p>
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<p>149:14,20 165:3 167:10,15,19,20,23 167:25 168:6,7,10 169:2,12,20,23 170:13,21 171:5 172:23 173:5 175:17 177:4,10 meetings 14:12 40:9 40:13 41:17 76:12 108:8 149:23 168:2 169:14,17 Melanie 6:7 30:9 members 12:17 13:24 16:13 50:13 65:11 73:7,10 82:19 85:20 89:14 110:14 114:7 150:15 155:23 156:5 158:19 162:13 163:11 170:6 176:25 177:2 membership 96:18 memorandum 10:8,10 17:14 32:9 34:10 36:14,21 37:25 41:22 44:2 47:4 69:23 107:16 136:24 168:17,20 170:15 mention 16:5 28:16 82:25 144:21 149:3 mentioned 26:12,21 27:2 40:23 45:25 72:3 84:5 85:5 87:23 102:5 119:11 120:13 132:2 139:20 157:25 159:10 161:2 163:16 174:4 mentions 25:24 message 69:10 messaging 79:15 82:9 82:9 met 39:7 156:19 methodological 100:14</p>	<p>methodology 98:19 99:2,18 100:11 metrics 45:12,23 65:6 66:11 68:19 74:23 81:19 113:14 113:22 metro 26:20 metroplex 142:9 metroplexes 142:3 Mexico 33:20 157:8 157:13,20 Miami 7:4 24:8 Michael 140:2,12 141:8 142:10 microphone 173:14 microphones 24:17 middle 19:11 36:4 169:22 176:21 middle-classes 145:16 Mike 4:15 24:3 27:22 71:16 94:25 95:11 104:12 149:22 Milan 78:17 120:13 174:2,12 million 19:4 33:17 33:22 42:3 46:14 57:18 69:18 86:12 109:5,6 125:9 127:7 151:18,21 174:5,11 millions 31:7 mind 53:6,16 Minneapolis 12:20 19:22 37:7 85:9 138:12,24 172:3,11 Minneapolis-St 29:2 29:4 Minnesota 1:11,13 4:8 10:6 14:3 21:23 24:25 25:7 25:10,11 26:13,18 27:4,21 28:6 29:13 29:15 30:21 31:6 31:21,22 37:2,6 87:19 178:4,10</p>	<p>Minnesota's 30:14 55:11 174:3 Minnetonka 1:10 minor 67:19 71:16 72:24 minutes 12:10 46:22 50:25 52:20 53:14 64:23,24 67:7,15 67:15 132:10 134:21 173:3,7 Mise 4:10 21:10 missed 76:10 151:13 mission 46:12 77:12 124:7 159:13 Mississippi 26:19 28:7 Mitchell 1:11 12:9 178:7,19 mobile 105:4 mobilize 156:16 161:9 mode 75:4,5 97:23 130:4 140:4 model 49:15 61:6 modernize 141:22 152:7 modest 76:14 moment 15:11 16:25 17:3 126:16,19 moments 38:13 Monday 167:25 money 64:15 109:7 Monterrey 157:14 month 171:4 months 41:5 89:25 137:6 138:2 141:13 142:10 Monument 89:24 morning 21:4,9,11,13 21:16,20 22:4,9,16 22:19 23:17,19 27:23 32:14,16,24 46:10 128:22 131:9 134:16 motion 71:15 72:23 MOU 89:16</p>
--	---	--



<p>move 41:21 49:25 54:19 65:19,21 70:24 73:2 74:16 75:13 86:10 106:5 111:3 121:25 124:25 125:4 130:8 147:15 moved 70:19 71:7 73:3 moving 56:19 60:16 73:23 83:15 91:24 110:18 152:21 175:24 Mullis 6:11 23:17,18 82:21 multiply 123:23 mutual 32:18 Myrtle 3:15 21:14 139:13 147:18 148:21</p> <hr/> <p style="text-align: center;">N</p> <hr/> <p>name 39:6 Narric 82:25 narrower 61:22 nation 13:15 18:12 national 3:8,11 8:16 15:25 22:10,13,17 26:15,17,17 36:6 38:3,24 39:19 44:6 46:15 47:11 48:24 49:13 58:2 77:8 78:11,16 80:5,11 81:10,16 84:17 87:23 88:2,9,15 89:3 100:25 115:3 120:23,25 121:7 127:5,19,25 130:23 137:2 139:16 154:2 161:2 174:23 175:25 nationally 57:21 nations 13:9 Native 7:14 24:2 natural 10:12 17:8 18:19 75:13 76:24</p>	<p>77:7,19,24 79:13 80:14,20 83:14 84:18 94:16 139:17 naturally 72:9 81:25 nature 85:7,22 navigation 142:6 near 158:18 nearly 114:24 neat 70:23 NEC 16:9 necessarily 61:8 175:25 necessary 49:23 62:22 152:6 166:10 166:23 need 18:20 27:10 29:17 38:2 48:18 50:7 55:2,15 59:3 62:15 65:16 72:5,7 80:9 81:3,12 82:3 100:12,12 105:8 127:6 128:14 135:8 135:24 142:22 161:16 169:16,22 172:15 needed 62:12,19,20 109:20,22 135:23 needing 80:25 needs 35:8 44:5 59:15 60:19 61:21 63:2 69:9 70:6,7 80:16 82:9 84:3 93:13 104:11,13 126:9,13 128:14 133:7 135:4 136:4 136:4 137:25 158:15 167:17 neighborhood 88:11 173:3 network 157:3 never 67:5,8,12 115:22 156:21 new 19:19 28:12 32:11 40:3 42:9,11 88:3,8 90:25 91:7 109:19,21 134:24</p>	<p>142:5,23 157:13 newer 170:6 news 63:13 90:23 106:21 126:8 143:2 157:12 NextGen 129:9 130:23 131:10,18 140:10 141:5,7,9,10 143:6 NGOs 84:11 nice 160:4 nice-to-haves 60:15 61:12 62:22 64:8 64:18,23 night 26:22 27:3 30:13 43:6 46:10 138:17 172:15,19 nine 114:19 115:4,12 Nineteen 145:5 nonfederal 84:14 nontraditional 91:15 non-visa 162:16 north 5:14 22:3 26:19 83:3 Northern 31:20 157:20 Notary 1:12 178:9,22 note 15:11 37:25 46:12 73:25 noted 45:19 notes 73:18 165:24 166:9 notice 112:10,13 163:20 168:19 noticed 29:25 notion 38:23 November 114:25 167:21 NRA 81:16 number 16:11 38:22 39:6,13 47:12 49:4 52:5 58:16 81:11 82:20 87:25 90:7 98:12 101:11 139:10 141:2 142:16 145:20 159:22</p>
--	---	--



<p>numbers 159:24 Number-4 61:15 Number-7 61:16 Number-8 61:16 numerical 51:23 53:2 NYC 4:6 21:12</p> <hr/> <p style="text-align: center;">O</p> <hr/> <p>Obama 17:13 150:8 Obama's 16:6 objective 161:12 162:6 objectives 67:18 76:20 79:7 80:20 101:11 133:18 135:3,15 149:7 obstacles 158:2 obstructionist 153:9 obvious 147:23 obviously 28:19 34:20 43:13,25 57:5 66:19 68:5 70:15 107:9 126:21 137:24 144:24 occasion 162:14 occur 109:12 154:20 occurred 14:5 29:23 33:6 73:15 76:16 122:10 126:11 157:5 164:19 173:20 odds 165:18 offer 17:14 18:19 29:11 122:15,16 153:13 155:18 offering 75:20 offers 98:10 office 3:9,11 8:16 22:11,13,17 38:24 39:19 57:25 58:8 75:2 112:17 officers 59:2 72:7 159:13 offices 26:4 88:17 116:24 official 24:24</p>	<p>officially 25:5,11 officials 40:15,16 144:8,9 officio 17:22 177:2 offline 94:7 okay 12:4 32:7 52:21 61:20 106:2,3,15 124:25 130:25 136:7,14 149:25,25 165:21,22 167:8 171:18 172:22 176:13,19 Olga 7:3 24:7 82:22 85:25 once 16:8 37:2 77:10 125:18,21 130:11 ones 148:4 159:23 one-size-fits-all 61:5 62:2 ongoing 112:6 open 13:14 54:10 87:10 112:21 145:3 145:14 150:10 159:17 164:3,6,11 164:14 173:9,11 opened 157:13 Opening 10:4 openings 112:20 operate 93:4 operating 162:3 operation 54:24 63:12 108:19 operational 141:15 operations 116:15 opinion 42:16 opportune 140:5 opportunities 33:3 78:21 106:21 110:24 132:25 138:20,23 144:17 147:12 168:4 opportunity 40:11 41:11 65:25 78:13 84:16 93:12 110:4 113:21 114:13 115:6 117:4 134:25</p>	<p>135:8,22 138:15 145:15 162:17 170:14 171:11 174:10 opposed 50:20 61:25 72:16 73:12 Orbitz 5:6 20:16 107:6 order 12:7 59:16 69:8 72:5 127:23 128:9 136:25 144:16 152:11 155:16 156:11 165:4 Oregon 3:13 21:17 organization 14:4 31:14 53:12 101:22 109:22 113:20 organizations 81:12 organized 101:8 102:16 131:17 orientation 153:2 oriented 101:15 originally 79:18 116:16 Orlando 89:5 outcome 165:17 outcomes 67:5 68:20 74:24 151:15 outlined 155:21 output 127:4 outreach 116:20 133:15 outside 125:3 171:23 overall 76:20 79:7 80:18 114:17 129:2 overarching 46:16 overcapacity 93:25 overlapping 169:13 overview 76:19 overwhelm 104:13 overwhelming 31:12</p> <hr/> <p style="text-align: center;">P</p> <hr/> <p>P 1:11 178:7,19 page 10:3 11:3 60:7</p>
--	---	--



<p>119:6 173:18 pages 153:3 178:11 pain 160:4 paper 140:21 paragraph 69:17 park 26:15,17 78:11 81:4 87:24 88:5,7 88:19 90:6 92:22 93:25 100:25 120:23 parks 8:6 24:13 26:17 75:22 85:23 88:2,9,10,10,11,11 88:15,18,21 89:4 91:16 92:13,15,18 93:2,2,3,8,11,20 120:25 121:7,9 130:23 139:16 parochial 72:12 parsing 107:23 part 24:19 28:18 37:6 48:18 51:11 56:18,25 63:3,3 64:11,21 68:24 70:8 71:22,23 72:2 89:13 98:8 124:6 125:25 129:5,18 132:16,19 135:20 143:19 150:25 160:2,24 163:9 166:23 partially 97:7 participated 89:11 participating 32:17 participation 19:11 19:25 116:9 177:5 particular 41:19 44:25 45:3 62:5 99:3,7,10 103:16 131:21 149:4 171:17 176:6 particularly 43:8 44:18 119:12,20 144:11 170:6 parties 45:14 partner 36:19 78:7</p>	<p>105:10 174:24 partnered 151:8 partnering 89:3 partners 12:18 17:22 35:2 66:2,21 77:17 86:7 88:18 89:7 121:18,18 175:4 partnership 38:9 40:14 114:15,18,23 117:12 118:10 124:18 143:16 146:24 147:11 partnerships 28:15 144:4 parts 25:14,15 27:6 28:13 34:23 party 48:4 50:8 71:4 pass 120:10 137:21 passed 15:2,17 84:24 passenger 71:20 passengers 45:21 46:14,21 68:5,7 passing 150:16 passport 74:7 153:20 Pat 22:25 39:25,25 path 127:21 Patricia 7:9 20:20 175:11,13 PATRICK 5:7 Patrol 42:18 70:10 patterns 97:22 Paul 29:2,5 119:8 138:13 Paulo 159:21 160:2 162:20,21 Paulsen 10:7 30:17 30:19,20 pause 112:9 pausing 15:11 Pavilion 174:6 pavilions 117:2 pay 71:22 paying 85:3 peak 156:23 peeper 97:18 peers 66:16</p>	<p>Penny's 105:20 pent-up 60:18 people 20:7 26:16 27:12 28:2 39:6 49:13 51:20 54:19 58:22 62:12 67:6 67:14 71:15 74:8 79:8 80:23 83:20 84:13 87:25 88:13 88:20 93:17 118:4 119:24 120:10 123:3,4 131:24 138:19,22 142:7 148:24 149:19 154:5 157:19 172:17 173:9 174:12,20 percent 27:15 33:23 42:6 46:19 55:21 67:6,9,13,21 93:5 93:6 116:18 117:22 142:15 156:12,20 156:24 157:7 158:13,14 161:24 percentage 69:5 percent-plus 52:19 Perfect 126:7 perfection 161:24 performance 47:23 49:24 performance-based 142:6 period 11:14 42:6 125:20 person 76:14 171:25 personal 16:7 82:12 personalities 121:8 personally 34:2 124:15 personnel 156:17 perspective 71:7 72:11,12 122:14 123:22 137:17 138:5 154:25 perspectives 38:14 67:10</p>
--	---	--



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<p>persuade 131:18 PFC 59:10 phase 113:10 141:4 168:14 phone 20:8,18,23 41:16 91:21 173:9 173:11 175:9 photo 172:20 photos 172:18 pick 76:10 137:10 172:20 picture 172:20 piece 45:15,16 47:9 52:14,15,25 53:6 63:21 70:15 71:4 71:10 79:5 83:9 105:16,17 129:25 136:8 143:19 144:19 pieces 51:25 59:19 110:22 127:17 130:21,22 131:8 135:19,24 155:6 Pilat 6:13 14:11 22:19,20 167:12 170:24 171:7 pillars 105:21 pilot 158:22 159:3 pivot 141:7 place 4:10 12:21 21:10 97:8 99:20 109:10,18 114:20 115:2 138:24 141:13,24 155:15 159:15 161:4 178:15 places 49:9,19 64:22 77:22 80:2 90:10 90:20 91:3,5,8,10 138:20 139:16 142:8,16 155:4 plan 41:2,18 132:22 134:24 149:17 150:17 plane 45:8 129:11,16 129:19</p>	<p>planes 52:3 planned 150:12 planning 13:22 83:11 97:23 98:17 100:21 134:10 172:14 plans 17:9 38:5,8,20 40:23 41:7 61:2,23 75:7 136:5 151:19 155:9 166:16,20 167:3 plate 62:14 platform 115:6 121:13 platforms 117:15 play 17:4 31:4 33:11 36:10 45:20 79:14 88:12 137:12 played 17:2 playing 133:22 plays 78:3 pleasant 18:13 please 29:19 35:17 73:7 131:13 163:20 164:18 168:24 pleased 12:15 74:20 114:3 120:7 146:21 147:2,4 pleasure 88:22 point 34:13 37:15 42:8 44:9 60:17 62:18 68:4,9 72:4 74:23 85:14 108:11 111:5 117:20 126:24 127:13 142:21 149:9 165:18 171:24 175:18 pointed 35:22 83:6 129:14 points 37:11 67:3 83:12 90:21 108:10 115:24 132:11 145:24 policies 16:14 108:20 109:9,17 110:5 116:3,4</p>	<p>135:7,13,19 151:20 policy 11:10 16:20 89:15 100:22 101:24 108:21 115:5 127:5,25 128:10 133:3,20 137:17 152:18 153:14 political 15:20 18:25 39:9 161:21 popular 93:19 port 49:15 60:25 61:3 62:5 98:3 166:7,8 ports 61:6 position 139:25 positions 112:12,13 positive 156:17 possible 57:9 105:10 161:7 162:2 possibly 35:19 168:9 posts 157:4,7 158:24 potential 18:10 35:23,25 44:25 47:21 60:12 76:6 102:6 134:16 potentially 50:23 69:19 86:16 Potter 64:12 pouch 163:5 power 19:2 123:23 PPPs 144:4,10 practical 61:8 practice 53:13 practices 153:4,6,16 preauthorization 15:2,16 106:19,20 140:24 predominance 44:22 preference 69:4 pregnant 112:9 premise 38:13 46:17 prerequisite 164:6 presence 89:5 present 84:16 preserve 77:21</p>
---	--	--



<p>President 16:6,9 17:13,17 18:5 38:3 39:10 43:20 54:9 90:13 143:5,6,9 150:8,22 161:11 169:10 Presidential 10:8,10 32:9 36:13 37:24 41:22 44:2 47:3 69:22 136:24 168:16,20 170:15 President's 15:10 34:10 36:21 42:2 69:18 107:15 138:6 151:21 156:20 press 89:18 151:12 pressing 150:15 pressure 115:24 presume 104:13 170:17,18 pretty 61:8 previous 96:20,21 98:18 103:11,23 130:17 131:15 150:5 previously 37:4 97:6 167:21 primarily 163:3 primary 36:15 47:5 51:13 52:24 70:20 95:20 96:24 97:12 100:17 104:6 priorities 15:6 40:7 102:14 140:22 148:11 prioritization 74:24 prioritize 16:24 141:4 priority 154:3 Pritzker 13:12 15:8 18:4 19:13 53:25 134:5,17 147:7 private 47:13 123:21 128:5,8 131:16 143:12,14,24 144:3 144:3,15,18 153:13</p>	<p>155:7,11 160:25 privilege 119:18 proactive 35:6 probably 70:7 72:4 78:10 82:7 148:12 problem 27:25 28:2 45:18 47:2 51:17 51:18,19,20 92:19 104:25 122:21 procedures 109:10,18 110:5 123:9 Proceedings 178:13 proceeds 99:24 process 17:15 18:13 34:10 36:15,22 41:24 44:12,14,15 45:6,14,15,18 46:5 46:22 47:4,7 51:6 51:11,12 56:22 60:2,11 63:5,7 70:18,21 71:10 76:17 77:25 83:11 85:18 95:14 97:15 98:2 107:23 108:25 110:9,18 111:4 123:6 125:5,5 129:17 140:17,18 141:25 153:9 154:20 162:23 169:10 170:7,25 171:3 processing 47:15,16 48:10 51:7,24 52:24 97:20 153:4 160:12 produce 68:18 produced 119:2 producing 121:3 product 27:25 productive 113:3 114:12 117:6 160:7 177:4 profile 27:11 program 29:5 35:2 92:13,17 152:7 157:22 158:13</p>	<p>164:4,8 165:5 programs 117:16 139:4,8,15,23 progress 35:21 37:13 40:8 50:3 74:13 75:6 106:17,19 113:4 122:12 137:5 149:23 156:9 162:7 166:20 project 90:4 91:13 139:14 144:9 promote 77:3 78:13 78:23,25 79:3,8 88:19 89:17 118:7 159:12 promoting 77:17 115:9 120:4,16,24 159:14 Promotion 14:25 89:4 108:16 prompted 82:7 proof-positive 16:3 property 93:16 proposal 38:3 42:24 65:8 70:22 138:7,8 proposals 70:8 140:23 158:17 proposed 64:5 76:22 79:12 99:22 100:4 proposing 76:4 proprietary 61:2 protecting 109:23,24 Protection 8:10 23:4 70:13 proud 18:4 26:25 89:22 117:25 provide 18:2 114:5 130:12 157:17 provided 82:23 98:8 176:8 providing 26:5 36:5 66:13 102:17 140:14 161:6 provision 68:6 public 1:12 11:14 24:19 46:3 88:3</p>
--	---	--



<p>128:5 152:17 159:11 168:19 172:23,25 173:15 178:9,22 publication 120:8 publicize 66:16 publicly 124:13 public-private 114:15,18,22 118:10 146:24 147:10 published 168:18 pull 132:20 155:19 pulled 98:20 165:13 pulling 112:4 143:24 145:25 purchase 98:11,15 purpose 97:23 108:16 purposes 96:6 101:6 pursue 151:24 pursuing 16:14 push 167:3 pushback 64:25 pushing 138:6 put 41:3,3 44:21 65:5,9 81:18 98:23 109:10,18 128:9 140:21,23 174:19 puts 138:2 putting 127:12 puzzle 70:16 p.m 177:12</p> <hr/> <p style="text-align: center;">Q</p> <p>qualitative 44:9 quality 18:22 quantifiable 15:23 107:22 quantify 18:21 77:3 quantitative 44:12 45:2 quarter 33:18 question 65:24 66:4 67:19 68:10,22 71:18 72:9 82:8 86:10 123:20,23</p>	<p>124:7 127:10 162:12 questions 49:11 67:3 112:5 162:9 163:25 166:22 176:11 queue 30:18 quick 25:25 37:11 86:9 87:20 145:19 quickly 30:4 33:2 41:15 49:12 50:3 58:12 171:9 quite 44:3 45:4 74:20 89:25 96:14 96:24 97:19 98:6 98:12 100:23 101:3 102:25</p> <hr/> <p style="text-align: center;">R</p> <p>radar-based 141:18 Radisson 1:10 32:25 172:5 rail 130:5 139:14 railways 18:16 raise 27:10 49:11 73:10 88:6 89:22 93:6 109:5 raised 72:18 132:3 158:12 raising 72:12 Ramotowski 6:15 23:9 23:9 150:24 156:3 157:6 160:22 163:15 164:5,20 Ramudo 7:3 24:7,7 82:22 range 103:6 ranking 67:24 rapid 14:23 rapidly 50:2 rate 55:3 158:12 rates 51:19 rating 48:15 49:3 54:21 55:8 58:16 70:22 71:6 166:8 175:21 176:11 Rautio 7:5 13:25</p>	<p>21:18,18 150:11,13 165:12 reach 35:12 79:10,15 81:3,12,16 131:17 134:15 151:18,20 reaching 17:3 81:6,9 read 76:22 171:11 ready 32:5 146:25 168:9 real 30:4 83:9 113:21 128:7 172:18 realistic 162:2 realization 161:4 realize 26:16 27:5 35:24 realized 33:2 42:4 really 12:11 14:9,9 14:10,20 15:18 16:20,25 19:15,24 27:10 28:23 29:10 33:5 40:21 41:15 42:10,13 43:9,18 44:8 49:13 50:4 52:6,7 61:18,23 62:4 64:5 65:7 66:12 69:9 70:23 70:24 75:2,14 79:3 79:20 80:16 81:18 82:9,17 83:18 86:3 94:4 97:13 102:9 103:2,4,9 104:3 105:8 107:14,21,24 108:23 109:16 110:4,17 113:13,23 120:7,7 121:14 122:13,13 124:17 126:12 127:6,8,15 128:23 129:16 130:21,21 131:12 133:21 135:21 137:7,7 138:6 139:2 140:3,4,17 140:21 143:11 144:5 146:3,5,20 146:21 150:8 153:3</p>
--	--	---



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<p>163:13 171:8 175:15 177:5 Realtime 1:12 178:8 178:21 reason 70:2 72:15 124:16 128:3 161:3 reasonably 69:3 reasons 147:23 reassuring 110:19 reauthorization 16:3 133:5 reauthorized 31:13 recapping 153:7 receive 27:14 reception 172:14,18 recited 131:19 recognition 118:13 150:6 recognize 88:10 115:7 150:21 161:18 recognized 91:8,10 132:24 recommend 47:18 77:20 86:6 113:15 170:19 recommendation 69:24 98:24 99:14 131:16 168:9,14 170:7,18 recommendations 10:10 14:13 16:19 17:11,21 18:3 77:2 81:8,21 82:4 108:11 113:8 136:2 140:14 155:8,20 166:2,4,11 168:21 170:9,11,20 171:17 recommended 44:7 53:13 record 24:19 33:15 62:9 159:21 173:15 178:13 recreation 96:3 101:5 Redlinger 7:7 23:5,5 reduce 152:10</p>	<p>reducing 51:16 referred 37:9 46:23 68:8 refining 108:9 reflect 123:10 171:11 reflective 40:17 Reform 158:4 165:14 refreshing 111:24 refusal 158:12 regard 96:23 99:25 100:20 102:11 regarding 41:23 regards 175:21 176:7 region 148:17 regional 15:25 regions 120:5 161:20 register 112:10 168:19 176:10 Registered 1:12 178:7,20 regular 98:15 regulations 153:11 related 84:2 87:22 96:3 104:6 121:22 relates 64:4 104:17 115:9,12 121:9 relationship 40:18 88:8 110:16 114:14 136:21 147:7 164:3 relationships 116:21 118:15,17 relatively 27:8 165:23 released 109:15 relevant 147:21 rely 34:4 remarkable 15:19 Remarks 10:4 remember 12:14 remind 12:8 reminder 172:23 remiss 136:9 144:21 renewed 154:13 rental 130:6 reopened 89:24</p>	<p>replacing 157:14 report 10:12,15 11:5 11:8,11 17:15,17 48:5 60:4 86:11 99:9 116:12 169:10 Reporter 1:12,12 178:8,9,20,21 reporting 96:13 98:20 reports 74:18 167:16 represent 116:18 120:7,25 representation 120:16 122:7 155:16 representative 112:15 171:13 representatives 30:14 98:22 110:11 represented 90:10,11 115:25 Republicans 15:18 request 41:22 requests 168:15 required 153:10 requirements 152:2 165:3 requires 59:7,8 63:6 research 10:14 83:23 84:3 91:5 95:16 96:17 99:17 100:2 103:3,21,23 104:5 reserve 172:24 reside 120:5 resistance 160:14 resolution 84:24 Resorts 8:6 24:13 resource 35:18 82:6 113:17 resources 63:22 72:20 84:6,9 111:11 117:10 156:16 159:11 161:9 respect 37:24 50:5,6 51:24 57:10,21</p>
--	--	---



<p>68:14 105:17 158:16 responds 47:3 response 107:15 responsibility 56:23 responsive 35:7 rest 116:7 124:24 Restaurant 81:16 173:17 174:9,23 result 33:25 resulting 85:15 86:4 results 46:25 56:16 80:12 159:2 review 98:22 108:25 109:3 153:15 reviewed 109:13 reviews 170:10 revisit 110:5 135:12 rewarding 111:24 re-echo 48:23 rich 75:19 RICHARD 3:8 ride 64:16 138:15 right 31:3,6 34:8 39:24 45:14,18 58:22 61:24 63:18 63:18 66:19 67:10 70:2,16 73:16 75:4 85:9 91:19 92:14 92:25 93:13 95:12 95:20 104:9 115:3 122:3 123:2 124:21 133:4,11,22 136:6 138:21 140:4 146:19 165:12 171:6,6,18,25 174:18 175:6 176:18 Rio 162:20 rising 145:16,16 road 110:3 148:23 roadmap 128:11,15 151:19 roads 18:16 125:23 roadways 125:21 robust 19:11,24</p>	<p>50:22 138:23 171:2 Rochester 26:24 Rock 174:7 rocks 111:2 Rojas 175:11 Rojas-Ungar 7:9 20:19,20 175:10,14 176:17 role 17:3,4 31:5 33:12 36:11 45:20 78:3 79:6,14 88:25 115:11 116:8 120:15 roll 14:23 32:5 174:7 rolled 42:13 rolling 40:20 Rome 82:25 room 14:19 20:5,24 43:14 54:11 140:6 172:15 ROSEMARIE 2:9 Rosie 23:7 54:11 58:15 63:11 64:20 175:20 Rosie's 60:17 roughly 125:19 round 72:20 row 88:25 89:4 rules 153:11 running 17:9 122:23 Runyan 7:11,12 23:21 23:21,22 94:24 95:10 97:5 106:2 106:13 Rupert 7:13 23:25,25 82:21 Russo 119:8 173:12 173:12,16,17,21 Ryder 26:23</p> <hr/> <p style="text-align: center;">S</p> <hr/> <p>Sabre 2:4 safe 177:7 sales 31:8 123:24 Sam 2:3 12:15 32:13</p>	<p>35:21 36:24 37:12 72:3 75:9 106:7 114:8 126:8,20 same-day 162:25 163:6 sample 99:4 100:15 104:20 105:14 Sam's 94:12 Sao 159:21 160:2 162:20,21 sat 126:20 136:9 144:20 satellites 141:19 satisfaction 44:11 48:15 52:25 sauce 18:20 saving 148:24 saw 26:9 33:17,19 40:19 50:12 63:14 74:2 saying 56:9 125:14 173:18 says 46:18 127:6 Scandinavian 28:21 schedule 87:11 169:13 scheduled 112:5,14 scholars 91:5 School 152:16,17 scope 76:20 77:12 79:19 score 159:5 screening 46:24 seaports 18:16 season 93:9 156:23 seasons 93:11 seat 12:5 seated 24:16 Seattle 21:21 second 50:21 60:6 67:19 69:16 73:4,5 77:20 127:18 131:14 154:9 161:8 secondary 46:24 Secondly 168:16 secret 18:20</p>
--	---	--



