

Travel and Tourism
The World's Largest Industry:
Transportation Challenges and Opportunities

September 18, 1996

Summary of Proceedings

November 1996

Transportation Strategic Planning
and Analysis Office
John A. Volpe National
Transportation Systems Center

Sponsored by:
Research and Special Programs Administration
U.S. Department of Transportation

These proceedings offer a summary of the seminar on Travel and Tourism The World's Largest Industry: Transportation Challenges and Opportunities, held at the Volpe Center on September 18, 1996. They do not propose or advocate any specific views or actions, nor do they necessarily reflect the policies or views of the Department of Transportation or any of its elements.

Travel and Tourism the World's Largest Industry: Transportation Challenges and Opportunities

I. Foreword

On October 26-27, 1995, more than 200 transportation leaders and decisionmakers from around the nation convened in Cambridge, Massachusetts, to participate in a two-day symposium on "Challenges and Opportunities for Global Transportation in the 21st Century." The symposium was held at the John A. Volpe National Transportation Systems Center, or Volpe Center, which is part of the Research and Special Programs Administration of the U.S. Department of Transportation (DOT). The purpose of this event was to support effective public and private sector policy decisions by focusing on the core issues that underlie several of the most challenging transportation topics now on the national agenda.

As a follow-up to this event, the Volpe Center is conducting a series of six seminars in 1996 to explore in greater detail critical issues in transportation for the next century that were identified at the symposium. These six