<p>Secretaries 17:16 134:8</p> <p>Secretary 13:12 15:7 16:23 18:4 19:13 19:16 32:11 33:13 34:19 53:24 54:9 86:6 89:10 90:5,24 112:11 133:15,15 134:5,5,17,23 136:2 142:10 143:5 145:24 147:5,7,8</p> <p>Secretary's 74:25 105:21</p> <p>sector 47:13 123:22 128:8 131:16 144:15,18 153:13 155:7,11 160:25</p> <p>secure 152:8</p> <p>security 5:8 7:8 17:17 23:2,6 42:18 70:9 89:8 154:3 157:24 161:2 168:18 172:8</p> <p>see 19:10 29:7 30:2 40:14 62:23 70:18 74:5,5 76:5,19 81:25 83:13 84:7 85:5 101:21 113:6 121:13,16 125:8,16 125:20 128:12 131:8 145:15 146:11 153:2 158:22 162:16,24 163:13 167:4 172:7</p> <p>seeing 16:2 37:6 41:6 63:12 136:25 142:15 163:19</p> <p>seek 59:6 80:13 174:25</p> <p>sought 78:5</p> <p>seeking 68:20 168:19</p> <p>seen 49:15 50:19 56:9,10 74:2 90:23 112:10 144:2</p> <p>Segarra 7:16 30:11 30:11</p>	<p>SelectUSA 105:17</p> <p>Selig 8:3 19:15 22:23,23 32:12,13</p> <p>sell 99:10 117:7</p> <p>Senate 15:3,4 137:23</p> <p>Senator 37:3</p> <p>senators 30:15</p> <p>send 18:4 39:16 155:15 168:25</p> <p>sends 95:11</p> <p>senior 131:24 134:4 146:4</p> <p>sense 26:14 55:3,7 111:8 139:11 176:6</p> <p>sent 167:21</p> <p>sentence 69:16</p> <p>separate 84:23</p> <p>September 17:18</p> <p>sequestered 111:20</p> <p>sequestering 110:7</p> <p>series 49:3 81:19</p> <p>serve 169:15 171:13</p> <p>served 25:2</p> <p>service 36:8 52:16 52:19 53:4 67:23 78:12 81:4 87:24 88:7 90:7 92:22 100:25 101:2 120:23 157:18 161:7</p> <p>services 61:16 130:12 140:10 146:15</p> <p>serving 169:15</p> <p>session 27:11 98:25 114:11</p> <p>sessions 113:12</p> <p>set 19:4 48:13 50:19 51:6,23 64:5 67:18 125:25 128:2 150:22 156:11</p> <p>sets 110:15</p> <p>setting 41:23 48:24 51:15 86:17 89:9</p> <p>shape 166:18</p> <p>share 30:16 31:17</p>	<p>93:24 115:11 159:7 171:12</p> <p>shares 96:17</p> <p>sharing 74:9</p> <p>shelf 41:3</p> <p>Sherry 7:13 23:25 82:21 85:23</p> <p>she'd 12:14</p> <p>shopping 13:4 33:3 160:4</p> <p>short 13:14 87:11 91:24</p> <p>shortly 19:18 22:8</p> <p>short-term 137:21</p> <p>shot 33:8</p> <p>shoulder 93:10</p> <p>shout-out 26:2,6</p> <p>show 73:8 125:6</p> <p>showcase 77:21</p> <p>showcasing 78:19</p> <p>shown 121:5</p> <p>shows 117:3</p> <p>shuttle 130:5</p> <p>SIAT 95:21 96:23 97:3 99:17,25 100:10</p> <p>side 51:25 54:21 62:25 81:9 82:6 111:9,10 128:6 134:7 136:22 139:19 155:6,7 161:5 163:19</p> <p>sides 54:23 131:25</p> <p>sign 122:22 164:15</p> <p>signage 45:22</p> <p>signature 89:16</p> <p>signed 15:10</p> <p>significant 33:19 67:25 91:11</p> <p>similar 100:8 135:22 139:22 167:24</p> <p>similarly 168:5</p> <p>simple 46:11 47:2 153:22</p> <p>simultaneous 83:25</p> <p>single 51:4 141:11</p>
--	---	---



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<p>143:2 single-digit 157:9 sit 28:25 74:21 114:16 129:15 sites 75:22 86:18 100:24 101:20 sits 26:7 115:14 sitting 49:20 situation 92:15 94:2 139:22 156:18 six 17:6 37:14 89:13 116:2,9 size 99:4,11 100:15 104:21 105:14 skew 46:25 Skies 145:4,14 159:17 164:3,6,11 164:14 sleeves 32:5 40:20 42:14 sliced 99:6 small 27:7 112:15,16 159:23 smart 16:21 Smith 128:7 smithing 43:17 Smithsonian 81:10 smooth 108:19 177:7 smoothly 122:23 157:23 social 142:25 softball 88:12 solicit 154:14 solicitation 152:19 soliciting 112:11 solid 35:3 solution 153:22 solutions 9:4 23:20 152:9 solve 104:25 137:24 140:8 somebody 66:3 73:2 119:10 someday 31:25 soon 15:4 165:23 Sorenson 115:14</p>	<p>sorry 91:19 175:15 sort 37:9,16 45:12 46:15 62:9 68:12 75:11 76:18 78:8 78:22 80:19 88:14 89:19 91:8 92:18 103:4 104:24 123:10 143:8 sounds 175:16 source 97:12,13 sources 81:13 102:4 102:6 South 5:4 22:5 space 137:13 140:24 142:4,20 144:13 145:2 161:17 speak 51:2 60:3 62:24 118:6 122:19 134:8,21 speaking 61:9 93:22 122:22 special 77:21 80:2 111:17 168:3 specific 46:18 53:24 74:23 152:25 155:9 166:12 specifically 17:13 28:16 47:5 69:23 71:9 85:25 101:19 121:22 128:5 153:18 specified 178:15 speed 47:15 spend 52:14 64:14 115:10 117:9 spending 111:7 113:11 140:20 spent 26:14 44:2,19 44:24 52:24 81:23 98:18 108:22 spirit 108:23 112:8 132:18 151:4 SpongeBob 172:19 sponsors 143:24 spontaneous 157:10 spreading 93:16</p>	<p>spring 157:22 Sprouls 8:5 17:19 24:12,12 43:2 48:20 51:10 57:4 spur 138:19 St 119:8 138:12 staffers 12:18 177:2 staffing 72:4 stage 80:24 170:18 stages 133:21 140:18 stakeholder 40:12 61:23 62:19 stakeholders 35:13 36:10 40:11 46:2 47:8,13,24 55:15 57:7 59:7 60:24 62:12 63:5,7 78:7 128:25 129:4 131:11 132:21 140:6 stand 146:25 standard 53:11 157:18 standpoint 133:3 Stanoch 14:2 151:8 start 20:7,24 24:15 45:7,7,8 52:4 102:2 126:5 127:2 129:9,16 142:5 started 12:5 37:12 40:5 79:18 127:20 starting 25:3 87:7 140:21 start-up 113:19 stat 69:6 state 1:12 6:16 11:11 13:9 23:10 25:16 26:3,25 27:6 28:3,11 29:11,18 31:8 42:21 86:19 88:9,17,17 89:8,14 112:17 119:2 120:8 120:10,12,19 124:2 124:5 137:12 153:8 153:15 154:21 155:13 156:8 158:5</p>
---	---	---



<p>159:8 160:14,20 175:2 178:4,9 stated 120:21 states 13:7 31:5 36:12 75:16 77:5 77:18,22 78:13,23 85:2 88:21 89:17 98:14 116:19 117:8 117:23 119:19 120:17,24 121:2,10 125:6 145:18 160:5 station 79:25 141:19 statistics 17:8 18:25 152:14 status 165:10 stay 14:14 steam 162:6 Stefan 8:3 19:15 20:5 22:23 32:12 32:12 36:23 37:13 stenographic 178:12 step 62:12 102:9,12 103:9 stepped 62:14 steps 11:13 150:19 152:6 154:22 165:24 167:10 Steve 7:7 23:5 Stonewall 90:24 stop 83:5 stories 77:22 85:6 119:4,17 121:8 story 91:11 119:23 121:11 142:22,24 storytelling 119:11 119:12 121:7,17 strategic 35:14 134:10,24 strategically 135:14 strategies 76:25 77:16 133:17 151:16 strategy 37:16 39:2 46:15 77:9 80:19 93:14 115:4 127:20 127:23 128:2 129:3</p>	<p>131:5 137:3 145:25 stream 76:4 91:25 94:13 150:12 streamlined 54:5 61:10 streamlining 18:12 Street 35:5 stringent 165:3 strong 78:3 110:16 strongly 78:2 79:6 82:7 structure 35:2 56:18 145:14 157:15 167:24 structured 60:13 Stubblefield 8:7 23:23,23 69:21 126:7,12 132:6 136:7 149:8 studies 90:8,14 91:2 103:3 125:13 study 90:19 91:4 99:19,22 100:4 103:19 158:22,25 stuff 64:13,14 71:22 103:5 142:12 171:20 subcommittee 10:12 10:15 11:5,8,11 17:11,18 35:16 41:17 43:8 57:13 63:24 65:4 70:5 72:19 74:17 75:14 76:5,25 86:11 91:25 92:12 94:11 94:13,16,18 95:3 100:2 103:18 104:12 106:5,23 107:14 108:5 111:25 112:3 114:11 119:13 121:21 122:6 123:9 124:23 126:2,24 132:23 147:4,16 148:12 149:24 150:25 151:3</p>	<p>152:15,21,25 162:10 165:8 166:6 167:16,17 168:2,8 168:12 169:14 176:15 subcommittees 14:12 17:6 18:2 37:14 68:14,17 74:18 75:10,12 104:4 115:25 116:10 121:25 166:15 subcommittee's 112:7 subject 171:3 submissions 109:3,12 submit 169:3 subsequently 109:14 substantial 98:6 113:17 substantially 96:18 succeed 127:11 success 35:4 88:24 106:18 115:23 127:24 132:13 144:2 169:5 successes 150:4 successful 34:8 125:2 succession 14:23 sudden 49:17 sufficient 161:17 suggest 123:19 suggested 56:22 57:5 72:25 suggesting 56:25 86:20 suggestion 99:16 suggestions 17:14 suitable 103:24 summary 113:2 summer 12:19 19:11 36:5 85:19 89:12 93:4,20 149:13 176:22 Super 26:23 Superior 28:7 supplied 136:12</p>
--	---	---



<p>supplier 118:5 suppliers 117:5,13 support 20:2 31:9,13 34:5 54:25 60:21 65:21 71:16 72:23 73:8 77:8 79:7 95:22 112:6 135:4 139:15 152:3,16 156:15 175:19 supporting 33:21 112:3 121:12 supportive 35:7 38:23 105:15 sure 25:22 31:14 40:24 42:19 51:10 57:4 66:15 70:11 72:2 75:9,15 83:7 91:12 108:12,17 109:22 138:14 156:3 164:12 167:12 169:6 171:13,14 176:15 surface 133:9,23 135:11 137:19,25 138:7 139:19 surprised 162:21 surrounding 14:8 surroundings 77:7 survey 97:5,7,8,16 104:20,21,23 105:2 148:2 154:16 sustain 130:24 sustainable 6:12 23:18 78:25 swing 88:12 sworn 19:20 SWOT 85:20 symbols 121:2 synergies 137:14 system 49:3 54:22 58:16 67:24 93:25 96:5 101:14 108:14 108:18 141:12 148:8,23 166:8 175:21 176:12 systems 141:14,21,24</p>	<p>144:5 <hr/> <p style="text-align: center;">T</p> <hr/> table 24:17 35:24 40:3 62:17 84:11 118:4 123:4 136:22 171:16 tackle 51:17 92:19 tackled 130:15 tactics 28:18 127:23 take 15:11 48:8 69:15 71:2 73:21 75:8,18 91:4 94:12 94:25 99:20 101:21 106:22 114:13 119:22 120:11 126:6,15,19 131:3 131:13 132:10 133:2 135:9 140:15 143:2 146:7 147:6 163:11 167:11 168:25 171:22 taken 1:10 43:9 132:15 141:12 147:11 178:13 takes 97:8 talent 35:24 talk 38:7,19 43:2 47:10,20 56:21 71:2 76:3 107:19 110:8 131:14 132:10 134:15 143:6 149:19 157:16 talked 33:23 39:7 45:4,11,22 48:22 63:20 83:7 87:6 106:11 110:25 127:3 132:13,16 133:8 135:5,15 153:17 talking 12:22 17:21 28:9 44:5,19,24 45:5 47:7 52:7 81:23 85:12 92:12 119:12 131:20</p>	<p>147:22 talks 47:4 70:20 Tammy 14:2 151:7 Tanciar 8:9 23:3,3 70:11,12 tap 139:17 145:15 152:14 target 86:20 targeted 135:14 Tarmac 52:3 129:12 129:15 task 43:25 127:14 152:23,25 taste 33:5 taxi 130:5 team 16:24 35:10 83:2 84:7 113:16 136:12 137:4 160:2 160:6 162:21 166:17 167:22 173:23 teams 49:9 75:3 162:19 teamwork 156:6 technically 45:9 technologies 153:15 technology 59:2 63:22 141:18 152:9 tee 75:23 telephone 3:3 5:5 7:9 44:3 telephonically 76:13 tell 25:6 53:25 92:20 111:7 117:13 119:23 121:11 142:22,23 telling 52:22 119:16 ten 47:23 125:10,14 155:11 tends 133:6 tension 62:23 tent 78:18 174:4,5 tenure 33:12 term 74:25 terminology 60:6 terms 27:7 45:16,20</p>
---	---	---



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<p>46:4 55:18 56:2 67:4 76:19 107:23 133:21 137:11 140:7,22 144:10,25 154:12 160:12 167:24 terribly 82:5 terrific 19:10,22 61:4 130:19 testing 105:6 123:18 thank 18:7 19:9,12 24:20 25:8,18 26:10 29:19,21 32:13,20,21 36:2 36:23 37:9,10,22 40:2 41:10,13 43:7 50:13 54:12 59:24 66:9 71:12 72:21 73:13 76:8 91:22 95:10 106:13 108:5 111:17 112:6,21 114:7,8 121:20 122:2,25 123:6 124:10,13,20 130:18 132:6 136:11 149:9 150:14 151:5,7 156:4 162:8 167:12 167:13 169:15 171:8 175:7,14 176:17 177:8 thanking 29:12,13 176:20 thanks 14:15 31:25 32:7 36:24 39:22 43:23 46:8 48:20 70:11 74:14 94:11 104:10 106:4,15 112:2 113:25 114:2 126:7,19 136:6,15 136:18 149:10 150:13 156:14 160:8 163:14,15 173:16 175:5 177:9 Thanksgiving-level 125:16</p>	<p>theater 28:8 85:8,8 theaters 121:5,6 theme 90:8,14,19 91:2,4 118:22,23 themes 91:13 thing 38:21 48:23 64:3 73:24 83:12 85:17 115:16,17 123:12 135:25 143:7 145:22 147:20 things 27:17,19 28:5 28:15 37:19 44:8 45:24 46:19 47:17 48:9 49:4 52:11 54:3 61:7,13 63:24 64:7,19,20 70:16 72:8 82:4,16 83:10 83:18 84:2 87:20 89:22 103:13 107:17 121:25 122:23,25 127:3,4 128:12,16 130:13 139:7,19 142:18,24 144:6 145:20 153:17 167:10,18 168:8 169:12 think 13:2 14:2 15:4 19:22 26:9 27:2,24 32:4 36:16 37:14 37:17,20 38:10 39:14,20,25 46:7 48:9,16,20 49:6,11 49:21,23 50:22 52:18,22 53:3,23 54:4,15 55:25 56:14,17 57:11 58:9,24 59:14 60:22 61:3,21,22 62:8,18 63:4,7,12 63:13,16,17,23 64:2,8 65:3,10,16 65:23 66:11,12,20 69:14,21 70:4,22 71:3,6 72:3,13,18 73:25 74:8,13 75:3</p>	<p>77:10,13 79:10,10 79:17 83:18,21 86:24 88:23 93:22 94:12 97:9 99:23 100:5 102:19,21 103:7,8 105:8 106:25 111:2 112:25 113:3,11,20 114:23 117:19 119:11,14 123:2 124:9 125:7,13 126:4 127:24 128:3 128:12 130:15 132:7 135:18 136:19 137:13,18 138:4 139:4 140:14 141:8,8 142:21 144:14 145:19 146:9,16 147:5,21 147:24 148:9,11,17 149:4,15,22 150:5 150:17 160:22 161:17 162:5 168:7 169:4,25 170:2,24 171:21 173:19 174:22 175:3 thinking 38:15 79:19 83:5,15 102:15 105:3 113:13 136:23 thinks 18:22 third 48:4 50:8 71:4 77:23 116:14 120:20 Thirdly 151:23 Thirty-one 120:3 Thompson 8:11 22:7 111:18 114:4,7 159:10 thought 20:4 37:19 51:8 53:15 92:17 114:11 115:2 thoughts 107:11 134:14 146:17 168:13 169:4 thousand 157:19</p>
--	--	--



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<p>three 25:3 40:4 75:11,12 80:19 110:2 112:11,19 116:2,5 124:15 130:23 137:6 152:2 152:23 156:13,20 156:25 169:20 three-hour 58:21 thrive 16:15 tie 68:19 69:9 ties 69:17 time 14:21 16:10 25:3,23 31:23 36:3 42:6 44:3,13,19,24 48:10,13 50:20,24 51:4,6,13,16 52:14 52:24 57:14 58:4 65:20 70:20 74:6 74:19 81:23 97:9 99:15 100:2,9 102:2 107:23 108:22 113:12 119:5 120:2 128:7 130:20 136:22 140:5,20 146:2 148:22 151:2 156:21 157:3 160:12,16 165:19 171:4 172:24 176:21 times 36:7 47:5 58:21 152:10 157:9 178:15 tiny 143:2 today 12:25 13:13 19:17 32:17,23 33:10 35:17 41:11 65:19 107:9 114:16 124:17 136:19 137:8 138:12 168:21 Todd 3:12 21:17 26:2 106:24 114:3,9 162:10 163:15 Todd's 106:25 told 19:18 25:2</p>	<p>32:24 33:4 69:8 117:19 158:20 tone 35:9 tool 58:3 tools 142:23 top 15:6 40:7,9 51:20 125:15,15 154:3 topic 104:17 topics 168:11 total 33:24 totally 157:15 touch 117:19 174:19 touchdown 129:15 touches 129:11,19 tough 126:13 176:22 tour 130:6 172:3,6 172:10 tourism 1:5 3:9,11 5:4 6:4 7:14 8:16 12:7,17 13:15,16 13:23 14:22 16:12 16:25 18:11 22:5 22:11,13,17 24:2 26:3,8,13 27:3,8 28:10 29:15 30:8 30:21 31:4,10 33:11,16 34:14 35:15,20 38:24 39:8,19 53:9,17,19 77:4,9,25 80:15 84:19,25 85:13,16 86:15,18,21 87:22 88:17 89:15,17 95:17 96:3 100:21 101:24 107:20 112:17 115:4,5 120:15 127:5,25 133:18 135:3,15 136:3,25 138:22,23 139:6 147:23 148:14,18 158:20 162:14 177:11 tourism-related 101:5 Tourist 154:13</p>	<p>tourists 13:3 31:15 75:17,18 90:2 91:15 tours 170:3 town 138:16 track 14:14 37:16 113:15 trade 19:16 32:12 34:16 35:15 86:15 116:20,22 117:3 121:18 155:3 traditionally 90:11 traditions 77:7 traffic 93:17 125:17 125:20 140:10 141:23 trails 30:24 training 155:14 163:22 transactions 109:11 transfers 148:13 transit 138:18 139:3 144:12 146:14 transitioning 141:17 translate 18:25 80:7 80:16 111:6 translates 69:19 transparency 52:12 transparent 49:5 57:9 111:22 transport 130:7 transportation 2:14 11:9 23:12 101:16 130:4 133:9,16,19 133:20,24 134:10 134:12,19,25 135:12 136:5 137:9 137:13,20,25 138:8 143:17,22 144:16 159:16 172:16 Transportation-sp... 143:18 travel 1:4 3:8,11,13 6:12 7:4,10 8:16 9:4 12:6,16 13:14 13:16,22 14:21,25</p>
---	---	--



<p>15:22 16:12,24 18:11 20:20 21:17 22:11,13,17 23:18 23:20 24:8 28:10 29:14 30:21 31:4 31:10 33:11,16 34:14 35:14,20 36:17 38:24 39:19 53:9,17,18 66:16 67:22 77:4,9 79:2 79:24 80:14 81:6 87:22 88:20 95:4 95:17 96:3 97:14 97:22,22,23,24 100:21 101:5,15,18 107:19 108:14,16 108:21 112:18 115:3 116:19,22,23 117:23 120:15 127:5,19,25 133:17 134:11 135:2,14 136:3,25 147:22 148:13,14,18 149:14,18 154:4 157:10 158:19 162:13,15 163:12 175:11 177:10 traveled 37:4 traveler 29:3 97:22 129:12 travelers 36:12 46:20 79:20 97:6 97:11 127:7 129:6 144:25 145:18 154:16 traveling 19:14 88:14 travels 29:18 177:7 Treasury 143:17,22 tremendous 37:13 74:13 137:7 159:25 tried 46:11 trip 19:19,20 160:5 trips 111:13 Trudy 7:5 13:25 21:18 25:19 32:21</p>	<p>150:10 156:4 157:25 161:2 165:10 Trudy's 13:25 truly 60:9 61:10 124:19 151:4 trust 109:21 110:17 130:25 try 27:20 81:13 88:6 133:2 135:2 153:8 161:25 171:3 trying 29:3 42:2 50:3 104:25 105:13 126:22 137:15,16 140:8 163:9 165:20 TSA 129:22 TTAB 15:6 17:2 19:5 20:3 25:6 32:17 43:19 50:13 65:22 73:7 96:22 107:17 110:14 121:21 123:5 124:24 130:17 131:15 132:2 136:21 146:25 149:4 150:5 151:2 163:10 170:22 175:23 TTAB's 14:3 135:21 Tuesday 1:10 167:20 168:5 turmoil 161:21 turn 14:17 19:7 36:19 41:19 160:10 turned 109:12 124:19 tweaks 165:25 twelve 31:7 Twin 25:14 Twitter 142:25 two 26:3,5 30:15 32:6 42:25 44:8,19 45:24 46:18 51:6 67:3 75:24 76:12 95:20 96:10,21 114:24 118:16,17 123:14,25 127:15 130:23 132:24</p>	<p>133:17 134:8 135:19 143:8 150:9 163:2 167:14 168:8 168:15 169:12,15 169:15 170:25 173:3 two-day 163:6 two-way 144:24 two-year 41:18 135:21 type 83:18 types 67:17 125:20 147:10 typewritten 178:11 typically 102:20 170:9</p> <hr/> <p style="text-align: center;">U</p> <hr/> <p>U 37:8 UK 28:20 123:18 ultimate 53:4 ultimately 18:9 48:3 48:16 63:2 85:15 unalterably 72:16 unaware 132:3 underlying 46:16 underrepresented 91:14 understand 49:14 50:9 54:2 80:9 84:21 102:3 103:10 115:23 126:23 131:12 155:17 163:8 understanding 38:14 43:16 68:18 80:4 94:20 153:11 154:10 169:7 understood 161:5 undertaking 111:16 underway 158:22 unfortunately 13:13 95:3 UNIDENTIFIED 73:3,5 124:12 164:12 165:9</p>
---	--	---



<p>unintended 50:23 51:9 65:12 unit 105:2 United 13:6 31:5 36:12 75:16 77:5 77:18,22 78:13,23 88:21 116:19 117:8 117:23 119:19 120:17,24 121:2,10 125:6 145:18 160:5 Universal 8:6 24:12 64:10 University 37:5 unofficial 14:3 unrest 161:22 upcoming 41:18 87:23 update 10:8,13,15 11:6,6,9,11 32:9 36:20 38:7 76:3 87:20 106:6,15 114:5 121:20 122:4 126:4 136:17 137:19 145:19 146:20 147:16 updates 170:2 urban 146:14 urgency 66:22 170:14 USA 8:12,14 11:5,6 14:25 15:16,22 17:7 22:7 31:13 34:25 77:16 81:6,6 85:5,11 89:3 103:16,20 106:16 106:18,22 108:20 109:2,5,19,25 110:8 111:9,19 112:20 113:9 114:5 114:17 117:2 119:4 122:17 123:15,17 124:4,23 173:23 USA's 112:12 USDOT 135:6 use 66:17 84:8 98:16 100:20 101:11 118:23 148:22 useful 66:12</p>	<p>uses 97:17,18 usually 29:8 122:20 U.S 1:4 2:14 6:16 7:10 8:10 15:22 20:20 23:3,9,11 30:21 33:24,25 34:13 69:5,6,12 78:18 80:8 93:4 123:16 125:3,9 144:24 145:2,17 148:14 149:14,18 151:18,21 154:17 159:12 175:2,11</p> <hr/> <p style="text-align: center;">V</p> <hr/> <p>vacation 147:25 Vacations 21:21 Valarie 7:16 30:11 Valerie 16:9 validate 94:22 valuable 18:2 value 37:19,22 39:20 133:12 variables 62:3 varies 102:22 variety 39:11 81:2 100:23 101:3,4 109:9 135:6 various 49:8 74:18 vast 18:15 Vegas 7:16 vehicle 133:6 Ventura 25:4,22 venue 12:24 13:20 verbatim 178:12 verbiage 68:25 Version 150:17 166:15 versus 60:15 64:16 65:13 67:13 139:14 139:14 vertical 119:22 vested 129:4 vetting 108:25 Vice 2:6 19:9 20:14 20:17,22 24:14,20</p>	<p>29:21,24 30:13 32:3 39:10 41:13 50:11 53:22 56:20 58:13 59:21 65:18 66:7 68:3 69:2,14 70:4 71:14,24 72:22 73:4,6,12 75:9 86:9 87:9 91:22 92:8 94:10 143:5 150:3 155:25 160:9 162:8 163:24 164:17 165:6 167:7 173:8 177:8 Victoria 3:6 video 30:15,16,18 158:18 videoconferencing 152:8 view 126:24 127:14 viewpoints 171:16 views 122:16 visa 11:10 18:13 51:5,11,12 116:3 124:6 125:5 151:25 152:7,10 153:4 154:12 155:10 157:21 158:6,12 159:22 162:9 163:17,20 164:4,7 164:10,13,16,18 166:17 visas 17:6 51:7 150:5 156:23 159:7 160:12 161:3 visibility 66:13 visible 75:16 vision 35:14 visit 25:16 88:21 91:15 123:17 157:19 159:15 163:17 visitation 34:22 42:9 69:4 81:5 86:12 92:18 93:6 93:13 115:10 151:17</p>
---	---	---



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<p>visited 13:6 visiting 31:22 174:12 visitor 18:21 52:9 157:16 visitors 3:15 7:16 18:14,17 19:4 31:7 33:18,20 36:9,22 42:3,7,12 57:18 72:6 86:13 115:21 125:4,9 148:3 visits 25:17 visual 61:7 voice 170:22 voices 24:18 volume 42:9 volumes 125:17 vote 65:19,21 66:3 voted 165:16 Voyageurs 26:15</p> <hr/> <p style="text-align: center;">W</p> <hr/> <p>wagon 79:25 wait 36:7 47:5 58:21 70:20 74:6 152:10 157:3,9 waiting 64:21 waive 158:6 waiver 151:25 152:7 157:22 158:12 162:16 163:17 164:4,7,10,14,16 164:18 walk 95:8 107:2 wall 24:15 30:2 35:5 want 13:18 16:5 24:15 25:10,18 28:23 30:3,20 31:17 32:21 34:12 38:21 43:13 46:25 49:9 50:12 53:19 53:25 54:7 55:10 56:7,12,18,20 57:3 58:17 59:25 60:3 61:18 62:7 64:17 64:21 65:4,10 66:2</p>	<p>66:18,25 71:24 72:14 75:8,21 76:7 76:18 78:6,10 79:2 79:7,17 80:3 82:14 84:6,13 87:7,8,10 93:18 94:3 95:8 98:9 100:3 107:12 110:13 111:16 126:19 131:3 132:10 140:23 147:18 148:17 150:14 151:7,23 153:25 154:6 165:23 169:6 171:14 172:19 wanted 28:16 29:11 30:16 52:16 63:15 65:22 73:24 84:8 89:21 149:3 173:21 175:18,19 176:10 wanting 150:18 172:7 wants 16:15 63:3 107:6 warm 32:20 Washington 6:10 21:5 39:13 59:22 69:9 89:24 163:23 167:23 wasn't 51:17,18 54:13 86:23 Waters 31:20,24 Watkins 83:2 way 19:6 34:12 35:18 48:12 59:14 65:17 91:17 92:19 105:11 119:24 121:11,12 121:16 129:23 130:15 131:17 146:7 160:3 167:2 176:2,3 ways 33:3 36:16 47:15 59:2 77:21 78:5,7 80:6 99:6 104:20 115:14 135:16 155:9 website 98:9 103:5</p>	<p>web-based 102:20 week 26:15,15 40:12 41:8 84:16 95:5 125:18,21 137:24 weeks 14:24 35:11 39:17 40:4 44:4 137:22 143:9,23 156:13,21 157:2,14 166:17 169:9 weigh 86:8 128:19,20 weighed 43:7 welcome 10:6 12:16 24:24 25:5,11 30:16,20 32:20 36:11 115:17,20 welcoming 52:8 127:11 146:17 well-focused 77:14 Wendy 83:2 went 50:17 99:14 131:22 132:7 170:25 weren't 118:3 122:6 west 89:19 western 28:14 89:11 89:14,17 we'll 12:6 14:19 18:3 20:23 39:16 39:18,25 65:10 73:19,21 74:17 89:5 100:7 103:13 103:22 105:6,12 114:6 120:14 121:24 125:16,20 159:4 163:21 169:16 172:4,12 we're 13:17 14:8,22 15:14 16:2 19:5 26:24 28:21 29:3 32:4 37:17 38:18 41:6 42:5,24 45:5 47:7 52:7,20 53:6 53:8 54:15 55:4,19 57:25 65:19 68:20 70:13,18 75:6,12 80:6,12 83:19 85:4</p>
---	--	--



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<p>86:23 87:6 89:2,22 94:23 95:9 104:7 104:22,25 105:13 108:11 110:2 111:15,16 114:3,12 115:8,19 116:2,4 116:10,13 117:16 117:20,25 118:8 120:24 122:22 123:8 124:16 125:2 126:5 128:16 137:15 138:25 139:21,25 140:8,17 140:19 142:21,22 143:20,23 144:14 145:20 146:6,21 147:2,22 149:23 152:18 154:23,25 157:17 160:16 161:18,23 162:3 163:9 164:14,25 165:16,20 166:25 169:24 174:2 175:22 we've 16:25 18:24 19:4 24:21 27:8 28:4,12 33:15 37:15,19 38:25 42:4 44:2 46:6,11 47:11,23 49:15 58:20 62:9 66:20 74:2,6,11 76:12,14 77:13 78:5 85:18 87:6 106:17,17 108:9 113:19 117:24 123:7 125:13 126:17 127:24 131:4 142:12 145:3 147:11 150:3 151:15 152:24 169:7 170:10 172:2 172:13,17,21 173:14 White 137:6 wife 31:21 32:24</p>	<p>Wildland 5:10 24:6 Wildlife 101:2 willing 165:2 winter 136:23 140:21 wisdom 160:18 wishes 95:5 witnesses 110:7 Wodin-Schwartz 8:13 22:6,7 111:18 woke 32:23 women 90:16 wonder 149:18 wondered 67:9 wonderful 82:18 wonderfully 20:3 wondering 16:18 164:2 wonders 18:19 word 15:22 43:17 68:4 148:22 words 164:6 work 13:21 15:9,21 15:21 16:21 17:9 18:8,9 19:5 20:2 25:20 31:15 32:2 35:17 40:10 41:8,9 41:16,24 43:10 46:9 47:25 48:2 50:15 63:8 65:5,9 70:6,24 73:14 75:7 76:4,20 78:15,22 83:11,21 84:21 85:3,14,20 86:4 87:8 91:25 94:13 94:22 96:23,25 100:5 102:12 103:11,17 104:2,6 104:14 107:25 108:6 110:21 111:15 112:7 113:23 121:21,24 130:17 131:2,12,23 132:2,22 138:10 139:2 142:2 145:8 150:5,12,16,20,23 150:25 151:6,11</p>	<p>154:6 155:22 159:15 160:6 162:16 164:25 165:2 166:6,13,16 166:20,21 167:3 168:23 175:22 176:23 worked 13:19 39:9,12 42:16 134:7 137:3 144:7 146:24 151:9 155:24 working 17:20 34:24 35:11 37:17 38:9 42:20 47:14 49:17 60:25 70:14 74:14 75:11 88:19 89:6 103:22 104:4 110:10,13 124:4 146:5 153:14 156:7 157:22 173:22 174:2 workload 92:4 157:8 works 15:13 155:17 world 13:4 18:12 85:9 92:9 111:13 115:20,21 116:13 116:22 117:3,13,17 117:21 118:5,21 119:16 121:6,17 123:17 140:19 145:5,11 160:4 161:21 173:25 176:3 worldwide 5:6 20:16 53:17 156:24 world-class 18:16 85:8 worry 58:15 worth 15:11 wouldn't 59:18 61:4 122:9 wrap 29:24 66:3 106:5 165:22 write 55:16,17 113:6</p> <hr/> <p style="text-align: center;">Y</p> <hr/>
---	--	---



<p>yeah 62:8 82:15 87:16 93:21 112:25 149:12,22 170:4,24 172:2,2 year 13:2 31:7 88:5 89:5 92:14 99:12 99:21 103:20 116:14 118:22 121:4 127:8 132:24 133:5 139:25 140:24 141:20,25 148:22 151:22 157:20 159:24 173:25 174:12 years 24:25 25:20 37:7 39:2,13 41:5 51:6 62:10 90:6 96:22 98:5 109:11 110:2 114:24 125:10,15 145:6 146:12 150:9 155:11 yesterday 13:3 32:15 33:23 41:17 44:4 44:18 50:16 54:14 74:21 76:13 81:18 97:24 107:7 108:6 108:23 109:16 110:7,23 111:19 114:12 126:18 132:8,13 134:3,20 136:10,13 151:11 153:18,23 158:21 York 90:25 Yosemite 88:14 Young 8:15 22:16,18</p>	<p>\$16 174:5 \$181 33:15 <hr/> 1 <hr/> 1 60:8 1.3 33:21 1:15 172:4 10 60:8 93:6 116:17 138:2 142:15 158:13 10,000 30:24 10:00 1:11 100 19:3 42:3 46:13 55:21 57:17 67:5 69:18 86:12 117:15 125:8 127:7 151:21 161:23 100th 120:22 102 11:6 104 10:15 107 11:5 11 116:17 113 145:3 114 11:6 12 10:4 97:17 116:23 12:47 177:11 120 93:5 126 11:8 135 11:9 14 24:24 15 62:3 15th 112:14,21 15.3 33:17 150 11:11 155 11:11 165 11:13 17 40:9 17th 159:20 168:2 172 11:14 176/177 11:16 18th 39:5,17 167:21 18-month 91:3 19 141:23 1950s 141:17 1960s-era 157:15 1970s 141:17 146:4</p>	<p>2 <hr/> 20 64:23 93:6 116:24 125:15 141:24 142:15 146:12 200 117:15 2011 136:23 2012 137:4 156:12,19 2013 33:16 2014 1:10 12:3 33:18 159:20 178:14,25 2015 78:18 87:24 88:2 120:13 133:4 151:19 2016 120:21 152:3 2017 46:19 2021 19:5 34:21 42:4 46:14 57:11,18 86:13 125:10 127:8 133:18 134:13 151:22 2100 1:10 24 117:2 125:15 245,000 31:9 25 10:6 37:7 27 119:6 173:18 29 1:10 12:3 29th 178:14</p>
<p><hr/> Z <hr/> Zients 16:10 Zuk 9:3 23:19,20 92:11,25 93:15 94:9 <hr/> \$ <hr/> \$100 109:5,6 \$12 27:4</p>	<p><hr/> 3 <hr/> 3 158:14 30 10:7 42:5 67:15 125:16 146:12 30-year 134:24 145:25 31 119:5 32 10:8 33 117:20</p>	<p><hr/> 4 <hr/> 4 67:23 68:2 4,000-plus 162:22 4,312 159:22 40 42:6 90:6 157:7 41 10:10 45 46:22 50:25 53:14 67:7,14</p>



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5		
5 68:2 5-point 67:24 50th 78:15 51 37:25 43:20 55425 1:11 56 156:12		
6		
60 46:22 61 52:20 67 27:15 102:5		
7		
7 178:25 747 69:7 75 116:18 76 10:12		
8		
8 33:22 8.8 157:4 80 156:20 85 151:18 87 10:13		
9		
9 150:17 166:15 90 46:19 52:18 67:13 67:21 156:24 93 117:22 94 10:15 99 67:8 99.9 67:8 99.99 67:8		



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MEETING, JULY 29, 2014

Page 1

1
2
3
4
5 U.S. TRAVEL
6 AND
7 TOURISM ADVISORY BOARD MEETING
8
9
10 Meeting, held on Tuesday, July 29, 2014, taken
11 at the Radisson Blu Hotel, Minnetonka Ballroom, 2100
12 Killebrew Drive, Bloomington, Minnesota, 55425,
13 commencing at 10:00 a.m., before Mary P. Mitchell, a
14 Registered Diplomat Reporter, Certified Realtime
15 Reporter, and Notary Public in and for the State of
16 Minnesota.
17
18
19
20
21
22
23
24
25

Page 2

1
2 APPEARANCES:
3
4 MR. SAM GILLILAND
5 Sabre, Chairman
6
7 MS. KATHLEEN MATTHEWS
8 Marriott International Vice Chair
9
10 MS. HOLLY AGRA
11 Chicago's First Lady Cruises
12
13 MS. ROSEMARIE ANDOLINO
14 Chicago Department of Aviation
15
16 MS. MAUREEN BAUSCH
17 Mall of America
18
19 MR. BRANDON BELFORD
20 U.S. Department of Transportation
21
22 MR. DAVID BERG
23 Airlines for America
24
25

Page 3

1
2 APPEARANCES: (CONT'D.)
3
4 MR. JOHN BLAIR, (VIA TELEPHONE)
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6 Affairs, Department of the Interior
7
8 MR. DARRELL BRYAN
9 Victoria Clipper
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11 MR. RICHARD CHAMPLEY
12 Department of Commerce, National Travel and
13 Tourism Office
14
15 MR. CURT COTTLE
16 National Travel and Tourism Office
17
18 MR. TODD DAVIDSON
19 Travel Oregon
20
21 MR. BRADLEY DEAN
22 Myrtle Beach Area Convention and Visitors
23 Bureau/Chamber of Commerce
24
25

Page 4

1
2 APPEARANCES: (CONT'D.)
3
4 MR. GADI DECHTER
5 Department of Commerce
6
7 MR. FRED DIXON
8 NYC & Company
9
10 MR. JOHN EDMAN
11 Explore Minnesota
12
13 MS. MARYANN FERENC
14 Mise en Place Hospitality Group
15
16 MR. ELLIOTT FERGUSON
17 Destination DC
18
19 MR. DONALD FREEMAN
20 The Freeman Companies
21
22 MR. MIKE GALLAGHER
23 CityPASS
24
25



MEETING, JULY 29, 2014

<p style="text-align: center;">Page 5</p> <p>1 2 APPEARANCES: (CONT'D.) 3 4 MR. JAMES HAGEN South Dakota Department of Tourism 5 6 MR. BARNEY HARFORD, (VIA TELEPHONE) Orbitz Worldwide 7 8 MR. PATRICK HART Department of Homeland Security 9 10 MR. KIRK HOESSLE Alaska Wildland Adventures 11 12 MR. KENNETH HYATT Department of Commerce 13 14 MR. JEREMY JACOBS Delaware North Companies 15 16 MR. DAN JASPER Mall of America 17 18 19 20 21 22 23 24 25</p>	<p style="text-align: center;">Page 7</p> <p>1 2 APPEARANCES: (CONT'D.) 3 4 MS. OLGA RAMUDO Express Travel of Miami 5 6 MS. TRUDY RAUTIO Carlson 7 8 MR. STEVE REDLINGER Department of Homeland Security 9 10 MS. PATRICIA ROJAS-UNGAR, (VIA TELEPHONE) U.S. Travel Association 11 12 MR. DEAN RUNYAN Dean Runyan Associates 13 14 MS. SHERRY RUPERT American Indian Alaska Native Tourism Association 15 16 MS. VALARIE SEGARRA Las Vegas Convention and Visitors Authority 17 18 19 20 21 22 23 24 25</p>
<p style="text-align: center;">Page 6</p> <p>1 2 APPEARANCES: (CONT'D.) 3 4 MR. DOUG KILLIAN Mall of America Tourism Marketing 5 6 MR. BOB LYNCH Americans for the Arts 7 8 MS. MELANIE MAPES Chicago's First Lady Cruises 9 10 MS. MARGARET McKEOUGH Washington Airports Authority 11 12 MR. BRIAN MULLIS Sustainable Travel International 13 14 MS. JENNA PILAT Department of Commerce 15 16 MR. ED RAMOTOWSKI U.S. Department of State 17 18 19 20 21 22 23 24 25</p>	<p style="text-align: center;">Page 8</p> <p>1 2 APPEARANCES: (CONT'D.) 3 4 MR. STEFAN SELIG Department of Commerce 5 6 MR. JOHN SPROULS Universal Parks and Resorts 7 8 MR. GREG STUBBLEFIELD Enterprise Holdings 9 10 MR. DAN TANCIAR U.S. Customs and Border Protection 11 12 MR. CHRISTOPHER THOMPSON Brand USA 13 14 MR. AARON WODIN-SCHWARTZ Brand USA 15 16 MR. BILL YOUNG National Travel and Tourism Office, Department of Commerce 17 18 19 20 21 22 23 24 25</p>



Page 9

1
2 APPEARANCES: (CONT'D.)
3
4 MR. JONATHAN ZUK
5 Amadeo Travel Solutions
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

Page 11

1
2 INDEX (CONT'D.)
3
4 DESCRIPTION PAGE
5 BRAND USA
6 Subcommittee Report 107
7 Department of Commerce Update 102
8 Brand USA Update 114
9
10 INFRASTRUCTURE
11 Subcommittee Report 126
12 Department of Transportation Update 135
13
14 VISA POLICY
15 Subcommittee Report 150
16 State Department Update 155
17
18 Final Comments/Next Steps 165
19
20 Public Comment Period 172
21
22 Adjournment 176/177
23
24
25

Page 10

1
2 INDEX
3 DESCRIPTION PAGE
4
5 Opening Remarks & Introductions 12
6
7 MINNESOTA WELCOME
8 John Edman 25
9 Congressman Erik Paulsen 30
10
11 Update on Presidential Memorandum 32
12
13 DISCUSSION AND DELIBERATION OF BOARD
14 Recommendations on Presidential Memorandum 41
15
16 CULTURAL & NATURAL HERITAGE
17 Subcommittee Report 76
18 Department of Interior Update 87
19
20 DATA & RESEARCH
21 Subcommittee Report 94
22 Department of Commerce Update 104
23
24
25

Page 12

1
2 MEETING
3 JULY 29, 2014
4
5 CHAIRMAN GILLILAND: Okay, folks, if
6 we could grab a seat, we can get started.
7 We'll call this meeting of the Travel and
8 Tourism Advisory Board to order.
9 And I might just remind everybody,
10 we do have Mary Mitchell in the back, who is
11 going to be taking the minutes of the
12 meeting. And it would be really helpful to
13 her if you could announce who you are before
14 you make your comments. It's hard to
15 remember, but she'd greatly appreciate it.
16 So I'm Sam Gilliland, and pleased to
17 be here with you, and to welcome the Travel
18 and Tourism Advisory Board, our members, our
19 government partners, our staffers, and our
20 hosts to the summer meeting here at the Mall
21 of America in Minneapolis.
22 This place is awesome. I was
23 talking with Maureen earlier, I mean this
24 mall is, it's something else, it's amazing.
25 And a great, fitting venue for deliberations
here today.



Page 13

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2 Each year, as I think some of you
3 heard from Maureen yesterday, tourists from
4 all over the world flock to this shopping
5 and entertainment attraction. It's one of
6 the most visited destinations in the United
7 States. And the Mall of America is a huge
8 engine for employment. It has enormous
9 impact on the state and nations. That
10 impact is measured in billions of dollars.
11 It's expansive, it's innovative, and to
12 borrow a line from Secretary Pritzker, who
13 unfortunately couldn't join us today, it's
14 open for business. In short, what travel
15 and tourism does for our nation, the Mall of
16 America does for travel and tourism, and I'm
17 delighted that we're here.
18 I want to extend our huge
19 appreciation to those who worked so hard
20 arranging for this meeting at this venue.
21 As always, a huge amount of work goes into
22 planning and execution of a Travel and
23 Tourism Advisory Board meeting. Certainly
24 this is no exception. Our board members
25 Maureen Bausch and Trudy Rautio, and Trudy's

Page 14

1
2 colleague Tammy Lee Stanoch, I think they've
3 become TTAB's unofficial Minnesota destination
4 marketing organization.
5 (Whereupon, laughter occurred.)
6 They've been the driving forces of
7 arranging the meeting and all the activities
8 and logistics surrounding it. And we're
9 really grateful, really grateful to you.
10 Really do appreciate all that you've done.
11 And, of course, without Jenna Pilat,
12 these full board meetings or subcommittees or
13 deliberations or recommendations would not
14 stay on track. Jenna is the engineer that
15 makes it all happen. And so many thanks to
16 you, Jenna.
17 Couple of comments before I turn it
18 over to Kathleen for some further
19 introductions. And we'll go around the room
20 and get everybody introduced. I really feel
21 like this is an exciting time for travel and
22 tourism. You might say that we're on a
23 roll. In rapid succession in the last
24 couple of weeks, as many of you are aware,
25 the Travel Promotion Act, Brand USA

Page 15

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2 preauthorization has passed the House, and
3 the Senate commerce committee, and may be
4 headed to the Senate floor soon. I think we
5 all hope that it will be. This is one of
6 the top priorities of the last TTAB, which
7 was fully embraced by the industry, Secretary
8 Pritzker, and the administration. Certainly
9 there's more work to do to get this on the
10 President's desk and signed into law, but
11 it's worth pausing for a moment to take note
12 of something important. And that is, when
13 this industry works together on an
14 initiative, we're incredibly effective. The
15 breadth and depth of the list of co-sponsors
16 of the Brand USA Preauthorization bill that
17 passed the House from liberal Democrats to
18 conservative Republicans is really a
19 remarkable achievement, given the current
20 political environment.
21 Because of our work, the work of
22 U.S. Travel and Brand USA, the word is out
23 that our industry is making huge quantifiable
24 impacts on jobs, on GDP, and exports at the
25 local, regional and national levels. What

Page 16

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2 we're seeing happening in Congress with
3 reauthorization is proof-positive of that
4 impact.
5 I also want to mention that
6 President Obama's continuing and demonstrable
7 personal interest in our industry is
8 extremely gratifying. Once again the
9 President, along with Valerie Jarrett and NEC
10 Director Jeff Zients, took time in May to
11 meet with a number of the leaders of the
12 travel and tourism industry, including some
13 of the members of this board. Clearly, he's
14 genuinely interested in pursuing policies that
15 will help our industry thrive, and he wants
16 to hear from us on what his administration
17 should do.
18 So the days of wondering whether our
19 recommendations will matter in formulating
20 government policy are really behind us.
21 Through a lot of smart, collaborative work in
22 the industry, and because of an extraordinary
23 Secretary of Commerce and the inter-agency
24 team she leads to fully prioritize travel and
25 tourism, we've really come to a golden moment



Page 17

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2 in our industry's history. TTAB has played
3 a major role in reaching that moment and
4 will play a major role in taking advantage
5 of it.
6 Our six subcommittees, Entry, Visas,
7 Infrastructure, Brand USA, Data and
8 Statistics, and Cultural and Natural Heritage,
9 are off and running. Work plans are being
10 developed. And in the case of the Entry
11 subcommittee, recommendations are going to be
12 discussed, since this board has been asked
13 specifically by President Obama in his
14 memorandum to offer our suggestions for
15 improving the entry process. The report by
16 the Secretaries of Commerce and Homeland
17 Security to the President, that report is due
18 in September. And the Entry subcommittee and
19 its co-chairs, Dave Berg and John Sprouls,
20 have been working diligently on these
21 recommendations and have been talking to our
22 ex officio partners at CBP, DHS to get their
23 input.
24 So Entry may be the first out of
25 the gate, but I'm confident that all of our

Page 19

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2 economic power, and help us make better
3 decisions about how to attract the 100
4 million visitors we've set as our goal in
5 2021. Through the work of the TTAB, we're
6 well on our way.
7 And with that, I'd like to turn it
8 over to Kathleen. Kathleen.
9 VICE CHAIR MATTHEWS: Great. Thank
10 you so much. It is terrific to see such
11 robust participation in the middle of summer.
12 So thank you everybody who's here. While
13 Secretary Pritzker is not able to join us
14 because she's traveling in India, we are
15 really lucky to have Stefan Selig, the Under
16 Secretary for International Trade with us
17 today. And you'll be hearing from him
18 shortly. He's told us this is his first
19 domestic trip in his new capacity since he
20 was sworn in in early June. His first trip
21 was to Beijing. So from Beijing to
22 Minneapolis I think is terrific. So it's
23 great to have you here.
24 And we also have really robust
25 participation among all of our constituent

Page 18

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2 subcommittees will provide valuable
3 contributions and recommendations that we'll
4 be proud to send up to Secretary Pritzker,
5 and through her, to the President and the
6 administration.
7 So again, thank you to all of you
8 for your important work and contributions.
9 Ultimately, the work of this board
10 is about achieving the full potential of
11 travel and tourism. Marketing this great
12 nation around the world, streamlining and
13 making pleasant the visa and entry process,
14 helping those international visitors get
15 around our vast country, with access to
16 world-class airports, roads, seaports, railways
17 and so forth, delighting those visitors with
18 the great cultural heritage and the many
19 natural wonders our country has to offer.
20 And then there's the secret sauce. We need
21 to quantify and measure what our visitor does
22 and what she thinks about the quality of her
23 experience. Because if there's anything
24 we've learned as an industry, it's that data
25 and statistics translate into political and

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2 government agencies that support the work of
3 the TTAB so wonderfully.
4 We thought it would be great before
5 we hear from Stefan to go around the room so
6 that everybody's able to introduce themselves.
7 And why don't we start with people who are
8 on the phone, if you could introduce
9 yourselves to begin.
10 MR. BLAIR: This is John Blair.
11 I'm the Director of Intergovernmental and
12 External Affairs of the Department of the
13 Interior.
14 VICE CHAIR MATTHEWS: Any others?
15 MR. HARFORD: This is Barney
16 Harford, CEO of Orbitz Worldwide.
17 VICE CHAIR MATTHEWS: Any others on
18 the phone?
19 MS. ROJAS-UNGAR: Hi, this is
20 Patricia Rojas-Ungar with the U.S Travel
21 Association.
22 VICE CHAIR MATTHEWS: Is that it for
23 the phone? Great. So we'll just go around
24 the room. Why don't we start with you,
25 Holly.



Page 21

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2 MS. AGRA: Holly Agra, Chicago's
3 First Lady Cruises.
4 MS. McKEOUGH: Good morning.
5 Margaret McKeough, with the Washington
6 Airports Authority.
7 MR. LYNCH: Hi. Bob Lynch,
8 Americans for the Arts.
9 MS. FERENC: Good morning. Maryann
10 Ferenc, Mise en Place Hospitality Group.
11 MR. DIXON: Good morning. Fred
12 Dixon, NYC & Company.
13 MR. DEAN: Good morning. I'm Brad
14 Dean with the Myrtle Beach Area CVB/Chamber
15 of Commerce.
16 MR. DAVIDSON: Good morning,
17 everyone. Todd Davidson, with Travel Oregon.
18 MS. RAUTIO: Hi, I'm Trudy Rautio
19 with Carlson.
20 MR. BRYAN: Good morning. Darrell
21 Bryan, Clipper Vacations, Seattle.
22 MR. EDMAN: John Edman, Explore
23 Minnesota.
24 MS. BAUSCH: Maureen Bausch, Mall of
25 America.

Page 22

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2 MR. JACOBS: Jerry Jacobs, with
3 Delaware North Companies.
4 MR. HAGEN: Good morning. Jim
5 Hagen, South Dakota Department of Tourism.
6 MR. WODIN-SCHWARTZ: Aaron
7 Wodin-Schwartz, Brand USA. Chris Thompson
8 will be here shortly.
9 MR. CHAMPLEY: Good morning, Dick
10 Champley, Department of Commerce National
11 Travel and Tourism Office.
12 MR. COTTLE: Hi, it's Curt Cottle,
13 National Travel and Tourism Office.
14 MR. DECHTER: Gadi Dechter, Commerce
15 Department.
16 MR. YOUNG: Good morning everyone.
17 National Travel and Tourism Office, Department
18 of Commerce, Bill Young.
19 MS. PILAT: Good morning, Jenna
20 Pilat, Department of Commerce.
21 MR. HYATT: Ken Hyatt, Department of
22 Commerce.
23 MR. SELIG: Stefan Selig, Department
24 of Commerce.
25 MR. HART: Pat Hart from Department

Page 23

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2 of Homeland Security.
3 MR. TANCJAR: Dan Tancjar, U.S.
4 Customs and Border Protection.
5 MR. REDLINGER: Steve Redlinger,
6 Department of Homeland Security.
7 MS. ANDOLINO: Rosie Andolino,
8 Chicago Department of Aviation.
9 MR. RAMOTOWSKI: Ed Ramotowski, U.S.
10 Department of State.
11 MR. BELFORD: Brandon Belford, U.S.
12 Department of Transportation.
13 MR. BERG: David Berg, Airlines for
14 America.
15 MR. FERGUSON: Elliott Ferguson,
16 Destination DC.
17 MR. MULLIS: Good morning. Brian
18 Mullis, Sustainable Travel International.
19 MR. ZUK: Good morning. Jonathan
20 Zuk, Amadeo Travel Solutions.
21 MR. RUNYAN: Dean Runyan, Dean
22 Runyan Associates.
23 MR. STUBBLEFIELD: Greg Stubblefield,
24 Enterprise Holdings.
25 MS. RUPERT: Sherry Rupert, American

Page 24

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2 Indian Alaska Native Tourism Association.
3 MR. GALLAGHER: Mike Gallagher,
4 CityPASS.
5 MR. HOESSLE: Kirk Hoessle, Alaska
6 Wildland Adventures.
7 MS. RAMUDO: Olga Ramudo, Express
8 Travel of Miami, Hispanic Diversity Chair,
9 ASTA-NTA.
10 MR. FREEMAN: Donald Freeman, The
11 Freeman Companies.
12 MR. SPROULS: John Sprouls, Universal
13 Parks and Resorts.
14 VICE CHAIR MATTHEWS: And along the
15 wall, do you want to start?
16 (Whereupon, Attendees not seated at
17 table microphones introduced themselves, but
18 their voices were inaudible and therefore not
19 part of the public record.)
20 VICE CHAIR MATTHEWS: Great, thank
21 you very much. We've been able to extend
22 our gratitude to the Mall of America and
23 also to the folks from Carlson. We have an
24 official welcome from John Edman, who for 14
25 years has headed up Explore Minnesota. He



1
2 told me earlier that he has served under
3 three governors in that time, starting with
4 Jesse Ventura, his first governor. And so
5 he's going to officially welcome everyone and
6 tell us why it's so great that the TTAB has
7 come to Minnesota for this meeting.
8 MR. EDMAN: Well, thank you,
9 Kathleen. And on behalf of Governor Dayton
10 and everyone at Explore Minnesota, I want to
11 officially welcome you to Minnesota. You've
12 been here for several days already and have
13 had a chance to explore the Mall of America
14 and parts of the Twin Cities, and hopefully
15 get a chance to enjoy other parts of our
16 state, if not on this visit, in future
17 visits.
18 I want to thank Maureen Bausch for
19 asking me to be here, and Trudy, I used to
20 work actually at Carlson Companies years ago
21 before I had this job when I first was
22 appointed by Governor Ventura. I'm not sure
23 why that always gets a laugh every time
24 someone mentions that, but.
25 And then I'll also give a quick

1
2 And I think Judy mentioned very eloquently
3 last night about the importance of tourism in
4 Minnesota, \$12 billion industry. But as an
5 industry, we realize how important it is.
6 It affects all parts of our state, large
7 communities and small. But in terms of our
8 tourism budget, we've been relatively flat
9 for a while. And our industry said, you
10 know, enough, we really need to raise our
11 profile. And so last legislative session,
12 through the initiative of people like Bonnie
13 and Doug and Maureen, we are going to
14 receive the largest budget increase in our
15 history ever, 67 percent increase in our
16 budget. Which is allowing us to do a lot
17 of things that we haven't been able to do
18 before.
19 And one of the first things we did
20 is try to find out, you know, what consumers
21 say about Minnesota and what they know. And
22 in conversation with Mike Gallagher this
23 morning, who hadn't been here a lot, he
24 said, "Well, I think we emphasize that we
25 don't have a product problem, we have an

1
2 shout-out to a couple of my colleagues, Todd
3 Davidson and Jim from two state tourism
4 offices that are on the board. I'm glad
5 that you two are here and providing
6 leadership. And a shout-out to Bonnie
7 Carlson there, who sits actually on my
8 tourism council and helps direct and lead, as
9 well as Doug Killian. I think I saw Doug
10 over there in the back. So anyway, thank
11 you all very much for being here.
12 You know, I mentioned a little bit
13 about tourism in Minnesota, you got a little
14 sense of it here. I actually just spent the
15 week last week up in Voyageurs National Park.
16 Lot of people don't realize we have a
17 national park, several national parks here in
18 Minnesota. But whether it's the lakes in
19 the north, the headwaters of the Mississippi,
20 all of the attractions here in the metro
21 area, the major events that was mentioned
22 last night, such as the All-Star Game, the
23 Super Bowl, the Ryder Cup when they're
24 coming, the Mayo Clinic in Rochester. We're
25 very proud of what we have in this state.

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2 awareness problem." People just don't know
3 about the attractions in the state. So what
4 we've been able to do is have a campaign
5 that focuses on the things that are only in
6 Minnesota -- The headwaters of the
7 Mississippi, Lake Superior, the Guthrie
8 Theater, the Mayo Clinic -- and get consumers
9 engaged in talking to each other about the
10 importance of travel and tourism and what it
11 means to this state.
12 We've gone out to new markets,
13 Chicago, Kansas City, Denver, parts of
14 Western Canada. Done a lot of co-ops and
15 partnerships. And one of the things I
16 specifically wanted to mention is
17 international is becoming an increasingly
18 important part of our tactics. We focused
19 on obviously Canada, which we almost consider
20 a domestic market, Japan, UK, Germany,
21 Scandinavian countries. We're also doing a
22 little bit into China and to France and et
23 cetera. We really want to expand these
24 efforts.
25 I also sit as the chair on the



Page 29

1
2 Minneapolis-St. Paul Airports Foundation, and
3 we're trying to enhance that traveler
4 experience when they come to Minneapolis-St.
5 Paul. Involved in an arts program. And if
6 you haven't been on the C Concourse, you've
7 got to see the bathrooms on the C Concourse,
8 those are actually incredible. And I usually
9 don't get excited about bathrooms.
10 But, we really feel we have a lot
11 to offer in the state. And I just wanted
12 to close by thanking all of you for being
13 here in Minnesota, thanking you for all that
14 you do collaboratively to enhance travel and
15 tourism, not only in Minnesota, but
16 throughout the entire country. It's
17 beneficial to all of us. And if you need
18 any help on any future travels to our state,
19 please don't hesitate to let me know. Thank
20 you.
21 VICE CHAIR MATTHEWS: Thank you so
22 much.
23 (Whereupon, applause occurred.)
24 VICE CHAIR MATTHEWS: As we wrap up
25 our introductions, I noticed that there's

Page 30

1
2 some folks along this wall that I didn't see
3 earlier. Do you want to introduce yourself
4 real quickly.
5 MR. JASPER: Certainly. Dan Jasper,
6 Mall of America.
7 MR. KILLIAN: Doug Killian, Mall of
8 America Tourism Marketing.
9 MS. MAPES: Melanie Mapes, Chicago's
10 First Lady Cruises.
11 MS. SEGARRA: Valarie Segarra, LV
12 CVA.
13 VICE CHAIR MATTHEWS: And last night
14 we heard from representatives of Minnesota's
15 two senators. But we also have a video, a
16 welcome video we wanted to share with you
17 from Congressman Paulsen, so if we can just
18 queue up that video.
19 CONGRESSMAN ERIK PAULSEN: Hi, I am
20 Erik Paulsen. I want to welcome everybody
21 to Minnesota for the U.S. Travel and Tourism
22 Advisory Board meeting. And while you're
23 here, I hope you have the chance to enjoy
24 one of our 10,000 lakes, bike trails,
25 beautiful golf courses, and of course,

Page 31

1
2 America's favorite mall, the Mall of America,
3 which is right in my district.
4 As you know, travel and tourism play
5 an important role in the United States,
6 especially right here in Minnesota. Every
7 year millions of visitors bring twelve and a
8 half billion dollars in sales to our state,
9 which helps support 245,000 jobs. I know
10 just how important the travel and tourism
11 industry is to our economy.
12 Recently the House, with overwhelming
13 bipartisan support, reauthorized Brand USA, to
14 make sure the organization can continue their
15 great work of attracting tourists to our
16 country.
17 Before I go, though, I want to share
18 my own almost-a-Minnesota-secret destination.
19 Because for me, there's nothing like canoeing
20 through the Boundary Waters in Northern
21 Minnesota with my wife and four daughters.
22 For those of you that are visiting Minnesota
23 for the first time, I hope you'll have the
24 chance to experience the Boundary Waters
25 Canoe Area for yourself someday. Thanks for

Page 32

1
2 all your great work. Have a great meeting.
3 VICE CHAIR MATTHEWS: Great. And
4 that's the introductions, so I think we're
5 ready to roll up our sleeves and lean in
6 over the next two hours.
7 CHAIRMAN GILLILAND: Okay. Thanks,
8 Kathleen. So our next item on the agenda is
9 an update on the Presidential Memorandum.
10 And to kick us off on that is our brand-new
11 very new Under Secretary of Commerce for
12 International Trade, Stefan Selig. Stefan.
13 MR. SELIG: Thank you, Sam. Good
14 morning, everyone. It was great meeting many
15 of you yesterday and at breakfast this
16 morning. And I'm looking forward to
17 participating in my first TTAB meeting today.
18 It does seem I have mutual friends with many
19 of you, so I don't feel so very brand-new.
20 So thank you for your warm welcome.
21 I also do want to thank again Trudy
22 and Maureen for their gracious hospitality in
23 hosting us today. As I woke up this
24 morning, I told my wife how fantastic the
25 Radisson Blu was and this experience was, and



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2 then I quickly realized the error of my
3 ways, given the shopping opportunities that
4 she would encounter here, and told her it
5 was really not for her taste at all.
6 (Whereupon, laughter occurred.)
7 Now, so you hopefully will be able
8 to do without that one big shot in the arm
9 that would have come if she would have been
10 joining us today.
11 Travel and tourism are going to play
12 an extremely important role in my tenure as
13 Under Secretary. Now, the data, some of
14 which you already heard, helps explain why.
15 As you know, we've achieved a record \$181
16 billion in 2013 travel and tourism exports.
17 We saw an increase to 15.3 million foreign
18 visitors in the first quarter of 2014 alone.
19 And just in March we saw significant
20 increases in visitors from Mexico, Brazil and
21 Eastern Europe. All that is supporting 1.3
22 million American jobs, and accounts for 8
23 percent, as we talked about yesterday, of
24 total U.S. exports. That is a big deal to
25 the U.S. economy. And as a result, that is

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2 now a big deal to me personally.
3 As you all know, my colleagues and I
4 rely heavily on your input and guidance to
5 help us best support your industry. And so
6 we will continue to look for your input to
7 learn all that you do to make your industry
8 become successful. Ken to my right now is
9 going to lead the discussion of the
10 President's Memorandum on the entry process
11 for international guests when I am through as
12 a way to kick us off. But I also want to
13 point out that the U.S. and China have
14 agreed that travel and tourism will be one
15 important focus of our next meeting for the
16 Joint Committee on Commerce and Trade in
17 December in Chicago, the JCCT, and that
18 effort is something that I am leading on
19 behalf of the Secretary.
20 China is obviously critically
21 important to the achievement of our 2021
22 visitation goals, like it is in so many
23 important parts of our economy.
24 So I look forward to working with
25 you, Chris and others at Brand USA and other

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2 partners to structure a program that will
3 establish a solid foundation of cooperation
4 and enable a great level of success.
5 As a former Wall Street banker, my
6 circuitry is to be proactive and be
7 supportive and highly responsive. So when it
8 comes to the needs of the business community
9 generally, that is hopefully the tone and
10 approach you will find from me and my team.
11 In the coming weeks I'll be working
12 with Jenna to reach out to some of our key
13 stakeholders and advisory committees like you
14 as we develop our strategic vision for travel
15 and tourism and international trade as a
16 whole. And as we begin our subcommittee
17 work today, please know that I am here as a
18 resource for you in any way that I can
19 possibly be helpful.
20 Travel and tourism is an industry
21 that has made great progress, but as Sam and
22 Kathleen have just pointed out, we still have
23 great potential. And I know with all the
24 talent around this table we can realize that
25 potential.

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2 So thank you for your involvement on
3 this board and for your time and effort in
4 getting here, as Kathleen said, in the middle
5 of the summer, and providing your industry's
6 input on the development of the national goal
7 to improve wait times and enhance our
8 customer service experience for all of our
9 foreign visitors.
10 As key stakeholders, you play a
11 critical role in the effort to welcome more
12 international travelers to the United States.
13 And your engagement on the Presidential
14 Memorandum has enabled us to look at the
15 entire entry process, from primary to egress,
16 and to think of creative and innovative ways
17 to improve that travel experience.
18 So with that brief introduction, I
19 will now turn it over to my partner and
20 deputy Ken to give you an update on the
21 President's Memorandum for international
22 visitors entry process.
23 MR. HYATT: Thank you, Stefan. Let
24 me echo my thanks to Sam, Kathleen, to all
25 of you, and of course, to our hosts from



Page 37

1
2 Minnesota. I have been here just once.
3 Senator Klobuchar asked me to come out.
4 Previously I had only traveled here when my
5 brother was at the University. And I'm
6 seeing a different part of Minnesota and
7 Minneapolis than I did coming here 25 years
8 ago when he was at the U? Is that how
9 it's sort of referred to? So again, thank
10 you, thank you all for your hospitality.
11 Just a couple quick points. One,
12 let me echo where Sam started and where
13 Stefan was, which is tremendous progress, and
14 a lot to do. The six subcommittees I think
15 are directly on point to what we've got to
16 do. They sort of track the strategy that
17 we're working against. And I think it's
18 fair to say that this group has added
19 enormous value as we've thought these things
20 through. And it's I think everyone's
21 expectation the group will continue to add
22 enormous value. So I again thank you for
23 the efforts that everyone around here makes.
24 With respect to the Presidential
25 Memorandum itself, in 51 days, and you note

Page 38

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2 that I'm not counting, we need to deliver to
3 the President a proposal for a national goal
4 and first drafts of the airport-specific
5 action plans.
6 I'm going to let our great
7 colleagues from DHS talk about the update on
8 the action plans themselves. But we have
9 been working in partnership to listen and
10 think about what those appropriate goals
11 would be. We are eagerly awaiting this
12 letter that I know you're going to discuss
13 in moments. But our premise is that
14 understanding both your perspectives on what
15 we should accomplish, but also your thinking
16 about how we together accomplish these goals,
17 the implementation, the execution critical.
18 So we're looking forward to the letter. And
19 again, I'll let DHS talk about the
20 airport-specific plans.
21 One other thing I just want to
22 announce is a number of you have been
23 enormously supportive of this notion of a
24 National Travel and Tourism Office, which
25 some of you know we've elevated and created

Page 39

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2 as we launched the strategy a couple years
3 ago. I'm delighted to say that we will now
4 have an executive director joining us on the
5 18th of August. Kelly Craighead is her
6 name. A number of people around have
7 actually met her, talked with her. And she
8 both has a tourism background, she has a
9 political background, she worked for then
10 Vice President -- First Lady, Hillary
11 Clinton, in a variety of different
12 capacities, has worked in and around
13 Washington for a number of years, and I
14 think will be a force that can be brought to
15 bear to, again, help the industry go forward.
16 So we'll send her background around in the
17 next couple weeks. But as of the 18th of
18 August, we'll now have that head of the
19 National Travel and Tourism Office, which
20 again I think will add value as we go
21 forward.
22 So again, thanks to all. I'm
23 looking forward to the discussion.
24 CHAIRMAN GILLILAND: All right. And
25 then I think we'll go to Pat Hart. Pat.

Page 40

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2 MR. HART: Thank you. I guess I'm
3 the other new guy at the table here. I've
4 been on the job for about three weeks. And
5 just to be clear, when I first started, the
6 leadership at DHS made it very clear to me
7 that this is one of their top priorities.
8 And we are making progress. The initial
9 meetings at the 17 top airports have been
10 completed, they're continuing to work with
11 their stakeholders. I had the opportunity
12 last week to attend one of those stakeholder
13 meetings at Logan Airport up in Boston. And
14 it was great to see the partnership that the
15 CBP, the airlines, the airline officials, the
16 airport officials have up there in Boston.
17 And I know it's reflective of that
18 relationship across the country as well. So
19 again, what I saw in Boston is they're
20 rolling up their sleeves and taking, you
21 know, a really detailed look at that entire
22 customer experience. And they're developing
23 those action plans that Ken mentioned to make
24 sure that we keep a focus on that experience
25 going forward. And that this is something



Page 41

1
2 we just -- you know, an action plan can be
3 put together and put on the shelf, it's not
4 something that is going to drive our actions
5 in the months and years ahead.
6 So we're looking forward to seeing I
7 guess the initial draft of those plans the
8 first week of August, work through those.
9 And we look forward to continuing to work
10 with all of you. So thank you again for
11 the opportunity to be here today. And I
12 appreciate it.
13 VICE CHAIR MATTHEWS: Great, thank
14 you. While all the committees got together
15 very quickly and have done some really
16 amazing work both on the phone and then
17 yesterday at our subcommittee meetings towards
18 their action plan for the upcoming two-year
19 turn, one committee in particular found
20 themselves in the cross hairs of having to
21 just jump in and move to action with this
22 Presidential Memorandum and the request for a
23 first draft on setting a goal regarding the
24 entry process. Of course, this work is so
25 critical because as we look at the

Page 42

1
2 President's guidelines towards trying to
3 achieve 100 million international visitors by
4 2021, we've realized, given our current
5 levels, we're looking at increases of 30 to
6 40 percent in that time period. When you
7 add all those visitors, our international
8 airports certainly will become a choice point
9 for that incredible new volume of visitation.
10 And so this goal really is around the
11 management of all those new international
12 visitors.
13 The group really rolled up their
14 sleeves. There was a lot of discussion and
15 deliberation. There were differences of
16 opinion on this. They worked very closely
17 with the folks from Department of Homeland
18 Security and Customs and Border Patrol to
19 make sure that there was good input on what
20 was achievable, as well as working with all
21 the other agencies, Commerce, State, to get
22 good advice.
23 And so what we'd like to do now is
24 discuss the proposal. We're going to have
25 the two chairs, co-chairs of that committee,

Page 43

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2 Dave Berg and John Sprouls, talk about where
3 they have landed. All of you have a draft
4 in front of you of what that looks like.
5 It was actually going through edits and
6 iterations all through the night. And so we
7 thank all of you who weighed in on it, and
8 particularly that subcommittee and the
9 co-chairs who have really taken on this
10 important bit of work.
11 So if I can just hand it over to
12 Dave and John to kind of discuss that. And
13 then obviously we want the input of everybody
14 here in the room. Because our goal will be
15 to come out of this meeting with an
16 understanding that would have your approval
17 towards what might be some word smithing
18 before it actually goes out, but really the
19 intent of the TTAB lining up behind this
20 letter that would go to the President in 51
21 days.
22 MR. BERG: Again, David Berg with
23 Airlines for America. Thanks, Kathleen, for
24 your introduction.
25 So this task obviously flows from

Page 44

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2 the Presidential Memorandum. And we've spent
3 quite a bit of time between a telephone call
4 a couple weeks ago and then yesterday
5 afternoon talking about what needs or what
6 should be in a national goal which will be
7 recommended.
8 We focused on two things really. A
9 qualitative point or goal that is the
10 customer experience and identifying a level
11 of satisfaction at the completion of the
12 process. And then also a quantitative goal,
13 and that is, a time frame for completing the
14 process. Getting through -- getting through
15 the inspection process and out of the federal
16 inspection facility.
17 With everyone in attendance
18 particularly yesterday at the meeting, we
19 spent a lot of time talking about those two
20 aspects of a goal and how do we frame it,
21 how do we put it together, should one have
22 predominance over another, or what are the
23 interests.
24 We spent a lot of time talking about
25 the potential implications in particular of a



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2 quantitative goal. And we had a lot of good
3 input in particular from CBP on that. And
4 then we also talked quite a bit about how to
5 -- what is it that we're actually talking
6 about, what is the entry process, where does
7 it start. Does it start on the airplane?
8 When you land? Does it start when the plane
9 blocks in and the flight has technically
10 arrived? And how do you measure that.
11 We also talked about the importance
12 of building a basket of metrics to sort of
13 be able to hold, find accountability in the
14 process, right. So different parties have a
15 different piece in the process. The CBP,
16 airlines/airports have a piece in terms of
17 baggage delivery, getting a culture and --
18 the CBP has right now the problem, process
19 of exiting the facility. So we also noted
20 that airports can play a role in terms of
21 improving the flow of passengers and the
22 signage. So we talked about a whole host of
23 metrics that might go into an index that
24 will allow for two things. One is
25 accountability, as I mentioned. And then

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2 also the ability of stakeholders and the
3 public, customers, to compare airports and
4 how airports are doing in terms of the
5 process.
6 So what we've ended up with is a
7 letter that I think is in front of you.
8 And again, thanks to Jenna for all of her
9 hard work making all the changes throughout
10 the night and even this morning.
11 We've tried to keep it simple and
12 direct. Again, we note the mission or the
13 backdrop being achieving the goal of 100
14 million passengers by 2021, which is the
15 national strategy. That's sort of the
16 overarching or underlying goal here and
17 premise.
18 And the specific goal says two
19 things. One is by 2017, 90 percent of the
20 travelers will have a good or excellent
21 customer experience. And, passengers complete
22 the arrivals process within 45 to 60 minutes,
23 excluding those who might be referred for
24 secondary screening. Because those are going
25 to skew the results, so we don't want to

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2 have that as a problem. It's simple. It
3 responds to the language of the Presidential
4 Memorandum, which talks about the process and
5 specifically addressing wait times and primary
6 inspection. But it also, again, because
7 we're talking about the entire process,
8 captures the fact that different stakeholders
9 have a different piece of the action.
10 And then we go on and talk about
11 how to achieve the national goal. We've
12 identified a number of measures, many of
13 which CBP and the private sector stakeholders
14 have already been working on for a while,
15 ways to improve the processing, speed up the
16 processing, improve the customer experience.
17 And so there's a whole list of things that
18 we recommend as items, measures that can be
19 followed to accomplish the goal.
20 And then we talk about measuring the
21 goal. And here's the matrix of potential
22 items that could be considered for measuring
23 performance. And we've got ten here. The
24 idea is that CBP and the stakeholders will
25 get together and work on figuring out how

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2 this will work, what it should look like,
3 what should be included, and then ultimately
4 have a third party involved in doing the
5 assessments and doing a report.
6 So that's where we ended up. There
7 was a lot of back and forth, a lot of give
8 and take. At the end of the day, you know,
9 we think both things are important. Having
10 a processing time goal that is aspirational.
11 But some airports may have more difficulty
12 because of constraints and the way they're
13 set up in meeting that time goal. But if
14 at the end of the day they're getting a high
15 rating in customer satisfaction, that's
16 ultimately what's important. So we think
17 both of those blend together and are
18 important and need to be part of the goal.
19 John.
20 MR. SPROULS: Thanks, Dave. I think
21 you've articulated basically everything we
22 talked about in our conversation. The only
23 thing I would re-echo is the concept around
24 setting up this national goal and this index
25 to be able to index airports is to create



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2 competition, is to expect what we inspect.
3 And creating a series of a rating system
4 that includes a number of different things
5 that is going to be transparent to everyone,
6 we think, will cause all of the local
7 airport associations, the airlines that are
8 associative there, and even the various CBP
9 teams that are in different places, to want
10 to be at the high end of that list. And
11 we think that will raise all those questions
12 much more quickly than if we just had a
13 national goal that people don't really
14 understand how it affects them locally.
15 We've seen it with some of the model port
16 initiatives, that when you get everybody
17 working together, all of a sudden there is
18 dramatic improvement. And if there's
19 dramatic improvement in some places, and
20 you're sitting in an area where there hasn't
21 been dramatic improvement, I think that's
22 going to get everybody's attention. And I
23 think if you can create that necessary
24 friction to drive performance across all of
25 the major airports, it will allow us to move

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2 Can both the chairs speak a little
3 bit to that as to why you felt that that
4 single goal of a time, which could be
5 compared to what we did with the visa
6 process two years ago when we set a time
7 goal for the processing of visas, why you
8 thought that was insufficient in this case
9 and might have those unintended consequences.
10 MR. SPROULS: Sure. And having been
11 part of that visa process, when we looked at
12 the visa process, the major issue, the
13 primary issue was just time to get an
14 interview in those countries that were
15 emerging in growth. And so by setting that
16 goal of just reducing that time, we were
17 able to tackle the problem. It wasn't a
18 problem with the actual interview, it wasn't
19 a problem with approval rates; it was just a
20 problem of too many people at the top of the
21 funnel.
22 Here what we were concerned about is
23 if you just set a numerical goal with
24 respect to processing, there are so many
25 pieces on either side of that, that if you

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2 much more rapidly and create demonstrable
3 progress much more quickly in trying to get
4 to this goal. So that's really our
5 intention with respect to the measurement.
6 And with respect to creating an index that
7 we would have, we need to figure out what
8 that is, but have a third party measure
9 that, so that we understand that there's
10 consistency across all the airports.
11 VICE CHAIR MATTHEWS: For those of
12 you who saw earlier drafts, and I want to
13 thank members of the TTAB who were not on
14 the entry committee who were so interested in
15 this work who joined us for a meeting early
16 yesterday, and then the continued conversation
17 that went on for several hours through the
18 afternoon, an earlier draft that some of you
19 may have seen set forth just one goal, and
20 that goal was around the time, as opposed to
21 a second goal around the customer experience
22 and an index. I think there was robust
23 conversation around potentially unintended
24 consequences if there was just a time goal
25 of 45 minutes to an hour.

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2 had to get to that goal, well, you know, if
3 you keep planes on the Tarmac and don't
4 bring them to deplane, then we don't start
5 the clock, so I'll hit my number. But have
6 I really improved the experience.
7 And that's really what we're talking
8 about. This is about the welcoming
9 experience for every international visitor.
10 And it's got to be everything that they
11 encounter, not just some things that maybe
12 because we have transparency now they're
13 easier to focus on and measure. Clearly,
14 the time you spend there is a big piece of
15 it, but it's not the only piece. Which is
16 why we wanted to add the customer service
17 experience to get to both. And you can
18 think about it, if we can drive 90
19 percent-plus excellent customer service, even
20 if we're at 61 minutes, apparently that's
21 okay, because that's what our guests and
22 customers are telling us. But I do think,
23 and in all the conversations we had, the
24 time spent in the primary processing facility
25 is a big piece of satisfaction or



Page 53

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2 dissatisfaction. So having that numerical
3 goal we think will help drive us toward that
4 ultimate customer service. Dave.
5 MR. BERG: Just going to add the
6 other piece to keep in mind, is that we're
7 competing not only -- airports here are not
8 only competing amongst themselves, but we're
9 competing with travel and tourism in other
10 countries. And there is an international
11 standard under the ICAO, the International
12 Civil Aviation Organization, that has a
13 recommended practice of accomplishing
14 inspection within 45 minutes. And so we
15 thought that was a good anchor for us. And
16 we have to keep in mind that, you know,
17 travel and tourism is worldwide. We compete
18 with other countries for the travel and
19 tourism business. So we want to be at the
20 forefront and the leading edge of that
21 business.
22 VICE CHAIR MATTHEWS: So while just
23 looking at this draft, I think it's very
24 important that it is specific. Secretary
25 Pritzker continues to tell us we want very

Page 54

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2 direct, measurable, easy to understand,
3 discrete things that we can accomplish. And
4 I think the letter does that. It has a
5 very streamlined approach. A lot of dialogue
6 and debate and everything in the background
7 is not included in here, because we want it
8 to be extremely clear when it goes through
9 the Secretary of Commerce to the President.
10 So I'd like to open it up for
11 discussion from those in the room. Rosie?
12 MS. ANDOLINO: Hi Kathleen. Thank
13 you very much. I apologize I wasn't able to
14 be here yesterday. But I like the concept
15 of where we're going. I think it's great.
16 But I do have some concerns as well. When
17 I look at it from the industry as the
18 airport, we have many different facets in
19 what we do and the people we move. We have
20 the domestic as well as the international
21 side. So I do have a concern that a rating
22 system on airports could have an impact on
23 the other sides of our, of what we do in
24 our operation that actually doesn't have this
25 essential support to it as well.

Page 55

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2 So again, we need to be cautious on
3 how we rate an airport in a sense, if that's
4 where we're going towards. Because there's
5 so many different lines of business there.
6 And my other concern is that if we
7 are going to make that in a sense that if
8 it's a rating onto an airport on all that's
9 happening at that airport, my concern is a
10 funding mechanism. Because if I want to be
11 competitive with what let's say Minnesota's
12 airport, and they're making some investments,
13 my access to that, to the ability to make
14 some of those investments back in Chicago may
15 be limited because I need other stakeholders
16 to write the check. I don't have access to
17 write that check myself. And therefore, I
18 would be concerned in terms of how those
19 investments are made, or if we're being
20 criticized that the investment can't be made
21 because we can't get 100 percent agreement
22 for everybody to make those investments. So
23 it's not just, you know, the airport then
24 that could make that decision on making those
25 investments. And I think that the

Page 56

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2 investments that would be made in terms of
3 the infrastructure at an airport could be
4 extremely costly. And therefore, without
5 access to, again, a funding mechanism that --
6 or the ability to access funds would be very
7 challenging. So I want to be cautious on
8 how we do that. And, you know, different
9 airports, there is a saying, "If you've seen
10 one airport, you've seen one airport,"
11 because of the challenges and issues at each
12 airport. So I want to be cautious on how
13 we go about that.
14 But I think that coming up with
15 benchmarks and coming up with goals are
16 extremely important to achieve results. So I
17 think that's first and foremost the important
18 part. But I want to ensure how we structure
19 this in moving forward.
20 VICE CHAIR MATTHEWS: So do you want
21 to talk a little bit about how you have
22 suggested the process of the index being
23 made, where the kind of responsibility for
24 that is with all the inputs that you are
25 suggesting should be part of that index,



Page 57

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2 which would include the airports.
3 MR. BERG: John, you want to?
4 MR. SPROULS: Sure. We made out a
5 suggested list, but obviously there's going
6 to have to be conversation between CBP and
7 all the other stakeholders to come up with
8 what the index would be. And the idea is
9 to make as much transparent as possible with
10 respect to all the major airports. And with
11 the goal that we have for 2021, I think
12 everyone would agree, and -- well, I'm not
13 on the infrastructure subcommittee, but I'm
14 assuming it's taking up a lot of their time
15 and focus. To get there, there has to be
16 an enormous amount of infrastructure
17 improvements for us to be able to accept 100
18 million international visitors by 2021.
19 So I agree with you that there are
20 going to be issues airport by airport, and
21 maybe even more nationally with respect to
22 where are we going to find the funds for the
23 infrastructure. Just like where are we going
24 to find the funds for an additional CBP
25 office. What we're hoping is, by having

Page 58

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2 this national goal and by having this
3 measurement tool, we can force those
4 conversations to happen in a time frame where
5 we can do something about them. But it's
6 not whether we had these measurements or not,
7 the issues around infrastructure, the issue
8 around an additional CBP office are still
9 going to have to happen. We think this may
10 actually create a framework to allow those
11 conversations to happen more effectively and
12 more quickly.
13 VICE CHAIR MATTHEWS: Any other?
14 Yes, Holly.
15 MS. AGRA: Rosie, do you worry that
16 the rating system could impact the number of
17 international air carriers that would want to
18 fly into your airport?
19 MS. ANDOLINO: Well, if, you know,
20 one airport gets -- you know, we've had this
21 with let's say the three-hour wait times,
22 right, there's an issue and people are going
23 to avoid airports. I agree with the
24 competition, that's important. And I think
25 that if there's means to actually, whether

Page 59

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2 it's more officers, technology and ways we
3 can make those improvements, then we need to
4 make those investments. But not in every
5 case is the airport able to make the
6 investment that they seek that clearly
7 because it requires other stakeholders and
8 requires their checkbooks. If we were
9 looking at something that allowed for
10 additional funding, let's say like a PFC
11 increase that allowed airports to make other
12 investments that improves that competition and
13 allows us to, you know, be best in class,
14 then I think that could be a way to achieve
15 that. But there needs to be a mechanism in
16 order to make those investments. Some of
17 them are very large investments. And we
18 wouldn't be able to do it with just a few
19 pieces of machinery like APC. And so that
20 would be an important component.
21 VICE CHAIR MATTHEWS: Margaret,
22 Margaret McKeough from Washington Airports
23 Authority.
24 MS. McKEOUGH: Thank you, Kathleen.
25 I want to applaud the context of having some

Page 60

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2 accountability to this process. And I, too,
3 want to speak to what I'm calling I guess
4 the report card.
5 The concerns I would have is that
6 when I look at the terminology on the second
7 page and some of those hypothetical
8 measurements 1 through 10, I would caution
9 that we focus ourselves on truly items that
10 matter to delivering an effective and
11 efficient process. I become concerned that
12 there could be potential here, depending on
13 how that index was structured, not only might
14 it be, it might lead to something that is
15 more nice-to-haves versus essential to the
16 functionality of moving through the facility
17 which, of course, gets to Rosie's point about
18 pent-up demand on finding financing for
19 infrastructure needs.
20 So when I just look at the list, I
21 -- I support the context of accountability,
22 and I think one of the greatest achievements
23 that has come out of this effort has been
24 all the stakeholders involved; the airports,
25 the airlines, and the port working together



Page 61

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2 to develop these proprietary custom plans for
3 every port of entry. I think that has been
4 terrific. I would hope that we wouldn't get
5 to a one-size-fits-all and, with not
6 intending to criticize model ports, sometimes
7 it lends to the visual things that are
8 pretty but not necessarily practical. So I'm
9 speaking to let's hold ourselves accountable
10 with a streamlined index that truly deals
11 with functionality and getting folks through
12 the facility and not nice-to-haves.
13 You know, I look at things like
14 aesthetics -- and I know this is just a
15 hypothetical list, Number-4, amenities
16 Number-7, services Number-8, this could become
17 more of a make-me-feel-good through the
18 facility, when really what we want to do is
19 to get everybody out of the facility.
20 So I caution -- I'm okay with the
21 index, I just think it needs to have a
22 narrower focus. And I think it should
23 really be custom to those stakeholder plans
24 that are being developed right now at each
25 of the airports, as opposed to a

Page 62

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2 one-size-fits-all, you know, with everybody
3 being measured against 15 different variables
4 that really maybe are not the issues for
5 their particular port.
6 CHAIRMAN GILLILAND: Dave, did you
7 want to comment or?
8 MR. BERG: Yeah, you know, I think
9 the sort of the record of what we've gone
10 through the last couple of years will
11 demonstrate that where facilities, equipment,
12 people are needed, the stakeholders will step
13 up. And a good example is in Chicago, where
14 the airlines stepped up to the plate and
15 said let's get these APCs in, we need them
16 now. And we got them in and it's been
17 great for everyone around the table. So to
18 your point, I think where investment is
19 needed you're going to get stakeholder buy-in
20 and get the funding that is needed.
21 On the other hand, where it's more
22 nice-to-haves and maybe not necessary, that's
23 where you're going to see the tension. You
24 know, at least I can speak from experience
25 from the airlines side who will end up

Page 63

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2 funding whatever it is ultimately that needs
3 to be a part or wants to be a part. So I
4 think it's, you know, it's an iterative
5 process among the stakeholders at the
6 airports, it requires the input of all the
7 stakeholders, and I think the process
8 generally does work.
9 CHAIRMAN GILLILAND: And just a
10 couple of comments, listening to our leaders
11 of the airport authority. Rosie, having been
12 at Chicago and seeing your operation, I think
13 the, I think the great news about what
14 happened there is that other airports saw it
15 and wanted it and got it. And so I do
16 think that this competition can be healthy.
17 And I think it will be helpful in driving us
18 to get to the right decisions and right
19 investments.
20 I talked with Dave a little bit
21 about the investment piece. Whether that's
22 human resources or maybe technology or
23 otherwise. And I think that's one of the
24 things that the subcommittee would like to
25 look at as a follow-on to this. So I don't

Page 64

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2 think the intent is to ignore that at all.
3 The other thing I would just comment
4 on as it relates to the list, and it's just
5 a, it's really just a set of proposed ideas
6 on what we might measure, and there are
7 things that I would acknowledge that look
8 like nice-to-haves. But as I think about,
9 you know, as I listen to John and the
10 Universal experience, the actually being in
11 line is a part of their experience. As they
12 get into the Harry Potter line, I was
13 hearing about all the stuff that they do,
14 all the stuff that they do, they spend
15 almost as much money on what they do in line
16 versus the actual ride itself. And so I
17 don't want to -- I appreciate that some of
18 it looks like nice-to-haves, but there may be
19 some things, and we may find like in
20 Chicago, Rosie, that you do some things as a
21 part of that waiting experience that we want
22 to emulate in other places that feel like
23 nice-to-haves, but it makes 20 minutes seem
24 like five minutes. So that would be my
25 only, my only maybe pushback or comment on



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2 that.
3 And I think the other follow-on of
4 this subcommittee will be they'll want to
5 work closely with CBP on how they put these
6 metrics together. So this is not intended
7 to be, you know, a definition. It's really
8 intended to be a proposal of how we might
9 work together with CBP to put together an
10 index. And I think we'll want to get the
11 full feedback of the members here on how we
12 do that so that there aren't unintended
13 consequences around, say, domestic versus
14 international.
15 MS. ANDOLINO: Exactly. I love the
16 concept. I just think we need to be
17 cautious in the way we evaluate airports.
18 VICE CHAIR MATTHEWS: So our goal
19 today is to move to a vote on this. We're
20 coming up to our time deadline, so before we
21 move this to a vote on the general support
22 of the TTAB for this, I wanted to kind of
23 close out the discussion. I think we have a
24 question over here. And then I'd also like
25 to give an opportunity to our government

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2 partners in case you want to say anything on
3 this before we wrap and vote. Somebody had
4 a question.
5 MR. HARFORD: This is Barney
6 Harford.
7 VICE CHAIR MATTHEWS: Yes, go ahead,
8 Barney.
9 MR. HARFORD: Thank you. So just a
10 couple comments. You know, one, it's a
11 great idea. I think metrics around it is
12 really useful. I think the market dynamic
13 that will create it by providing visibility
14 into the consumer experience is fantastic.
15 As always, and I'm sure that others of our
16 peers, we can absolutely publicize the travel
17 index and use it to help consumers choose
18 where they want to go and fly into.
19 Obviously you've got to get the index right.
20 But I think, just as we've heard from some
21 of our ICAO partners, there will be a clear
22 urgency from local jurisdictions to what
23 they're going to be able to appropriately
24 fund and create an experience, which is
25 actually what we all want to do is create a

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2 market dynamic.
3 Two points that I have or questions.
4 One is just in terms of distribution of
5 outcomes. You're never going to have 100
6 percent of people getting through an airport
7 in 45 minutes, you know, whether you have
8 99, 99.9, 99.99, you're never going to get a
9 hundred percent. So I wondered whether there
10 are any perspectives on whether it was right
11 to have a goal, while it was aspirational,
12 it never actually is going to be achieved,
13 versus one that we said like 90 percent of
14 the people would get through within 45
15 minutes, or maybe even 30 minutes, which
16 would be one that could be achieved. That
17 lines up with the types of call answer
18 objectives that we set in our business.
19 And second, just a minor question
20 but it's an important one. As you look at
21 the data, when we look at 90 percent of
22 travel interaction with a good customer
23 service experience, is that based on a 4 or
24 a 5-point ranking system? That does have a
25 significant difference depending on whether

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2 it's 4 or 5.
3 VICE CHAIR MATTHEWS: That's a good
4 point, Barney. We might just drop the word
5 "all" and "passengers" would obviously connote
6 a majority. And there is a provision in
7 there to actually say "excluding passengers
8 referred for additional inspection." That's
9 a good point.
10 Was there another question over here?
11 MR. JACOBS: It's more of an, I'm
12 looking at this as sort of the homework that
13 I've yet to complete as an example with
14 respect to one of the subcommittees.
15 Can you hear me now? It's Jerry
16 Jacobs. So I'm just looking at this as an
17 example of what your other subcommittees are
18 expected to produce. And my understanding
19 was that we were to, among our metrics, tie
20 back the outcomes that we're seeking to an
21 impact on commerce, whether with, you know,
22 jobs or however. And so the question I have
23 here is, is it a given? Or is that
24 something that should be part of this, this
25 verbiage.



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2 VICE CHAIR MATTHEWS: "The
3 accomplishment of this goal could reasonably
4 increase international visitation or preference
5 to the U.S. by a certain percentage?"

6 MR. JACOBS: The U.S. has a stat,
7 for every 747 that lands, creates so many
8 jobs. I was told that in order to get it
9 life in Washington it really needs to tie
10 back to the message that this is about
11 commerce, this isn't about, you know, the
12 airlines or the airports, it's about U.S.
13 commerce.

14 VICE CHAIR MATTHEWS: I think we can
15 take a look at whether that might be an
16 additional sentence in the, you know, second
17 paragraph here that ties back first to the
18 President's goal of 100 million, and then
19 potentially maybe translates that into exports
20 or additional commerce. Greg.

21 MR. STUBBLEFIELD: Kathleen, I think
22 we assumed that, since the Presidential
23 Memorandum specifically asked for a
24 recommendation around this goal, that it was
25 delivering that. But you're absolutely

1
2 know, be happy to take up a group to talk
3 about that, but we think the key here is the
4 third party to bring in the measurement piece
5 and then the actual assignment of whatever
6 that rating index is. So I think generally
7 just from our perspective it moved from a
8 goal we were very concerned about, being it's
9 just focused on CBP, specifically on that one
10 piece of the process where we don't control
11 the front end or the back end essentially.
12 So with that, we thank you for that
13 consideration. And that's it.

14 VICE CHAIR MATTHEWS: Great. So do
15 people feel comfortable with a motion to
16 support with some minor amendments? Mike,
17 one last?

18 MR. GALLAGHER: Just a question, and
19 I'll defer to the chair whether this is even
20 appropriate. But the passenger facilities
21 charge, and whether that should be increased
22 or not to pay for stuff, is that part of
23 this? Or should it be part of this?

24 VICE CHAIR MATTHEWS: You want to
25 address that, Dave?

1
2 right, that's the only reason we would do
3 it.

4 VICE CHAIR MATTHEWS: And I think
5 actually in some of the other subcommittee
6 work that we get to, that that needs to be
7 probably, that argument needs to be made as
8 part of proposals going forward. Any comment
9 from Homeland Security or Customs and Border
10 Patrol to this?

11 MR. TANCAR: Sure, thanks. This is
12 Dan Tancar with Customs and Border
13 Protection. First of all, we're very happy
14 to be here and working together with you.
15 This is obviously a very complex piece of
16 the puzzle, right. There's so many things
17 involved with the international arrivals
18 process, and we're very appreciative to see
19 that the goal has moved from that of a
20 primary CBP wait time to one that talks a
21 little bit more about the entire process.
22 And we think the proposal for the rating or
23 the index is really a neat concept that we'd
24 really like to work with everyone on to move
25 it forward. We certainly envision -- you

1
2 MR. BERG: Sure. It is not part of
3 this. We think that, as Sam mentioned,
4 there's a point about staffing that probably
5 will need to be addressed. Because in order
6 to get to this increased goal of visitors,
7 likely will need more officers, more
8 equipment, you know, lots of things. And so
9 that naturally drives the question of
10 funding.

11 From our perspective and, you know,
12 the parochial airline perspective, raising it
13 here I think is a concern because we don't
14 want it to be used as an argument or a
15 reason to say that the fee should be
16 increased because we are unalterably opposed
17 to increasing the fee. So that's why it's
18 not raised here. But I think the
19 subcommittee will address, you know, the
20 resources issue in the next round.

21 CHAIRMAN GILLILAND: Thank you.

22 VICE CHAIR MATTHEWS: Great. So if
23 we could have a motion to support this
24 letter with some of the minor edits and
25 amendments that have been suggested in this



Page 73

1
2 discussion, would somebody like to move.
3 UNIDENTIFIED ATTENDEE: So moved.
4 VICE CHAIR MATTHEWS: Second?
5 UNIDENTIFIED ATTENDEE: Second.
6 VICE CHAIR MATTHEWS: And would the
7 members of the TTAB please demonstrate with a
8 show of hands and "ayes" whether they support
9 this letter.
10 (Whereupon, members raise hands and
11 say "aye.")
12 VICE CHAIR MATTHEWS: Those opposed?
13 And so the letter goes. Thank you so much
14 for a great discussion and great work.
15 (Whereupon, applause occurred.)
16 CHAIRMAN GILLILAND: All right, good.
17 And we, Kathleen and I, have been taking
18 notes on those few additions and changes that
19 we'll make to the letter. And certainly
20 that will get, as it gets into final form,
21 we'll circulate that again for you to take a
22 look at. But we appreciate your approval of
23 this and moving forward on it.
24 The other thing I just wanted to
25 note is that I think there is already, and

Page 74

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2 we've seen some examples of it, we saw it in
3 Chicago, there's been fantastic collaboration
4 amongst the airlines, the airports, DHS and
5 CBP already. And so you see these, you see
6 these wait time improvements where we've had
7 the automated passport control. I've been
8 hearing anecdotes from people. I think it
9 was, maybe it was Ken that was sharing his
10 experience with APC as he was coming back in
11 the country. So we've already had great
12 collaboration, we look forward to more. I
13 think we can make tremendous progress. So
14 thanks to everybody who's been working on
15 this.
16 With that, we will move on to the
17 next subcommittee. And we'll be getting
18 reports out from the various subcommittees
19 here over this next bit of time. I was, I
20 will say I was quite pleased in the several
21 that I was able to sit in on yesterday, the
22 focus. And this kind of comes back to your
23 earlier point around specific metrics, there's
24 a focus on prioritization, outcomes, what can
25 we get done during the Secretary's term of

Page 75

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2 office. And I really do appreciate that.
3 And I think the teams, while in a
4 brainstorming mode right now and idea
5 generation mode, which is where we should be
6 at, it seems like we're making fast progress
7 toward developing work plans. So with that,
8 do you want to take this next one.
9 VICE CHAIR MATTHEWS: Sure. Sam and
10 I have divided up the subcommittees, so each
11 of us are sort of working with three of you,
12 three subcommittees. And so we're going to
13 move into Culture and Natural Heritage.
14 Really the goal of this subcommittee
15 is to make sure that the full and diverse
16 assets of the United States are visible to
17 the international tourists, but also to the
18 domestic tourists. That we take full
19 advantage that we have a very rich and
20 diverse offering in this country. And that
21 we also want to attract very diverse guests
22 to our destinations, parks, cultural sites.
23 And so I would like to tee up the
24 two chairs, co-chairs of that committee,
25 Jerry Jacobs and Bob Lynch. And again we

Page 76

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2 will hear from the Department of Interior for
3 an update on that. So why don't you talk
4 about the work stream that you are proposing
5 for that subcommittee and what you see as a
6 potential goal to achieve around that.
7 Jerry, do you want to kick it off.
8 MR. JACOBS: Thank you, Kathleen.
9 I'm going to kick it off, and then Bob's
10 going to pick up where I missed.
11 But we have a great committee, very
12 engaged. We've had two meetings, one
13 telephonically and the other yesterday in
14 person. We've had some modest edits to our
15 documents so far.
16 (Whereupon, laughter occurred.)
17 It's been an interesting process.
18 But I just want to give you sort of an
19 overview of what we see in terms of our
20 scope of work and overall objectives. And
21 then give you some of the key elements and
22 proposed bills. So I'm just going to read
23 from the document.
24 "The Cultural and Natural Heritage
25 subcommittee aims to develop strategies and



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2 recommendations designed to effectively
3 promote, quantify and celebrate the diversity
4 of travel and tourism experiences that are
5 distinctive to the United States and that
6 illuminate American culture, art, food,
7 traditions, and natural surroundings in
8 support of and enhancement to the National
9 Travel and Tourism Strategy."

10 Kathleen, I think you once described
11 this as a B-HAG, a big hairy audacious goal.
12 It is a very broad scope mission, but I
13 think we can -- we've begun to boil it down
14 to some very well-focused key elements.

15 So the first element would be to
16 develop strategies with Brand USA and
17 government partners promoting this idea that
18 the United States is a destination of great
19 cultural and natural diversity.

20 The second would be to recommend
21 ways to preserve and showcase the special
22 places and stories of the United States.

23 The third would be to advance and
24 enhance cultural arts and natural heritage
25 tourism. And in this process we also

1
2 elements of our travel industry. So we want
3 to really promote the ecotourism element of
4 our business.

5 And then the last piece came up, and
6 we feel strongly this has an important role
7 in our overall objectives, we want to support
8 and promote American indigenous people, their
9 history and their culture. So it's a broad
10 reach, but we think it's doable and we think
11 it highly impactful.

12 Our proposed goals are to ensure
13 that cultural and natural heritage becomes
14 and continues to play a key role in our
15 marketing and messaging as we reach out
16 across the globe. And when I say across the
17 globe, Kathleen, I think I want to emphasize
18 that we originally started this with the
19 scope of thinking that we were attracting
20 international travelers. But we really
21 believe that this is about attracting
22 domestic and international. This is about
23 everybody around the globe. It's about
24 bringing in foreign travel, it's also about
25 getting Americans back in their station wagon

1
2 identified and believe strongly that food
3 plays a very strong role in the cultural
4 experience of America. And so later on
5 we've seeked ways to identify that better.

6 We also want to communicate with the
7 industry stakeholders on ways to partner with
8 the government to highlight sort of the
9 landmark events, the low-hanging fruit, if
10 you want, probably the best being the
11 centennial celebration of the National Park
12 Service, which is coming up, and is an ideal
13 opportunity to promote the United States
14 globally. But also there are other events
15 that will work as well. There's the 50th
16 anniversary of the National Endowments for
17 the Arts is coming up. And in Milan in
18 2015, the U.S. has a food tent where we will
19 be showcasing the diverse cultural foods of
20 America.

21 So there are many opportunities to
22 sort of work with government entities and
23 promote the United States.

24 We also feel it's very important
25 that we promote the inclusive and sustainable

1
2 and going to their special heritage places.

3 We also want to elevate the
4 understanding and importance of our cultural
5 and national assets as they impact our
6 economy. So we're looking for ways to
7 translate for commerce what this means to
8 jobs in the U.S. economy.

9 We are going to need to understand
10 and access data available in the areas of
11 cultural and national heritage, and leverage
12 that data for measurable results. And we're
13 going to seek to measure the impact of
14 cultural and natural heritage to the travel
15 and tourism economy. So again, going back
16 to it needs really to translate back to
17 commerce and what does it mean for commerce
18 overall.

19 We have three sort of basic strategy
20 and goal objectives. One around natural
21 heritage. The other around culture and arts.
22 And the last around the diversity of our
23 people. I won't go into depth on those
24 because they're very much in a stage of
25 flux. But we will be needing to access data



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2 from a variety of government entities. We
3 will need to reach out to the Department of
4 Interior and the park service for their
5 visitation data. And we expect that we will
6 be reaching out to Brand USA and Travel USA
7 to access the data that they have or look
8 for their recommendations. On the culture
9 and arts side we expect to be reaching out
10 to the Smithsonian, the National Endowment
11 for the Arts. There are a number of
12 organizations we will need to reach out to
13 there to try to identify good sources of
14 data.

15 And then lastly on food, we will
16 reach out to the NRA, the National Restaurant
17 Association. I got caught in that one
18 yesterday. But to begin to really put
19 together a series of metrics that will be
20 meaningful in measuring whether these
21 recommendations have been impactful or not.

22 And then the last bit of our day we
23 spent a little time talking around the
24 challenges and constraints that we feel we
25 see. And naturally the first one that came

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2 from my team, and Wendy Watkins from Delaware
3 North.

4 And it was great to have Kathleen
5 stop in because it changed our thinking on
6 international, as Jerry pointed out, to make
7 sure that we had -- even though we talked
8 about international a lot, the domestic is a
9 real big piece of this.

10 With that, just a few things. Our
11 work is in the planning process that will be
12 coming up. And one thing that Jerry points
13 out is that you can see that this cultural
14 and natural committee has expanded its
15 thinking and broadened, moving heavily into
16 including American indigenous art and
17 cultures, diversity, with large food. So all
18 of those type of things. So really I think
19 of it more as content. We're looking at
20 what people come here for. And so that's
21 broadened the work and I think will broaden
22 the impact.

23 I'm also on the data and research
24 committee and was not able to go to that
25 because they were simultaneous. But we had

1
2 up was funding. So that is going to be an
3 issue. We need to be cognizant of that as
4 we develop our recommendations to find things
5 that are not terribly demanding on the
6 resource side. And we also felt very
7 strongly and it's probably what prompted my
8 question to you earlier, but around the
9 messaging. That messaging really needs to be
10 this is about commerce, this is about jobs.
11 This is not, you know, this is not some
12 personal agenda of ours.

13 And that -- Bob, I don't know if
14 you want to add to that, but that's my.

15 MR. LYNCH: Yeah, that's great. Let
16 me just add just a few things. First, I
17 would echo we had a really energetic and
18 wonderful meeting. And that's because we
19 have some great committee members who were
20 jumping in on a number of different fronts.
21 So Kirk Hoessle, Sherry Rupert, Brian Mullis
22 were there with us, and Olga Ramudo and
23 Maryann made a great effort and provided
24 input and it affected everything that we have
25 here. I'd also like to mention Narric Rome

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2 a lot of things that came up related to data
3 and research needs that we will be circling
4 back to that committee about.

5 Also, Jerry mentioned other
6 institutional resources. We don't want to
7 see our team here, our committee, any of us
8 go it alone, and wanted to make better use
9 of other institutional resources. Whether
10 it's the other federal agencies that are here
11 at the table, but also other NGOs and other
12 institutions, there's a lot of help out
13 there, a lot of people that want to help.
14 And also nonfederal governmental agencies.

15 Kirk and I, for example, had the
16 opportunity last week up in Alaska to present
17 to the National Lieutenant Governors
18 Association on both cultural and natural
19 tourism aspects and why that would be
20 important to them. And got them to be very
21 agreeable to understand the work of this
22 committee, for example, this board. And even
23 and separate from this, we were able to get
24 a resolution passed that highlights the link
25 to tourism in America and why lieutenant



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2 governors and governors in the states should
3 be paying attention to the work that you are
4 all and we're all doing here.
5 Jerry mentioned Brand USA. We see
6 again and again great stories in culture and
7 nature that nobody knows about. For example,
8 world-class theater like the Guthrie Theater
9 right here in Minneapolis, that is a world
10 attraction. But you have to know about it,
11 and it has to link to what Brand USA is
12 talking about for us to be able to have the
13 impact on tourism. And Jerry made a great
14 point earlier about all of this work
15 resulting ultimately in something that affects
16 commerce and tourism.
17 The other -- the only other thing is
18 that we've agreed to do a process over the
19 summer, which is to assign each of our
20 members to work on a SWOT analysis on
21 different areas. I'll be taking a look at
22 culture and arts; Jerry and Kirk at nature
23 and parks; Sherry on indigenous cultures;
24 Brian on diversity; Maryann will help on
25 food; Olga specifically on broad diverse

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2 MR. JACOBS: And that's also where
3 this additional data is going to be
4 critically important. Because we don't have
5 enough data on each of these areas that
6 we've talked about to know where we're
7 starting and where we want to go, but we
8 know we want to work on the increases.
9 VICE CHAIR MATTHEWS: Great. Before
10 we open it up to discussion, which we want
11 to keep short to keep on schedule, we have
12 John Blair, who is the director of
13 Intergovernmental and External Affairs at the
14 Department of Interior. John, do you have
15 anything to add to this discussion?
16 MR. BLAIR: Yeah, I'd like to,
17 definitely, I appreciate it. And I apologize
18 to everyone that I couldn't be there with
19 you in Minnesota.
20 A quick update just on some things
21 that are happening at the Interior Department
22 related to travel and tourism. First, as
23 was mentioned earlier, the upcoming National
24 Park Service centennial in 2015. We expect
25 that a number of activities drawing people to

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2 cultures, Hispanic culture and so on.
3 And so I'm really excited about the
4 depth of commitment and work resulting, we
5 hope, in some very actionable items for us
6 to recommend to the Secretary, to the
7 Department, and to these other partners to
8 weigh in and help. So that's it for me.
9 VICE CHAIR MATTHEWS: Just a quick
10 question before we move on to our next
11 subcommittee report. We do have a goal for
12 international visitation: 100 million
13 visitors by 2021. And certainly the focus
14 of the Department of Commerce is very heavy
15 on that international trade and tourism
16 aspect. Are you looking at potentially
17 setting a goal for an increase in domestic
18 tourism to these diverse sites or looking at
19 at least where the current state is, and
20 suggesting perhaps a target for domestic
21 tourism increases?
22 MR. LYNCH: Yes, that would be where
23 we're headed. I know it wasn't asked of us,
24 but we think it would be helpful, and
25 certainly won't impede the other effort.

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2 the national parks will begin in 2015 based
3 around the centennial, including a new public
4 awareness campaign that will be launched next
5 year called Find Your Park. The goal of
6 that campaign is going to be to try to raise
7 awareness of the park service and to
8 establish a new relationship between Americans
9 and both their national parks, their state
10 parks, and their local parks. We recognize
11 that these local parks and neighborhood parks
12 where kids learn to play softball and swing
13 through there are often the gateway to people
14 traveling to Yosemite and other sort of
15 national parks around the country.
16 There will be a diverse coalition of
17 state and local tourism offices, state and
18 local parks, federal partners, will all be
19 working to help promote this Find Your Park
20 campaign to encourage people to travel within
21 the United States to visit their parks.
22 I had the pleasure to meet many of
23 you in Chicago at ICW. I think everyone
24 here at Interior felt it was a huge success
25 with federal row and their role in the



Page 89

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2 event. And we're very excited to continue
3 partnering with Brand USA and the National
4 Parks Promotion Council for the federal row
5 presence next year in Orlando. And we'll be
6 working with all of our other federal
7 partners, the Department of Agriculture,
8 Commerce, Homeland Security and State on
9 setting that up.
10 Back in June, Secretary Jewell
11 participated in the Western Governors
12 Association summer meeting in Colorado. And
13 as part of that, she was joined by six
14 governors and members of the Western State
15 Tourism Policy Council to be the final
16 signature on the MOU that they do annually
17 to promote tourism across the western states.
18 And that was a, we got good press on that
19 event throughout all the west, which was sort
20 of the goal of doing it to begin with.
21 And then beyond that, I just wanted
22 to raise a couple things we're very proud
23 of. Those in DC are very excited about the
24 fact that the Washington Monument reopened a
25 few months ago to quite a bit of fanfare and

Page 90

1
2 has been a big draw for tourists coming into
3 the Greater DC Area.
4 And then one project that the
5 Secretary kicked off in May and in June is
6 that over the last 40 years, the Park
7 Service has initiated a number of what are
8 called theme studies or cultural heritage
9 initiatives that are used to help identify
10 places of importance to under represented
11 communities, traditionally under represented
12 communities across the country. In the past,
13 the President and the Interior Department
14 have identified theme studies for the African
15 American community, the Latino community, for
16 women, more recently for the Asian
17 American/Pacific Islander communities. And in
18 the end of May, early June they kicked off a
19 theme study for the LGBT community across the
20 country to help identify the places and the
21 historical points that are important to the
22 community.
23 So you may have seen in the news
24 that Secretary Jewell was at the Stonewall
25 Inn in New York City announcing the kickoff

Page 91

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2 to the theme studies. And so what these
3 places do is there will be an 18-month, give
4 or take, theme study where a group of
5 scholars will research and identify places
6 all across the country that are important to
7 those communities. And that may be some new
8 places that get recognized or get some sort
9 of distinction, but also to go back to
10 places that have already been recognized as
11 significant to our cultural story and our
12 historic fabric to make sure that those LGBT
13 themes are looped in. So that's a project
14 that we hope will draw some underrepresented
15 tourists or nontraditional groups to visit
16 our parks across the country and to be
17 engaged in that way.
18 So that is briefly what's going on
19 at Interior right now. So again, I'm sorry
20 that I can't be there, but I appreciate you
21 letting me join by phone.
22 VICE CHAIR MATTHEWS: Great. Thank
23 you so much. So if we can keep our kind
24 of comments short so we keep on moving. Any
25 feedback on this subcommittee work stream?

Page 92

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2 Holly.
3 MS. AGRA: I know you have a heavy
4 workload, but would you consider adding
5 architecture to your committee as a man-made
6 beauty?
7 MR. JACOBS: Absolutely.
8 VICE CHAIR MATTHEWS: From the
9 architecture capital of the world in Chicago.
10 Any other comments? Yes.
11 MR. ZUK: My comment is not to the
12 subcommittee, it's more to John. In talking
13 about the parks program that you're going to
14 kick off next year, right now the lodging
15 situation at most of the parks is at
16 capacity and over. Has there been any
17 thought about, as you kick off the program
18 to enhance visitation to the parks, to sort
19 of tackle that problem in any way?
20 MR. BLAIR: You know, I will tell
21 you, I'm not aware of the details of that,
22 but I'm happy to go to the Park Service and
23 ask them if that's something that they can
24 consider.
25 MR. ZUK: Because right now the



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2 parks -- the hotels in and around the parks
3 essentially in all the major parks in the
4 U.S. operate throughout the summer at about
5 120 percent capacity. And if you're going
6 to raise visitation by even 10, 20 percent,
7 it's going to be a major issue.

8 MR. JACOBS: You have parks that are
9 busy during the season, but you have forest
10 lands that are not. And you have shoulder
11 seasons around the parks that are not busy.
12 So there is ample opportunity to increase
13 visitation. It just needs the right
14 strategy.

15 MR. ZUK: I agree it's just a
16 matter of spreading the property for
17 diverting traffic, but people at the end of
18 the day go to where they want to go and
19 where they're comfortable, which is popular
20 parks in the summer.

21 CHAIRMAN GILLILAND: Yeah, and I
22 think, John, Jonathan was just speaking, and
23 he has a lot of data and information that he
24 could share around the capacity and
25 overcapacity of the park system lodging

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2 McCormick is also co-chair of this
3 subcommittee. Unfortunately, he's at the
4 Global Business Travel Association conference
5 this week. And so he expressed his wishes
6 certainly to be here, but had to be there
7 instead.

8 So Dean, do you want to walk us
9 through where we're at.

10 MR. RUNYAN: Thank you very much.
11 And Mike sends his apologies, he's a very
12 busy guy right now with a conference to
13 attend to, but anticipates being involved in
14 the committee's process more as we go along.

15 Well, this committee follows the
16 research committee of the last iteration of
17 the Travel and Tourism Advisory Board, and
18 intends to carry on some of the initiatives
19 that it has.

20 We focused right now on two primary
21 initiatives. One involves the SIAT, to
22 support the enhancement and further
23 development of that, a very important data
24 collection effort. The other involves
25 looking to further enhance the identification

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2 situation. So if as you dig into that you
3 want some more data, he's got it, he can be
4 really helpful.

5 MR. BLAIR: That's great. I
6 appreciate all of that. Jonathan, I'll
7 connect offline and I'd love to get that
8 information.

9 MR. ZUK: Absolutely.

10 VICE CHAIR MATTHEWS: Great. Well,
11 thanks very much to the subcommittee. I
12 think Sam's going to take us through the
13 next subcommittee work stream.

14 CHAIRMAN GILLILAND: I will. So it
15 was great to hear that the Cultural and
16 Natural Heritage subcommittee is focused so
17 much on data, because that's what this next
18 subcommittee is about. And we know that we
19 have a lot of data available to us, but it's
20 a matter of harnessing it and understanding
21 it and then using it to drive our arguments
22 forward. And certainly to validate the work
23 that we're doing.

24 And so Dean Runyan is the co-chair,
25 and he'll take us through this. Mike

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2 and application of federal data that is
3 recreation, travel, tourism related, which we
4 believe is available or at least exists in
5 many locations throughout the federal system
6 and can be accessed for beneficial purposes
7 throughout the industry and government as
8 well.

9 The committee, in addition to
10 focusing on those two initiatives, will also
11 help out, we anticipate, some of the other
12 committees, as we have heard already, in
13 their data collection and analysis reporting
14 efforts. And we don't know quite yet what
15 those charges will be. We anticipate that
16 they'll develop as we go along. And the
17 research committee actually shares its
18 membership substantially with some of those
19 other committees.

20 The previous committee did some --
21 that is, the committee from the previous two
22 years of the TTAB, did some very important
23 work with regard to the SIAT, it was their
24 primary focus. They did quite a lot of
25 analysis work. They had a --



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2 CHAIRMAN GILLILAND: Dean, you might
3 describe the SIAT, just for folks who may
4 not be familiar with it.
5 MR. RUNYAN: Survey of International
6 Air Travelers. It was previously called the
7 In-Flight Survey. It is still partially an
8 in-flight survey, now it takes place largely
9 or I think a majority of time at airports.
10 Its intent is to gather a battery of data on
11 international air travelers. It is the
12 primary source of this kind of data. In
13 fact it is really the only source of
14 consistent data on international air travel.
15 It's a very involved process.
16 The survey is conducted in
17 approximately 12 languages. It uses a, if
18 it's done in-flight, it uses a peeper
19 instrument. And there's quite a lot of
20 processing involved with that. But that
21 collects data on the characteristics of the
22 traveler, on their travel patterns, on travel
23 planning, on their mode of travel, purpose of
24 travel. It also, as came up yesterday,
25 gathers some information on their experience

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2 with their entry process through the airport
3 or whatever port of entry they've come in
4 on. And it has been conducted in more or
5 less its current form for many years.
6 And so there's quite a substantial
7 background of data that can be used. And
8 that data is provided, in part, at no cost
9 to those who want it. There's a website
10 that offers that access. It is also
11 available for purchase in more detail. And
12 there is quite a number of clients of that
13 data which consists, for example, of large
14 DMOs, states, commercial entities that
15 purchase that data on a regular basis and
16 make use of it for their own analysis and
17 planning.
18 The previous committee spent a lot
19 of effort looking at the methodology for that
20 data collection and its reporting, pulled
21 together a group of industry and other
22 representatives to review that, and they have
23 put together an I'd say focused and rather
24 forceful recommendation to Commerce at the
25 end of that session to enhance the

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2 methodology of that data collection to some
3 degree, but in particular, to increase the
4 sample size. And that's largely a matter of
5 increased funding, but the more data there
6 is, the more ways it can be sliced, and in
7 particular, the more geographic differentiation
8 you can get out of the data. And so you
9 can report it to more locations, and in
10 particular, you can sell it to more
11 locations. So enhancing the size of that
12 data collection effort every year is very
13 important.
14 So that recommendation went in the
15 last time around. What we now have is a
16 suggestion from Commerce that there be a
17 research effort looking at SIAT, its
18 methodology and its applications. I would
19 consider it basically an evaluation study
20 that will take place during the next fiscal
21 year. So that line item has appeared in the
22 proposed budget. And that study, if it is
23 conducted, I think will have a very important
24 influence on how that whole effort proceeds.
25 With regard to the SIAT and the efforts of

1
2 the research subcommittee at this time, we
3 want to find out a little bit more about
4 what that proposed study will involve. I
5 think it's very important for our work to
6 determine what kind of focus that we have.
7 In general, I believe we'll be
8 looking at a very similar focus as in the
9 past. There at this time seems to be a
10 fair amount of convergence that the SIAT is
11 a very important methodology for collecting
12 the kind of data that we need, and we need
13 to somehow enhance it. Certainly there can
14 be methodological improvements. But also the
15 sample size could certainly be improved and
16 increased as much as the budget would allow.
17 So that's going to be one of the primary
18 efforts that we have.
19 The other effort, looking at federal
20 data that might be of some use with regard
21 to travel and tourism analysis planning,
22 marketing and policy development. There is
23 quite a variety of data that is available on
24 federal -- on federal destination sites.
25 Those might be National Park Service, Forest



Page 101

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2 Service, Fish and Wildlife, Corps of
3 Engineers. There's quite a variety. Those
4 agencies gather a variety of data on access
5 for recreation and travel tourism-related
6 purposes. The committee's interested in
7 whether there can be additional access to
8 that data, whether it can be organized so
9 that it can be applied in a better manner,
10 whether it can be made more cost-effective to
11 use. There's a number of objectives along
12 those lines.
13 The other aspect of that is data
14 that is in the federal system that I would
15 call more oriented to travel and
16 transportation which is, for example, airline
17 data, commerce data that is associated with
18 the travel industry. That is also very
19 important. It's not specifically associated
20 with federal sites, but it's another area
21 that we intend to take a look at to see
22 again if there can be further organization
23 and better access to that kind of data.
24 The Tourism Policy Council has
25 actually been looking at this issue for some

Page 102

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2 time, and have made a good start from what
3 we can understand so far at identifying the
4 sources of this data. And I believe, Dick,
5 you mentioned there were 67 items on the
6 list of potential data sources. And there
7 is so far an initial identification and
8 listing I would say of that data, but not
9 yet the next step of really ascertaining what
10 kind of access there might be to that.
11 So that, with regard to that data,
12 is our next step, is to work to identify
13 what that data might be, to investigate
14 further what the priorities might be for that
15 data, and to begin thinking about how it
16 might be organized and what kind of media
17 would be most appropriate for providing
18 access to that data.
19 These days you would think fairly
20 typically of using some kind of a web-based
21 measure for that. You think about that
22 data, it varies from, on the one hand, very
23 database-appropriate materials such as
24 attendance data, expenditure data, and so on.
25 On the other hand, there is quite a lot of

Page 103

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2 interesting data out there that is really
3 more along the line of research studies,
4 discussions, that is really not database sort
5 of stuff. And so a website that might allow
6 access to the range of that data is
7 something that I think we would begin to
8 think of. But that's down the line.
9 So the first step is really to
10 understand what that data is. There's some
11 previous work, though, that's been done that
12 is very important. So that's one of the
13 first things we'll be doing.
14 The other areas of activity of the
15 committee will be focused on assisting in
16 particular Brand USA with their evaluation
17 efforts. We expect that work will be done
18 at the initiative of that subcommittee.
19 There was an evaluation study completed last
20 year for Brand USA, and there's some interest
21 in further research of that kind. So we
22 anticipate we'll be working with them to look
23 at that previous research and come up with
24 approaches that might seem suitable, given
25 their circumstances and the budget that they

Page 104

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2 might have for that kind of work.
3 We also really look forward to
4 working with the other subcommittees as they
5 come forward with different research efforts
6 that might be related to the primary work
7 that we're doing. But they involve other
8 different activities as well.
9 CHAIRMAN GILLILAND: All right.
10 Well, good, thanks, Dean. And I would
11 encourage you as you have data needs, Dean
12 and Mike and their subcommittee, we may
13 overwhelm them with data needs, I presume
14 that could happen, but we appreciate the work
15 that you're doing.
16 Ken, did you have any comments as it
17 relates to this topic?
18 MR. HYATT: Just a couple. One, we
19 are focusing on driving down the cost per
20 survey. One of the ways you increase sample
21 size is by increasing the cost per survey.
22 And as Dean said, we're essentially
23 conducting the survey as we always have. So
24 the sort of analytical focus now and the
25 problem we're trying to solve is to drive



Page 105

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2 the unit cost down per survey, and the
3 thinking is that will be done by taking
4 advantage of e-SIAT, whether it's mobile, et
5 cetera.
6 We'll be testing with JetBlue at JFK
7 in August. And this is something where we
8 really do need your help. How to think
9 through both how we do it, and again, with
10 whom we partner. Because it's very possible
11 that if we get more creative around the way
12 we collect the data, that we'll be able to
13 meet the end that we're trying to get to,
14 which is the higher sample size.
15 I'd only then add, highly supportive
16 of the both data piece and the evaluative
17 piece with respect to SelectUSA. And we
18 should just make certain that we connect you
19 with a data effort that's going on at the
20 Department of Commerce. It's one of Penny's,
21 one of the Secretary's pillars is big data,
22 and how do we gather and make more
23 accessible government data. So let's just
24 make certain that we connect you to that
25 effort as well.

Page 106

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2 MR. RUNYAN: Okay.
3 CHAIRMAN GILLILAND: Okay, good.
4 Well, thanks, Dean. Any comments before we
5 wrap up and move to the next subcommittee
6 update?
7 MR. BERG: Sam, I would just.
8 Dean, you know, Airlines for America has an
9 e-comm department and we have folks who
10 gather a lot of data. I don't know if
11 you've talked to our folks yet, but happy to
12 connect you.
13 MR. RUNYAN: Thank you.
14 CHAIRMAN GILLILAND: Anything else?
15 Okay, great. Thanks, Dean, for the update.
16 On to Brand USA. As you know,
17 we've made great progress, we've had great
18 success with Brand USA, and also very good
19 progress toward preauthorization, lots of
20 buy-in towards that preauthorization, so
21 that's great news. But we have opportunities
22 to take Brand USA to the next level. And
23 that's what this subcommittee is focused on.
24 And that's led by Todd Davidson and Barney
25 Harford as co-chairs. And I think Todd's

Page 107

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2 going to walk us through where you are.
3 MR. DAVIDSON: I will certainly do
4 that. And then I'll defer to Barney at the
5 end if he has any additional comments he
6 wants to make. Barney's with Orbitz, who
7 many of you know, joined us yesterday via
8 conference call, very engaged in the call,
9 and obviously joining us here today as well.
10 So I will make some comments and then defer
11 to Barney for any additional thoughts.
12 I want to begin by actually
13 complimenting and commending our entry
14 subcommittee. I really like where you took
15 the letter in response to the President's
16 Memorandum. And especially the fact that one
17 of the things that the TTAB has always done
18 extremely well is eradicate this idea of "us"
19 and "them" and talk about "we" as the travel
20 and tourism industry. And I believe your
21 letter really embraces that, especially the
22 quantifiable goal, looking at the entire
23 process in terms of time and not parsing it
24 out really accomplishes that. So bravo to
25 both of you as the co-chairs and to the work

Page 108

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2 of the committee in getting a letter that
3 embraces that concept of the whole of the
4 industry approach.
5 Our subcommittee, I thank you so
6 much for your work yesterday and in our
7 conference calls leading up to our gathering
8 here. With our meetings and conference calls
9 to date, we've been refining several key
10 points that are focusing our developing
11 recommendations at this point. We're looking
12 at how do we make sure that we ensure that
13 the fees that are collected under the
14 Electronic System for Travel Authorization
15 continue to be exclusively applied to their
16 intended purpose and to the Travel Promotion
17 Act. How do we make sure that the
18 implementation of a matching fund system that
19 will allow for the smooth operation of Brand
20 USA in accordance with the policies and the
21 expectations of the Travel Policy Act.
22 And where we spent most of our time
23 yesterday, and really in the spirit of this
24 whole of the industry approach, was looking
25 at a review of the vetting process where



Page 109

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2 Brand USA goes to Commerce and has the
3 review of their submissions for the federal
4 matching funds. As many of you know, Brand
5 USA must raise \$100 million. And then that
6 is matched by \$100 million that is collected
7 under the ESTA fees. Some of that money is
8 in cash, some of that is in kind. And
9 there are a variety of policies and
10 procedures that have been put in place over
11 the years that govern how those transactions
12 occur and how ESTA submissions are turned in
13 to Commerce, how they're reviewed and
14 evaluated, and subsequently how the dollars
15 are then released. That was acknowledged
16 yesterday. And, you know, what really became
17 clear is that many of the policies and
18 procedures were put in place from the very
19 beginning when Brand USA was new. It was in
20 its infancy. We needed to establish a lot
21 of confidence and trust in this new fledgling
22 organization. And we needed to make sure
23 that we were protecting what was happening
24 with those dollars and with protecting Brand
25 USA in its infancy.

Page 111

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2 some of the big rocks that we think we can
3 kind of help move to make even -- to make
4 the process even more efficient than it is.
5 And to Jerry's point about what will
6 that mean, how does that, you know, translate
7 into spending and jobs, let me just tell you
8 that our sense is that by creating greater
9 efficiencies both on the Brand USA side and
10 the Commerce side, we will be able to
11 actually free up resources that can then be
12 appropriated to increased marketing around the
13 world, and therefore generate more trips and
14 more American jobs.
15 So we're excited about the work that
16 we're going to be undertaking. I want to
17 give a very special thank you to Chris
18 Thompson and Aaron Wodin-Schwartz who joined
19 us from Brand USA yesterday while they were
20 sequestered, but also Ken Hyatt and Julie
21 Heizer, who joined us from the Department of
22 Commerce. We had a very honest, transparent,
23 code-of-silence kind of conversation. And it
24 was very rewarding and very refreshing and
25 very helpful to the subcommittee.

Page 110

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2 We're now three or four years down
3 the road and everyone is acknowledging that
4 there's an opportunity for us to really
5 revisit those policies and procedures.
6 We took the liberty of, as I would
7 call it, sequestering our witnesses yesterday.
8 And we brought in Brand USA to talk to us
9 about how they believe the process is
10 working. And then after they left,
11 representatives of the Commerce Department
12 came in and discussed with us how they
13 believe it's working. What I want the
14 members of the TTAB to know is that both
15 sets of folks believe that they have a
16 strong, established relationship that is built
17 on confidence and trust. And it's really
18 about how do we improve the process moving
19 forward. That was very reassuring for us,
20 and gives us a great foundation for us to be
21 able to work from.
22 One of the core pieces that also
23 came across yesterday is that we do believe
24 that there are opportunities here for
25 efficiencies. And we talked a lot about

Page 112

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2 And also a big thanks to Jenna for
3 supporting our subcommittee as we were
4 pulling together our agenda and getting
5 everybody scheduled and getting the questions
6 out. Thank you for your ongoing support
7 with our subcommittee's work as well.
8 Finally, just in the spirit of an
9 announcement -- big pregnant pause -- in case
10 you hadn't seen the Federal Register Notice,
11 the Secretary is soliciting for three
12 positions on Brand USA's board of directors.
13 And those positions, the notice closes or is
14 scheduled to close on August 15th. They are
15 looking for a representative from small
16 business/retail, they are looking -- small
17 business/retail, a state tourism office, and
18 a travel distribution company.
19 So those are the three current
20 openings on the Brand USA board. Those are
21 open until August 15th. Thank you very
22 much.
23 CHAIRMAN GILLILAND: Barney, did you
24 have anything that you'd like to add?
25 MR. HARFORD: Yeah, I think that was



Page 113

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2 a great summary. I agree completely that it
3 was a very productive meeting. I think
4 given the progress that we are making with
5 -- that's been made currently, the bill that
6 we will write, I see a key focus for us
7 going forward is going to be to make
8 recommendations as to some audacious goals
9 for the Brand USA effort as we look at the
10 next phase of this issue currently. And so
11 I think I'm excited for us to be spending
12 some time over the next couple of sessions
13 really thinking through what those goals
14 should be and what some of the metrics that
15 we can recommend that can be used to track
16 how effectively that team is in using what
17 is clearly a substantial amount of resource.
18 Already we are becoming, as has been
19 commented, we've grown from start-up to a
20 growing organization, and that I think
21 there's some real opportunity here to come up
22 with some goals and some metrics that can
23 really highlight the great work that's been
24 done.
25 MR. DAVIDSON: Thanks, Barney.

Page 114

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2 CHAIRMAN GILLILAND: Thanks, Barney
3 and Todd. And with that, we're pleased that
4 Chris Thompson was able to join us to
5 provide us with an update on Brand USA. So
6 Chris, we'll give you the floor.
7 MR. THOMPSON: Thank you, members of
8 the advisory board. And thank you to Sam
9 and Kathleen for their leadership, and Todd
10 and Barney for their leadership on our
11 subcommittee. I thought the session
12 yesterday was very productive. We're very
13 excited about the opportunity to take a look
14 at the relationship we have in this
15 public-private partnership.
16 As I sit here today, I guess the
17 overall comment I would make is Brand USA
18 and the public-private partnership, we have
19 nine federal agencies facilitated through the
20 Department of Commerce, is in a great place.
21 If I was -- and actually when I was
22 contemplating what the public-private
23 partnership might evolve to, I don't think
24 after nearly coming up on two years that I
25 will be here in November that I could have

Page 115

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2 ever thought it would be in the place that
3 it is right now. The National Travel and
4 Tourism Strategy, the engagement of the nine
5 federal agencies, the Tourism Policy Council,
6 the opportunity to have a platform like that
7 that allows us to know and recognize what
8 we're doing as the marketing arm and the
9 demand driver as it relates to promoting
10 international visitation, spend, and increasing
11 our market share. But then the role that
12 all nine federal agencies have as it relates
13 to helping to facilitate that. A lot of
14 ways -- Arne Sorenson, who sits on our
15 board, he said that he feels that the most
16 important thing that we can do is market the
17 welcome, because that was the thing that was
18 challenged so much over the last decade.
19 And that's literally what we're doing around
20 the world, is marketing the welcome; inviting
21 visitors from around the world to discover
22 this land like never before.
23 We do understand that our success
24 creates pressure points in many of the
25 subcommittees that are being represented here.

Page 116

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2 Certainly in three of the six we're directly
3 involved; ours, and entry policies and visa
4 policies, because in the law we're charged
5 with being involved in all three of those.
6 But as has been said already and
7 will be said by the rest of the committees,
8 we actually have a role or at least some
9 participation in all six of the
10 subcommittees. So we're looking forward to
11 what we can do.
12 I can report to you that our
13 footprint around the world, now that we're in
14 our fourth year in business, third in
15 operations, is about as large as was
16 originally contemplated. Our brand campaign
17 is actively engaged in 10 markets, 11
18 languages that represent 75 percent of the
19 inbound travel to the United States.
20 Our trade outreach, which is our
21 relationships with the buyer audience around
22 the world, which is the travel trade and
23 travel media. We have 12 international
24 offices that have us actively engaged in 20
25 markets.



Page 117

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2 We have Brand USA pavilions at 24
3 major trade shows around the world that give
4 us the opportunity to have those
5 conversations and bring buyers and suppliers
6 together in a productive and enhanced
7 environment to be able to sell all that is
8 the United States of America.
9 And where we spend most of our
10 resources is in cooperative marketing.
11 That's marketing that we do on behalf of the
12 country in partnership with buyers and
13 suppliers around the world. And I can tell
14 you that in all those channels, we now have
15 about 100 different platforms and about 200
16 different programs that we're actively engaged
17 in around the world across all of the
18 marketing mediums.
19 I think all told, with every touch
20 point we have, we're in about 33 markets
21 around the world, but when you add them all
22 together, it's 93 percent of the inbound
23 travel to the United States. So the
24 footprint that we've created is something
25 that we're very proud of. And to be honest

Page 118

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2 with you, we would not be able to -- it
3 would not have happened if it weren't for
4 many of the people around this table and all
5 the supplier audience from around the world
6 and the buyer audience that we all speak to
7 and promote to.
8 We're excited about our collaboration
9 with the Federal Government. The
10 public-private partnership is actually more
11 than just a facilitation through the
12 Department of Commerce. And then the
13 recognition of us being a demand driver and
14 how do we celebrate that and also manage
15 that. But we have had farther relationships
16 with, I'll highlight two, several examples of
17 our relationships with two of the federal
18 agencies.
19 Every Fourth of July, an Independence
20 Day celebration is held in most of our
21 embassies around the world. And in many
22 cases, that's a theme celebration. This year
23 we chose to use culinary as the theme for
24 celebration of the Independence Day
25 celebration. In conjunction with the

Page 119

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2 Department of State we produced this guide,
3 which is "Discover America - Great American
4 Food Stories - Experience the USA One Dish
5 at a Time." And in this guide are 31
6 celebrity chefs. And actually on page 27 is
7 the celebrity chef from this area, Chef Lenny
8 Russo and his establishment over in St. Paul
9 called Heartland.
10 And what this is, and somebody
11 mentioned storytelling, I think you were
12 talking about storytelling particularly through
13 your subcommittee. In the end, as
14 destination marketers, and I think Elliott
15 would agree, Jim, and all of us that are in
16 the DMO world, our job is about telling
17 stories about our destinations. So we have
18 the privilege of doing that about the whole,
19 the entirety of the United States. So
20 particularly in established markets who have
21 been here and done that a lot, we found that
22 being able to take vertical channels,
23 culinary being one, and tell the story in a
24 whole different way actually invites people
25 to discover this land again for the first

Page 120

1
2 time.
3 Thirty-one celebrity chefs that are
4 promoting their establishments, the cities
5 where they reside, and the regions of the
6 country from which they -- that they
7 represent. Really, really pleased with the
8 publication. The Department of State, again,
9 it was a collaboration with the Department of
10 State. And I'll pass this around so people
11 can take a look at it.
12 Also the Department of State, it was
13 mentioned that the Expo in Milan of 2015.
14 We anticipate that we'll have a very active
15 role in that, bringing the travel and tourism
16 industry and the representation of promoting
17 the United States to that Expo. And again,
18 that's being done in conjunction with the
19 Department of State.
20 And then the third and final example
21 is, as was stated, in August of 2016 will be
22 the 100th, the centennial celebration of the
23 National Park Service. And as we all know,
24 as we're promoting the United States, what
25 the national parks represent are many of the



Page 121

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2 iconic symbols of the United States. So we
3 are producing a big-screen film that we will
4 debut in August of next year. And it will
5 be shown in all the big-screen theaters, all
6 the IMAX theaters around the world. It will
7 be storytelling through the national parks by
8 compelling personalities and their stories as
9 it relates to what those parks mean to the
10 United States, and how they in a very
11 compelling way tell the story. So that's
12 our way of supporting the centennial. We
13 see it as a platform. The IMAX channel is
14 a really growing one, even more so
15 internationally than domestically. And we
16 see that as a great way to activate
17 storytelling around the world through our
18 trade partners, through our media partners,
19 and then direct to consumers.
20 So that's my update. Again, I thank
21 the work of TTAB, the subcommittee that
22 specifically related to us, very encouraged
23 by where that's headed, and then all the
24 work that we'll be doing with all the
25 subcommittees and the board to move things

Page 122

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2 forward. Thank you.
3 CHAIRMAN GILLILAND: All right.
4 Well, great update, Chris. And I will say
5 that after you left the call, I know you
6 weren't on for the entire subcommittee call,
7 but the Commerce Department representation,
8 Julie and Ken, were glowing about -- they
9 wouldn't say it to your face, of course.
10 (Whereupon, laughter occurred.)
11 CHAIRMAN GILLILAND: But they were
12 glowing about your progress. So it was
13 really, it was really great to hear their
14 perspective on it. So. But Ken, Ken if
15 you could offer up, if you have some
16 comments now, could offer up some views on
17 Brand USA.
18 MR. HYATT: Well, Chris and I were
19 joking recently that we used to speak more
20 with each other, which usually meant there
21 was a problem we were addressing. And the
22 fact that we're speaking less is a good sign
23 as to how smoothly things are running.
24 So I guess I would just say a
25 couple things. One, thank you for your

Page 123

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2 leadership. Right. Because I think you've
3 driven this, with the people around the
4 table. And there are a lot of people at
5 TTAB who have helped extraordinarily in this
6 process. So I thank you for all the help
7 that you've given us as we've done this.
8 So we're excited about the
9 subcommittee and the look at the procedures
10 that sort of we could now change to reflect
11 where we are.
12 The other thing that I at least
13 added and asked the committee to consider
14 were two. One is, to what extent are we
15 maximizing the branding of Brand USA and the
16 footprint of the U.S. Government, and even
17 the Visit USA committees around the world.
18 And we are testing now in the UK. I'm
19 going to suggest we accelerate and do more
20 than just one. But it was a question again
21 around can the committee bring a private
22 sector perspective to ask and answer the
23 question: How do we multiply the power of
24 our sales force and the branding? One.
25 And two, and this is to the

Page 124

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2 colleagues both at State and at DHS, I also
3 asked the committee to consider whether there
4 is more that Brand USA should do working
5 with State and DHS on the communication of
6 visa and global entry, which is part of the
7 mission. And this is again a question to
8 them: Is there more that can be done? And
9 it's going to be a conversation I think that
10 we should all have. Again, thank you for
11 your leadership.
12 UNIDENTIFIED ATTENDEE: Mr. Chair, if
13 I could, I'd like to publicly thank Ken and
14 Julie who are here, and Isabel, who is not.
15 Those three personally have had a big, just
16 a big reason on why we're where we are
17 today. And I really appreciate your
18 leadership and your partnership. Because
19 that's truly what it's turned out to be.
20 Thank you.
21 CHAIRMAN GILLILAND: All right.
22 Well, good. Any other comments for the
23 Brand USA subcommittee, for Chris, for Ken,
24 any comments from the rest of the TTAB?
25 Okay. Well, we will move on then. So if



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2 we're successful, and we have been, with
3 marketing the U.S. outside its borders and we
4 move those international visitors through our
5 visa process and entry process well, and they
6 show up in the United States, then they
7 encounter our infrastructure. And I think
8 the challenge there will be, as we see 100
9 million visitors coming to the U.S. here by
10 2021, and as we look out five to ten years,
11 if you just look at the aviation
12 infrastructure, the airport infrastructure, I
13 think we've been hearing studies that are
14 saying now that in the next five to ten
15 years, at the top 20 -- that 24 of the top
16 30 airports we'll see Thanksgiving-level
17 traffic and volumes at those airports at
18 least once a week. And that on our
19 interstate corridors in that roughly same
20 period, we'll see Labor Day types of traffic
21 on the roadways about once a week as well.
22 So we have a challenge ahead of us.
23 And it's not just roads and airports. But
24 we have an infrastructure challenge. And
25 that's part of the challenge set forth to

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2 If you start with -- one of the
3 things Jerry talked about is what's the
4 economic output here. One of the things is,
5 is National Travel and Tourism Policy.
6 That's really the guide that says we need
7 100 million international travelers by the
8 year 2021. And so that's really the
9 economic driver behind it.
10 Then the question is how likely are
11 we to succeed at welcoming them with a good
12 experience in putting them through.
13 And so from an infrastructure point
14 of view, our task on this committee was
15 really, you know, two fold. One, it was
16 airport-centric, even though we know there's
17 other pieces to the infrastructure. But one
18 of them was airport-centric. And the second
19 was that we were to create a national travel
20 infrastructure strategy. So as we started
21 down this path, we had some lengthy
22 discussions about a lot of the different
23 tactics. But in order to have a strategy, I
24 think we've had great success with our
25 National Travel and Tourism Policy that was

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2 our infrastructure subcommittee. And Greg
3 and Margaret are our co-chairs and leading
4 that. And I think for the update there
5 we're going to start with Greg and then go
6 to Margaret. Greg, take it away.
7 MR. STUBBLEFIELD: Perfect. Thanks,
8 Sam. The good news about getting this
9 assignment is there's no funding needs for
10 infrastructure.
11 (Whereupon, laughter occurred.)
12 MR. STUBBLEFIELD: Marketing's really
13 a tough one. But the infrastructure needs
14 are easy.
15 No. First of all, let me take a
16 moment. And Margaret and I co-chair this
17 committee. We've had a couple conference
18 calls and we had a great meeting yesterday.
19 And I want to take a moment to say thanks
20 to Maryann, Jonathan, Bruce, and Sam sat in
21 for a little bit. Because obviously this is
22 a very broad and complex issue. And trying
23 to understand how we attack this from a
24 subcommittee point of view, we have had some
25 great discussion about that.

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2 set forth in the strategy on that. And the
3 reason was is that I think we as a committee
4 believe it was a collaborative effort by the
5 public and private, and specifically on the
6 government side with Ken and Ed and Doug
7 Smith at the time, and a real collaborative
8 effort along with the private sector, if you
9 will, in order to put together a goal and a
10 policy. And then the administration adopted
11 that. And that was kind of our roadmap.
12 I think one of the things we see
13 out of this is there's a lot of different
14 needs from infrastructure, and so we need to
15 kind of have a roadmap. And so one of the
16 things we're looking at is kind of breaking
17 this into components. And there's a couple
18 of different components here. And then
19 Margaret's going to weigh in a little bit.
20 And I'm going to ask Ken to weigh in just a
21 little bit on the conversation we had at
22 breakfast this morning.
23 But as we look at it, there's really
24 a couple of different components here. And
25 there's different stakeholders in each of the



Page 129

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2 components. And so that makes an overall
3 strategy a difficult one because the same
4 stakeholders don't have a vested interest in
5 every part of it, except to get the
6 travelers in.
7 And so as we look at it, we broke
8 it into components. And those components
9 start with the NextGen.
10 And then the next component, if you
11 will, is when that plane touches down on the
12 Tarmac for the international traveler, their
13 journey and that customer experience, and
14 John pointed it out, because even though
15 touchdown on the Tarmac, if they sit on the
16 plane for an hour, it doesn't really start
17 their engagement with the process, but that
18 still is part of the experience. So when
19 the plane touches down until when they hit
20 the curb and they go through the airport
21 experience, that's up to and including
22 whether it's CBP, the TSA, the exchange, all
23 the way through to where they get to the
24 curb.
25 And the next piece to that customer

Page 130

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2 journey or customer experience is I go from
3 the curb to my destination. And that
4 destination may be mode of transportation
5 from rail, to taxi, to bus, to shuttle bus,
6 to tour bus, to rental car, to whatever it
7 may be, but somehow I transport away from
8 that infrastructure and move to a different
9 infrastructure.
10 And then it's incumbent upon all of
11 us, once they get to the destinations, to
12 provide our goods and services and the
13 experience and different things like that.
14 And so we kind of looked at it and
15 kind of tackled it that way. And I think
16 it's important. Because if you look at the
17 work from the previous TTAB meeting, and
18 Jonathan, thank you for your guidance on
19 that, he's been terrific, because he was on
20 the infrastructure committee last time. It
21 was really four pieces they really looked at.
22 And those four pieces were: One was
23 NextGen. Two was national parks. Three was
24 environmental and sustain ability. And
25 fourth was the highway trust account. Okay.

Page 131

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2 And there's some great work that was done.
3 And we want to take and continue to advance
4 that inside the context of what we've been
5 charged with is with a strategy around all
6 the infrastructure.
7 So with that, there's a couple of
8 pieces that we see. And Ken, we had a
9 great discussion this morning about -- very
10 briefly, but about NextGen. And whether or
11 not all stakeholders there are collaborative
12 and really understand the work that's been
13 done. So if he can maybe please just take
14 a second to talk about that.
15 MR. HYATT: Well, the previous TTAB
16 recommendation was for the private sector to
17 reach out in an organized way and communicate
18 and persuade on the importance of NextGen.
19 I just recited a conversation I had with the
20 FAA administrator in which we were talking
21 about the aerospace business in particular,
22 but the conversation went to how does
23 Commerce and the FAA work together. And so
24 we are going to identify some senior people
25 on both sides to brainstorm what we might

Page 132

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2 do. And I mentioned the TTAB work, which he
3 was even unaware of. And again, just raised
4 this issue around how does this group help
5 on an issue like that.
6 MR. STUBBLEFIELD: Thank you. And I
7 think that went to the discussion we had
8 yesterday, which was the collaborative effort
9 of everybody there. And Margaret, maybe you
10 want to take a few minutes and talk about
11 some of those points.
12 MS. McKEOUGH: I will, Greg. You
13 know, we talked yesterday to the success that
14 the entry committee has had as evidenced by
15 the actions taken earlier at this meeting.
16 And we talked about, in part, what was so
17 critical to advancing that issue. And it
18 was the collaborative spirit that came
19 together in part between Commerce and DHS to
20 get the conversation going and pull all the
21 stakeholders together.
22 So as we brainstormed our work plan
23 for the infrastructure subcommittee for this
24 next year, we recognized that there were two
25 rather immediate opportunities in front of us



Page 133

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2 that we could try to take advantage of.
3 From a policy standpoint,
4 infrastructure funding right now, 2015 is a
5 critical year for FAA reauthorization
6 legislation, which tends to be the vehicle
7 for funding aviation-related needs.
8 We also talked about the fact that
9 the surface transportation legislation is
10 continuing to be debated and it's very live
11 and active right now.
12 So we focused on the value there
13 would be if we could, with the leadership in
14 the Department of Commerce, with the
15 Secretary, and the outreach to the Secretary
16 of Transportation, if we could align these
17 two very important strategies, the travel and
18 tourism objectives for 2021, with the
19 transportation, the administration's
20 transportation policy initiatives that are
21 really in the formative stages in terms of
22 aviation, and are already playing out right
23 now and being debated for surface
24 transportation.
25 So all good ideas are there to be

Page 134

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2 borrowed from. And one of our first
3 conclusions yesterday was to look to increase
4 the collaboration at the senior leadership
5 level between Secretary Pritzker and Secretary
6 Foxx, and perhaps taking a chapter from what
7 worked so effectively on the entry side if
8 the two Secretaries could perhaps speak about
9 these broader initiatives coming together,
10 those strategic transportation planning
11 decisions aligning with the travel and
12 transportation goals that have been
13 established to be achieved by 2021.
14 And so one of our thoughts was to
15 reach out to Ken and talk with him this
16 morning at breakfast about the potential for
17 Secretary Pritzker to maybe have that
18 conversation with her colleague at
19 Transportation.
20 We also learned yesterday -- I know
21 Brandon's going to speak in a few minutes,
22 but he attended our meeting and made us
23 aware of Secretary Foxx's initiative to
24 develop a new strategic 30-year plan for
25 transportation. That is an opportunity for

Page 135

1
2 us to try to again align the travel and
3 tourism objectives with the infrastructure
4 needs to support them.
5 We talked about the fact that
6 throughout the USDOT, there's a variety of
7 policies that the administration may have an
8 opportunity to influence without the need for
9 congressional action, to take a look at how
10 the allocation of funding is made, whether it
11 be through FTA or FAA or surface
12 transportation issues, how can we revisit and
13 align those policies for funding to in fact
14 be strategically targeted towards their travel
15 and tourism objectives. So we talked about
16 ways that we may be able to do that as
17 well.
18 But I think the clear issue is that
19 there's two very important pieces of policies
20 being decided here in the early part of the
21 TTAB's two-year effort. And it really is an
22 opportunity for us, similar to the entry
23 committee who needed to just jump on the
24 ball and get some fast-moving pieces, we need
25 to do the same thing, with some

Page 136

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2 recommendations to the Secretary on how we
3 might be able to have the travel and tourism
4 needs and the needs for airports influenced
5 in these transportation plans that are being
6 developed right now. Thanks.
7 MR. STUBBLEFIELD: Okay, great.
8 Excellent. And just one last piece. I was
9 remiss. Brandon sat in our meeting
10 yesterday, and he was very, very helpful.
11 So Brandon, thank you very much for all your
12 information that you supplied to the team
13 yesterday.
14 CHAIRMAN GILLILAND: Okay. Greg and
15 Margaret, thanks for those comments.
16 And Brandon, we appreciate your being
17 here. And we look forward to your update.
18 MR. BELFORD: Great, thanks. And
19 I'm glad to be here today. I think it's --
20 you know, I've been having a long
21 relationship with TTAB, but for the first
22 time from this side of the table. And
23 thinking back to winter of 2011, drafting the
24 first Presidential Memorandum or Executive
25 Order on travel and tourism, and seeing how



Page 137

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2 this has come along, how the national
3 strategy that we worked on with Ken and the
4 team back in 2012 came together, and just
5 kind of all the progress made even over the
6 last three months since I left the White
7 House has been really, really tremendous.
8 But again, here today in my
9 Transportation capacity. And so just to kind
10 of pick up on a couple of the highlights
11 that folks made earlier in terms of the kind
12 of current state of play in the
13 transportation space. Because I do think
14 there are a lot of synergies that you all
15 are doing, what we're trying to do, and kind
16 of the broader administration is trying to do
17 from a policy perspective.
18 I think just first of all, just kind
19 of give folks an update on surface
20 transportation funding. The House did
21 finally pass a short-term fix so we don't
22 have to become bankrupt in four weeks. And
23 we expect the Senate to do the same this
24 week. But obviously that does not solve our
25 longer-term surface transportation needs. It

Page 138

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2 basically just kind of puts us 10 months out
3 to have this debate continued.
4 I think a lot of the focus from the
5 department's perspective is still going to be
6 on really pushing forward the President's
7 proposal for a longer-term surface
8 transportation proposal actually that was
9 announced back in February when we flew out
10 here to highlight some of the work that's
11 been done to kind of connect where we are
12 today with downtown Minneapolis and with St.
13 Paul.
14 I'm not sure if anyone had the
15 opportunity to ride the Blue Line or the
16 Green Line while they were in town, but I
17 did last night, and actually it's a great
18 example of how, you know, transit development
19 can help spur investment and connect people
20 to places and opportunities. And, you know,
21 being right here is a great example of how
22 that can connect people and tourism
23 opportunities and kind of the robust tourism
24 activity taking place here in Minneapolis.
25 So we're still going to be doing a

Page 139

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2 lot of work to really make the case for
3 increased investment for transit, for
4 highways, for programs that we think not only
5 benefit the broader economy, but can benefit
6 the tourism industry.
7 So things that we can do to get,
8 you know, more discretionary programs at the
9 department, such that we can look at a
10 number of different criteria in evaluating
11 whether or not it makes sense to invest, you
12 know, in a highway corridor that might help
13 Brad Dean connect folks in Myrtle Beach
14 versus a rail project like this, versus, you
15 know, programs that support federal land and
16 access to national parks and other places
17 that kind of tap in to the natural assets of
18 this country. So that's going to be a big
19 conversation in the surface side of things.
20 As was also mentioned earlier, and
21 as David is well aware, we're faced with a
22 similar situation when it comes to a lot of
23 our aviation programs and aviation funding.
24 That current bill expires at the end of next
25 fiscal year. And we're in a position now

Page 140

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2 where, through Michael Huerta, the head of
3 FAA, we really are in kind of a listening
4 mode right now. And so this is really the
5 opportune time to get input from everyone in
6 this room and our broader stakeholders in
7 terms of, you know, what exactly is the
8 challenge that we're trying to solve as we
9 look forward to airport infrastructure,
10 aviation services, NextGen air traffic
11 control.
12 And so, you know, Michael, you know,
13 has his management advisory committee that's
14 providing recommendations to him. I think we
15 would be more than happy to take some of
16 these conversations and feedback back to that
17 process. Because again, we're really at the
18 early stages of that whole process. And so
19 you can envision a world where we're going
20 to be spending a lot of time this fall and
21 winter really starting to put into paper in
22 terms of where are the priorities, what are
23 the proposals that we want to put forward
24 next year in the FAA preauthorization space.
25 And that's where, you know, I know there are



Page 141

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2 a number of contingencies, but issues that do
3 kind of address some of these airport funding
4 challenges, how we prioritize the next phase
5 of NextGen.
6 And I guess with that, it's kind of
7 a pivot to kind of where we are in NextGen.
8 I think if you listen to Michael, I think
9 what he would say is NextGen is here,
10 NextGen is now. There are improvements made
11 every single day to improve our aviation
12 system. So if you look at just what's taken
13 place in the past couple of months, a lot of
14 the foundational systems are already
15 operational.
16 ADS-B, which is basically the acronym
17 for transitioning from our 1970s, 1950s
18 radar-based technology to GPS. All of the
19 ground station satellites have been installed.
20 That was completed in May of this year. If
21 you look at some of the systems that are
22 designed to help, you know, modernize kind of
23 high altitude air traffic control, 19 of the
24 20 systems have been in place. We expect to
25 finish that process by the end of this year.

Page 142

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2 A lot of the work has been done looking at
3 metroplexes. So looking at how we can
4 improve the air space around major aviation
5 centers to start implementing new
6 performance-based navigation, which basically
7 allows people to have a more direct flight
8 and more efficient flight into major places.
9 We completed the metroplex in Houston
10 a few months ago. The Secretary and Michael
11 have been down there. If you look at just
12 some of the anecdotal stuff that we've gotten
13 from some of David's kind of constituent
14 companies, like American Airlines are already
15 seeing 10 to 20 percent increase in the
16 number of departures per hour in places like
17 Dallas.
18 So these are things that are
19 happening on a daily basis to improve the
20 air space throughout the country. And I
21 think we're at a point now where yes, we
22 still need to tell that story, but we're
23 also looking at new tools to tell that
24 story. So FAA is doing a lot of things on
25 social media, using Facebook, using Twitter

Page 143

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2 to, again, take every single little tiny news
3 item to amplify it to the best of our
4 ability. And then when we have big events,
5 get the Secretary, the President, the Vice
6 President to talk about NextGen.
7 I guess the last thing I'll
8 highlight of the sort of alive issues is two
9 weeks ago, the President announced kind of
10 this broader Build America infrastructure
11 initiative. Which is really designed at how
12 we can help attract private capital to all
13 of our infrastructure assets throughout the
14 country and private expertise in managing
15 those infrastructure assets. And so it's a
16 broad partnership between the Department of
17 Transportation and Commerce, Energy, Treasury.
18 But on the Transportation-specific
19 piece, which is kind of the leading part of
20 this whole effort, we're establishing an
21 investment center between the Departments of
22 Transportation and Treasury, where over the
23 next several weeks actually we're going to be
24 pulling in investors, private sponsors,
25 airport managers, experts from international

Page 144

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2 areas that have already seen success in
3 attracting private investment and private
4 partnerships and PPPs throughout, you know,
5 their infrastructure systems to really figure
6 out what are some of the things that have
7 worked abroad, what are some of the
8 challenges that local officials have, that
9 federal officials have, that project
10 management have in terms of increasing PPPs
11 throughout the country, particularly when it
12 comes to highways, transit, airports, other
13 infrastructure access. So that's the space
14 where I think we're going to, you know, look
15 to you all, look to the broad private sector
16 through transportation in order to develop
17 infrastructure opportunities for greater
18 private sector involvement.
19 And then just the last piece, again,
20 since you sat me next to David, just would
21 be remiss not to mention a lot of what the
22 department is continuously doing to just
23 increase access to international markets for
24 U.S. carriers, which obviously is a two-way
25 flow in terms of travelers that come to the



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Page 145

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2 U.S. from the international space.
3 So, you know, we've got 113 Open
4 Skies Agreements now with countries throughout
5 the world. Nineteen over the past several
6 years under this administration. Countries
7 like Japan, Brazil, Colombia. So continuing
8 to work through adding more countries to that
9 list, but also kind of just the day-to-day
10 helping doing-business issues that our
11 carriers have throughout the world, and in
12 looking to even liberalize more markets, be
13 it some of the larger economies that don't
14 have our ideal Open Skies structure but we
15 see an opportunity to kind of tap those
16 rising economies, rising middle-classes that
17 are hopefully going to fly U.S. carriers and
18 just be travelers to the United States.
19 So I think that's a quick update on
20 kind of a number of things that we're doing
21 at the department.
22 And I guess the last thing I would
23 just say to kind of build off one of the
24 earlier points. The Secretary does have
25 this 30-year strategy that he's pulling

Page 146

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2 together. You know, the first time the
3 department's done one since really the late
4 1970s. And so senior leadership across the
5 department's really working on this. And so
6 we're looking forward to doing kind of
7 figuring out the best way to kind of take
8 ideas and concepts from this group to kind
9 of embed in kind of how we think about
10 demographic changes, economic changes, just
11 kind of where we see the country going over
12 the next 20, 30 years. And how that's going
13 to impact our investment decisions on
14 transit, on urban development, on aviation
15 services, et cetera.
16 So again, I think we are more than
17 happy and welcoming to any ideas and thoughts
18 that this group has.
19 CHAIRMAN GILLILAND: All right,
20 great. We really appreciate the update.
21 And we're really pleased to have you at DOT,
22 Brandon. And not the least of which because
23 you know firsthand about how this
24 public-private partnership has worked with the
25 TTAB. And we stand ready certainly to

Page 147

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2 engage with you, and we're pleased to be
3 engaged with you on the infrastructure
4 subcommittee, but also would be pleased to be
5 engaged with Secretary Foxx. And I think if
6 we can also take advantage of the
7 relationship that Secretary Pritzker has with
8 Secretary Foxx and also with the FAA
9 administrator, we'd love to engage on those
10 types of issues the same public-private
11 partnership approach that we've taken here.
12 So where there are opportunities there, we'd
13 love to do that.
14 Any comments for Brandon or Greg or
15 Margaret before we move on to the next
16 subcommittee update? Brad.
17 MR. DEAN: Just one. Brad Dean
18 from the Myrtle Beach Area CVB. Want to
19 commend Margaret and Greg for the leadership
20 and the discussion thus far. One thing I
21 think is relevant. A lot of these issues
22 we're talking about are directly about travel
23 and tourism for obvious reasons. And I know
24 in my community, I think we are the busiest
25 vacation destination in America without

Page 148

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2 interstate access. So when I survey the
3 visitors who choose not to come to our
4 community, or more importantly, the ones who
5 don't come back, it's not because of a
6 competitor or because they didn't have a
7 great experience; it's because of the lack of
8 a highway system.
9 But I think something that's of
10 interest maybe to the committee and all of
11 us is as we think about these priorities,
12 this is probably the one subcommittee that
13 transfers to industries beyond travel and
14 tourism. So I know U.S. Travel has done a
15 great job of advocating to other industry
16 associations. And that may be something we
17 want to think about. I know in my region
18 it's not just about travel and tourism,
19 although it's important, it's about economic
20 development and diversification.
21 And in Myrtle Beach we don't like to
22 use the H word this time of year, but if a
23 hurricane came, we don't have the road system
24 to get people out. So it could mean saving
25 lives.



Page 149

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2 I know that's not lost upon the
3 committee, so I wanted to mention that to
4 TTAB that I think this is one in particular
5 that impacts a lot of other industries. So
6 we should look to align our goals and
7 objectives with them as well.
8 MR. STUBBLEFIELD: That's a great
9 point, Brad. Thank you.
10 CHAIRMAN GILLILAND: Thanks, Brad.
11 Any other?
12 MR. GALLAGHER: Yeah, so on the
13 infrastructure, I just came from the summer
14 board meeting for U.S. Travel, and one of
15 their big issues is infrastructure. I think
16 that's -- they're going to advocate for it,
17 make a plan for it to be included. I
18 wonder if we have some of the U.S. Travel
19 people here to talk about it at a future
20 meeting.
21 CHAIRMAN GILLILAND: That's a good
22 idea, Mike, yeah, I think we can even engage
23 between meetings as we're making progress on
24 the subcommittee. Good idea.
25 Okay, other comments? Okay.

Page 150

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2 Kathleen.
3 VICE CHAIR MATTHEWS: So we've
4 celebrated a lot of the successes in the
5 previous TTAB work on visas. But I think
6 there's a recognition that there still is a
7 lot that can still be done if we are going
8 to really help President Obama with his
9 invitation two and a half years ago that
10 America is open for business. And so Trudy
11 Rautio is going to bring us up to date on
12 that work stream that they have planned.
13 MS. RAUTIO: Thanks, Kathleen. On
14 behalf of Don, we also want to thank our
15 committee members. We have been pressing
16 them very hard. I'm passing around a work
17 plan that I think is in Version 9 of its
18 iteration. So we have been wanting to get
19 very concrete steps for our committee so that
20 we can begin the work.
21 We recognize that the goal that the
22 President has set is indeed lofty and that
23 this work will help it. So we are blessed
24 I would say by having Ed Ramotowski as a
25 part of our subcommittee work. He has been

Page 151

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2 with the TTAB for some time, but having him
3 on this subcommittee and having his insight,
4 his spirit of collaboration, is truly
5 beneficial to us. And we thank you for that
6 and the work to come.
7 I also want to thank Tammy Lee
8 Stanoch from Carlson who partnered with me
9 and also worked into the evening
10 incorporating the feedback from our committee
11 work yesterday. So this is hot off the
12 press. So forgive us if we didn't get all
13 of your feedback incorporated or missed
14 anything.
15 Our key outcomes that we've
16 identified are to develop strategies that
17 will help us increase international visitation
18 to the U.S. to reach the 85 million goal by
19 2015. And also a roadmap and action plans
20 and policies that will help us reach the
21 President's goal of 100 million to the U.S.
22 by the year 2021.
23 Thirdly, we want to aggressively
24 pursue bilateral agreements with additional
25 countries to expand visa waiver eligibility

Page 152

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2 requirements with three to five more
3 countries by 2016 in support of the JOLT
4 Act.
5 And finally, to advise the government
6 on any necessary congressional steps to
7 modernize and expand the Visa Waiver Program
8 facilitation of secure videoconferencing or
9 other technology and efficiency solutions that
10 would reduce visa wait times.
11 In order to do this, we feel that
12 there's a lot of data that has to be
13 collected. We do believe that we will also
14 tap in to the data and statistics
15 subcommittee. But we have also decided to
16 enlist the support of the Carlson School of
17 Management and the Humphrey School of Public
18 Policy. And so we're going to ask them to
19 assist us in solicitation of data and
20 assimilation of data and so forth just to
21 keep our subcommittee moving along on the
22 data that they have to collect.
23 We have divided this into three task
24 groups. So we've further divided our
25 subcommittee into very specific task



Page 153

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2 orientation. As you can see on the
3 following pages, the first is really around
4 visa processing, best practices and
5 efficiencies. So identifying what the best
6 practices are, identifying the legislation and
7 recapping that.
8 The Department of State doesn't try
9 to be obstructionist in this process. They
10 are required by law to abide by certain
11 rules and regulations. So understanding what
12 those are and how that we can impact that as
13 a private sector or offer any kinds of
14 advice on policy changes and working with the
15 State Department to review technologies and
16 best practices that might exist.
17 One of the things that we talked
18 about very specifically yesterday was could
19 you eliminate the actual insert, the copy
20 that goes into the passport as a means of
21 facilitating this. Australia has done that.
22 But it does not have a simple solution, as
23 we discussed yesterday. So that's one of
24 the ideas, for instance.
25 But we also want to acknowledge that

Page 154

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2 our first goal is a balance between national
3 security as a top priority, as well as
4 facilitation of travel and the entry of
5 people to our country. So it is a balancing
6 act that we are facing, and want to work
7 very cooperatively with other departments as
8 well.
9 Second, we would look at government
10 data that exists. So understanding the data
11 that's out there, anything that could be
12 benchmarked in terms of visa applications.
13 Tourist data don't have to be renewed, for
14 instance, so what data can we solicit from
15 that that might be helpful to us. Looking
16 at the Survey of International Travelers that
17 was already discussed. Looking at U.S.
18 arrivals and forecasts so that we could
19 perhaps identify where the bottlenecks may
20 occur in the process. And then developing a
21 matrix that will help the State Department
22 look at actionable steps that will facilitate
23 this demand increase that we're expecting.
24 And then from an industry
25 perspective, so we're looking at the

Page 155

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2 government data in and now from the industry
3 into the committee, we have lots of trade
4 associations and different places where we
5 can access data. And so coordinating those
6 pieces of data from both the government side
7 and from the private sector side that would
8 help us in making recommendations and
9 specific plans on this. Looking at ways
10 that we might extend the visa durations from
11 one to ten years, how the private sector
12 could influence that. And then we also were
13 made aware of the Department of State
14 training center. And perhaps that would be
15 a place for us to actually send some
16 representation from the committee in order to
17 better understand how that works, and maybe
18 offer any advice that we might have.
19 And then, of course, we would pull
20 that all together into recommendations at the
21 end. So that is how we have outlined our
22 work thus far. And again, appreciate not
23 only the committee, but the other members who
24 have worked with us on this.
25 VICE CHAIR MATTHEWS: Ed, would you

Page 156

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2 like to add anything to that?
3 MR. RAMOTOWSKI: Sure. First of
4 all, I'd like to thank Trudy and Don and the
5 other members of the committee for their
6 collaboration and teamwork. It's been great
7 working with them. And on behalf of all my
8 colleagues at the Department of State, we
9 look forward to continued progress.
10 Let me just give a few highlights.
11 When the initial Executive Order goal was set
12 in 2012, only about 56 percent of applicants
13 could get an appointment within three weeks
14 of asking for one. Thanks to the
15 committee's support for that ambitious goal,
16 we were able to mobilize the resources and
17 personnel to make a very positive difference
18 in the situation.
19 In August of 2012, we met the
20 President's goal of 80 percent within three
21 weeks. And since that time, it has never
22 dropped below that level. And currently, in
23 the peak application season for visas
24 worldwide, we have 90 percent of the
25 applicants getting an appointment within three



Page 157

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2 weeks of asking for one. Across our
3 network, the average wait time for all
4 applicants at all of our posts was 8.8 days.
5 (Whereupon, applause occurred.)
6 MR. RAMOTOWSKI: The four largest
7 posts which account for over 40 percent of
8 our workload, Mexico, China, Brazil and
9 India, all have single-digit wait times. So
10 spontaneous travel is happening in those
11 countries.
12 Some additional good news. In
13 Mexico, a new consulate building was opened
14 in Monterrey just a few weeks ago, replacing
15 a totally inadequate 1960s-era structure. So
16 that when we talk about the visitor
17 experience, we're now able to provide a much
18 higher standard of service for the several
19 hundred thousand people who visit us in
20 Northern Mexico every year.
21 In addition, Chile joined the Visa
22 Waiver Program this spring. That's working
23 smoothly. And we had very good collaboration
24 with Homeland Security in making that happen.
25 As Trudy mentioned, there's some

Page 158

1
2 legislative obstacles out there. There were
3 several measures in the Comprehensive
4 Immigration Reform bill that would have
5 granted the Department of State greater
6 flexibility to waive visa interviews.
7 Clearly, since the bill did not become law,
8 those measures have not become law either.
9 In addition, the measures that were
10 formerly in the JOLT Act were included in
11 that legislation as well. That would have
12 raised the refusal rate for the Visa Waiver
13 Program consideration to 10 percent from the
14 current 3 percent. So that's another issue
15 that the board needs to consider is where to
16 go with respect to those legislative
17 proposals.
18 Video interviewing is near and dear
19 to the hearts of some members of the Travel
20 and Tourism Advisory Board. And as I told
21 the committee yesterday, we have a
22 feasibility study underway to see if a pilot
23 demonstration at one of our, one of the big
24 four posts would be feasible. I expect that
25 study will be done in the fall. And then

Page 159

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2 after we analyze the results, a go/no go
3 decision for that pilot will be made. And
4 we'll certainly keep you all apprised of
5 developments on that score.
6 Let me just also emphasize that
7 although visas get the lion's share of
8 attention, the Department of State is
9 involved in a lot more than that. As Chris
10 Thompson mentioned, we devote a large amount
11 of our public diplomacy resources to help
12 promote the U.S. as a destination. Our
13 chiefs of mission and other embassy officers
14 are out there constantly promoting America as
15 a place to visit. Also, our colleagues work
16 closely with the Department of Transportation
17 on the Open Skies initiatives and other
18 international aviation.
19 Let me just close by giving one
20 anecdote out of Brazil. On July 17th, 2014,
21 our consulate in Sao Paulo handled a record
22 number of visa applications, 4,312. Some of
23 our embassies, some of the small ones, don't
24 even achieve those numbers in a year, where
25 that was in one day. So a tremendous effort

Page 160

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2 on the part of our Sao Paulo team. And I
3 guess for Brazilians, a great way to ease
4 the pain of the World Cup is a nice shopping
5 trip to the United States. Anyway, good
6 work by Team Brazil. And we look forward to
7 continued productive cooperation with all of
8 you. Thanks very much.
9 VICE CHAIR MATTHEWS: Ed, if I can
10 just ask you, you know, if we kind of turn
11 back the clock and look at the goals in
12 terms of a time frame for processing visas.
13 I know initially there was a lot of
14 resistance within the State Department to
15 embracing the goal. From that experience,
16 since we're looking at a time frame goal for
17 the entry experience, could you just give us
18 the wisdom of your experience on how the
19 goal actually was a catalyst for you in the
20 State Department to actually find efficiencies
21 at all of your embassies and consulates.
22 MR. RAMOTOWSKI: Well, I think the
23 key to it has been the collaborative effort
24 on the part of all of the government
25 agencies and private sector actors involved.



Page 161

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2 As Trudy mentioned, national security is a
3 key reason why visas exist in the first
4 place. And so the realization that that was
5 understood helped advance the other side of
6 the equation, which is providing the best
7 possible customer service.
8 Second, it helped galvanize and
9 mobilize resources from across our department
10 and across other government agencies. For
11 the President to establish this as a key
12 administration objective, clears some of the
13 bureaucratic cobwebs that are out there, and
14 helps focus attention on, you know, A, this
15 is important, and B, this is something that
16 we need to do.
17 And finally, I think sufficient space
18 was left to recognize the fact that we're
19 not entirely in control of our destiny.
20 Certain countries, certain regions of the
21 world are going through turmoil, political
22 instability, civil unrest. And the fact is,
23 we're not going to be able to have 100
24 percent. We won't achieve perfection. But
25 we can try to get as close to it as

Page 162

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2 possible and as is realistic, given the
3 global conditions we're operating in.
4 So with those factors coming
5 together, I think, you know, you build up a
6 good head of steam behind the objective and
7 you can make progress.
8 VICE CHAIR MATTHEWS: Great, thank
9 you. Any questions for the visa
10 subcommittee? Todd.
11 MR. DAVIDSON: Not so much a
12 question, just a comment. And that is, to
13 encourage all the members of the Travel and
14 Tourism Advisory Board if you have occasion
15 to travel internationally and you're in a
16 non-visa waiver country, to go see this work
17 in action. I had an opportunity to do it
18 last May when I was in Brazil. And Ed made
19 arrangements for me to meet with the teams
20 in both Rio and Sao Paulo. I am not
21 surprised that the Sao Paulo team was able
22 to crank through 4,000-plus. They are so
23 devoted to this process. In fact, you could
24 almost see the anguish that they couldn't do
25 same-day approvals, you know, that it was, it

Page 163

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2 took -- some of them were two days long, but
3 it was primarily a function of when the mail
4 was going to be delivered and when the next
5 mail pouch would go out. That's what was
6 making it two-day rather than same-day.
7 So they're very devoted. And they
8 certainly understand that what they're doing
9 impacts what we're trying to do here as part
10 of the TTAB. So just an encouragement to
11 the members of the board to take advantage
12 of that when you do have a chance to travel
13 abroad and really see this in action.
14 Thanks, Ed.
15 MR. RAMOTOWSKI: Thanks, Todd, I
16 should have mentioned that. And actually we
17 can facilitate a visit in a visa waiver
18 country as well. So if you're interested in
19 seeing embassy -- the business side of
20 embassy visa with some advance notice, please
21 let me know and we'll facilitate that. The
22 same goes for our training center in
23 Washington, D.C.
24 VICE CHAIR MATTHEWS: Great. Any
25 other questions? Holly.

Page 164

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2 MS. AGRA: I was just wondering, is
3 there a relationship between the Open Skies
4 Agreement and the Visa Waiver Program?
5 MR. RAMOTOWSKI: Not directly. In
6 other words, Open Skies is not a prerequisite
7 for a country joining the Visa Waiver
8 Program. And I'll defer to one of my
9 colleagues here who may have more information
10 on whether there are any Visa Waiver
11 countries that don't have Open Skies.
12 UNIDENTIFIED ATTENDEE: I'm not sure,
13 but there is no linkage between having Visa
14 Waiver and Open Skies. For instance, we're
15 about to sign an agreement with Equatorial
16 Guinea. They're not on a visa waiver.
17 VICE CHAIR MATTHEWS: And Ed, who is
18 the next Visa Waiver country, please?
19 (Whereupon, laughter occurred.)
20 MR. RAMOTOWSKI: I didn't bring my
21 crystal ball, you know. There are a lot of
22 countries that are interested. I would say
23 there aren't any on the immediate cusp of
24 joining. But there's a lot of interest out
25 there. And we're happy to work with any



Page 165

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2 country that is willing to work with us in
3 meeting the stringent requirements that
4 legislation calls for in order to join that
5 program.
6 VICE CHAIR MATTHEWS: Any other
7 comments on this, or general comments, as we
8 conclude our subcommittee discussions?
9 UNIDENTIFIED ATTENDEE: So the JOLT
10 Act, Trudy, what's the status of the JOLT
11 Act?
12 MS. RAUTIO: Right now we are hoping
13 to have that pulled out of the Immigration
14 Reform bill. That doesn't seem like it's
15 going to go anywhere, so that the JOLT Act
16 could be voted on on its own. And we're
17 hopeful for that outcome. But I don't know
18 what the odds of that might be at this point
19 in time. But that's, that's the direction
20 that we're trying to go.
21 CHAIRMAN GILLILAND: Okay, any other
22 comments? Okay. Well, let's wrap up here
23 relatively soon. I want to just cover and
24 clear my notes on some next steps. Clearly,
25 we have a few tweaks to make to the entry

Page 167

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2 you if we can be helpful in any way as you
3 push your work plans forward.
4 Let's see. And then there are --
5 anything else, Kathleen that you'd add to
6 that?
7 VICE CHAIR MATTHEWS: No.
8 CHAIRMAN GILLILAND: Okay. And so
9 then Jenna also has some comments on some of
10 our next steps, next meeting, other things.
11 Jenna, take it away.
12 MS. PILAT: Sure, thank you. And
13 thank you, everybody, for all of your efforts
14 over the last two days, but also before that
15 leading up to the meeting on your
16 subcommittee reports. We will follow up with
17 each subcommittee on your needs for briefing
18 materials, additional things between now and
19 the next meeting.
20 Next meeting will be Tuesday,
21 November 18th. We have previously sent out
22 this date, so your team should all have it.
23 The meeting will be in Washington, D.C. It
24 will be a similar structure in terms of
25 itinerary as this meeting. So Monday the

Page 166

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2 recommendations. But we do appreciate the
3 approval of the board on those
4 recommendations.
5 Out of that discussion came some
6 follow-on work that the subcommittee will do
7 around collaborating on this entry port, you
8 know, port of entry rating system.
9 And also there were notes around the
10 investments that are going to be necessary at
11 airports. The recommendations were more
12 specific to airports, and so there's more
13 work to be done there.
14 I am also expecting that all
15 subcommittees will be at Version 9 or further
16 of their work plans within the next couple
17 of weeks. Clearly, visa team is already
18 there, so you're in good shape.
19 But I know everybody will continue
20 to make good progress on both the work plans
21 and the work associated with that. And
22 certainly if there are any questions or help
23 that's necessary as part of that, both
24 Kathleen and I are available, Jenna's
25 available, and we're happy to dig in with

Page 168

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2 17th, we will have subcommittee meetings in
3 the afternoon, events or any special
4 opportunities that evening, and then on
5 Tuesday, similarly, a breakfast and the
6 meeting.
7 Think about for that meeting if your
8 subcommittee, two things, one, will have a
9 recommendation possibly ready for discussion,
10 deliberation and adoption at that meeting.
11 Also, if you have ideas for discussion topics
12 that your subcommittee would like the benefit
13 of the full board's thoughts on before you
14 get to the recommendation phase. So those
15 are two agenda-forming requests for you.
16 Secondly, on the Presidential
17 Memorandum, we, with the Department of
18 Homeland Security, published a Federal
19 Register Notice seeking public comment on the
20 Presidential Memorandum. Essentially your
21 recommendations adopted today are your input
22 to that. For your constituency groups, your
23 associations, other groups that you work with
24 in the industry, please encourage them to
25 take a look at that FR. I'll send it out



Page 169

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2 in the follow-up materials from this meeting.
3 Encourage them to look at that and submit
4 their thoughts on what they think the goal
5 should look like and what success looks like
6 for them, too. We want to make sure that
7 we've got a good understanding of the
8 expectations or the ideas of industry as we
9 consider our final, our final weeks in this
10 process for the report to the President.
11 I've heard you, your feedback is
12 loud and clear, two things from this meeting.
13 One, we will not schedule overlapping
14 subcommittee meetings. For those of you that
15 serve on two, thank you for serving on two.
16 We'll just need some input from you when you
17 would like to have your meetings. So I
18 heard you on that.
19 We will also have a break in our
20 next board meeting if it's going to be three
21 hours long, so that you guys can get up and
22 do whatever you need to do in the middle of
23 the meeting. So we, continuous improvement
24 loop here, we're happy to make adjustments.
25 And I think that's all that I have.

Page 170

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2 I think we have updates from Maureen and
3 Doug on the tours.
4 CHAIRMAN GILLILAND: Yeah, before we
5 get to that, just one maybe clarification for
6 the group, particularly the newer members,
7 around the recommendation process. It was a
8 bit of a diving finish on these entry
9 recommendations. And we have typically,
10 Jenna, we've had reviews of the
11 recommendations via conference call or some
12 other approach in advance of actually getting
13 to the meeting, so that there's a lot more
14 opportunity. There was a lot of urgency
15 around the Presidential Memorandum, so we
16 didn't have that luxury. But you would -- I
17 presume for those that are going to get to a
18 recommendation stage, I presume you'd
19 recommend having a conference call to go
20 through those recommendations in advance of
21 actually getting them to the meeting. So
22 that anybody on the TTAB can voice comments,
23 concerns in advance. Is that correct?
24 MS. PILAT: Yeah. I think the
25 process that we went through in the last two

Page 171

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2 days with robust discussions around the
3 subject matter is a process we try to allow
4 time for in the month leading up to a
5 meeting.
6 CHAIRMAN GILLILAND: Right. Right.
7 MS. PILAT: And so we condensed it.
8 Thank you to Dave and John for really
9 getting us through it very quickly and
10 efficiently. But we like to have you all
11 have the opportunity to read it, reflect on
12 it, share it with your constituency, make
13 sure -- you all serve in a representative
14 capacity, so we want to make sure that you
15 are bringing the benefit of all of those
16 viewpoints to the table with the
17 recommendations in particular.
18 CHAIRMAN GILLILAND: Okay, all right.
19 Well, good. And then so, Maureen, what
20 about stuff that's going on afterwards?
21 MS. BAUSCH: Well, first I think
22 there's a grab-and-go lunch you can take with
23 you outside. And those going to the airport
24 can go with Doug, he'll be your point
25 person. Right, Doug?

Page 172

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2 MR. KILLIAN: Yeah. Yeah, we've got
3 a great tour of the Minneapolis Airport, we
4 can leave as early as 1:15, we'll be down in
5 the lobby of the Radisson Hotel. And Dan
6 McCauley will do a mall tour.
7 MS. BAUSCH: Anyone wanting to see
8 mall security or our communications/social
9 media center can come with myself and Dan.
10 And those on the arts and culture tour, I
11 will connect you with Bill from Minneapolis.
12 And we'll just meet out in the lobby.
13 MR. KILLIAN: We've also got some
14 planning information down at the reception
15 room from last night. So if you need any
16 help with transportation, luggage, anything,
17 just let our people know. And we've got
18 some real fun photos of the reception last
19 night with SpongeBob. So if you want to
20 pick up your picture or photo of that, too,
21 we've got that information.
22 CHAIRMAN GILLILAND: Okay. As a
23 reminder, this is a public meeting, and so
24 we reserve a little bit of time at the end
25 for public comments. And so I'd like to



Page 173

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2 invite the guests to make brief comments, I'm
3 hoping in the neighborhood of two minutes or
4 less. And so if you are a guest and you'd
5 like to make a comment here at the meeting,
6 I'd ask that you identify yourself and then
7 I'll give you a couple minutes. Any guests?
8 VICE CHAIR MATTHEWS: This is also
9 open to people on the phone.
10 CHAIRMAN GILLILAND: Yes, and it's
11 open to those on the phone as well.
12 MR. RUSSO: Hi, I'm Lenny Russo --
13 CHAIRMAN GILLILAND: Could we get a
14 microphone for you just so we've got it on
15 the public record here.
16 MR. RUSSO: Thanks. Hi, I'm Lenny
17 Russo from Heartland Restaurant. I was
18 saying if you don't know me, I'm page 27 I
19 think for those of you --
20 (Whereupon, laughter occurred.)
21 MR. RUSSO: I just wanted, well,
22 one, I look forward to working along with
23 Chris and his team at Brand USA. But just
24 to expand a little bit on some of Jerry's
25 comments about the World Expo next year in

Page 174

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2 Milan, we're working hard towards that. And
3 Minnesota's actually taking the lead on that.
4 And Jerry mentioned a food tent. It's
5 actually a \$16 million food tent. The
6 American Pavilion is being designed by Jim
7 Biber, who designed the Rock and Roll Hall
8 of Fame. There's also a James Beard
9 Restaurant that will be there.
10 Here's an enormous opportunity for us
11 to go directly to the market. Forty million
12 people will be visiting Milan next year.
13 And I encourage all of you who would like to
14 get involved to -- you can contact me
15 directly if you'd like, and I'd be happy to
16 give you the information. At
17 heartlandrestaurant.com, if you just hit
18 "Contact Us" it will come right to my desk.
19 And I can certainly put you in touch with
20 people if you're interested in being involved
21 in that.
22 And also, Jerry, I think the
23 National Restaurant Association's a great, a
24 great partner in this. I would encourage
25 you also to seek out the James Beard

Page 175

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2 Foundation, and also the U.S. State
3 Department of American Chef Corps, I think
4 they'll be great partners for you. That's
5 all I have. Thanks.
6 CHAIRMAN GILLILAND: All right,
7 excellent. Thank you. Any other guests
8 that would like to make comment? Anybody on
9 the phone?
10 MS. ROJAS-UNGAR: Hi, this is
11 Patricia Rojas with the U.S. Travel
12 Association.
13 CHAIRMAN GILLILAND: Patricia.
14 MS. ROJAS-UNGAR: Thank you. I've
15 really enjoyed hearing everybody. I'm sorry
16 I couldn't join you, but it sounds like you
17 had a very effective meeting.
18 The only point that I wanted to make
19 is I wanted to support the comments that
20 Margaret and that Rosie Andolino made with
21 regards to the rating system for individual
22 airports. And we're happy to work with the
23 TTAB in coming up with something that creates
24 accountability for moving forward with the
25 national goal. But not necessarily if it's

Page 176

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2 in any way going to hurt airports'
3 credibility around the world or in any way
4 judge one airport based on something that
5 another airport is doing that maybe doesn't
6 make sense for any particular airport to
7 implement, especially with regards to
8 aesthetics or amenities that are provided by
9 the individual airport.
10 So I just wanted to register our
11 questions and concerns with the rating
12 system.
13 CHAIRMAN GILLILAND: Okay. Great.
14 That's helpful feedback. And we will be
15 sure that the subcommittee engages with you
16 on that.
17 MS. ROJAS-UNGAR: Thank you.
18 CHAIRMAN GILLILAND: All right. Any
19 other comments from guests? Okay. Well,
20 then I will end by thanking everybody for
21 your time, your contributions in the middle
22 of the summer. As Kathleen said, it's tough
23 to make this work for a lot of you. And
24 we appreciate your making the effort and
25 being here for this. Appreciate the members,



Page 177

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2 staffers, all the ex officio members,
3 Commerce Department, all of you. It's been
4 a very productive meeting. And again, we
5 really appreciate your participation and
6 contributions. And we hope you have very
7 safe and smooth travels.
8 VICE CHAIR MATTHEWS: Thank you.
9 CHAIRMAN GILLILAND: Thanks.
10 (Whereupon, the meeting of the Travel
11 and Tourism Advisory Board adjourned at 12:47
12 p.m.)
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Page 178

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2 CERTIFICATE
3
4 STATE OF MINNESOTA
5 COUNTY OF DAKOTA
6
7 I, Mary P. Mitchell, a Registered
8 Diplomat Reporter, Certified Realtime
9 Reporter, and Notary Public for the State of
10 Minnesota, do hereby certify that the
11 foregoing pages of typewritten material
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15 at the times and place specified.
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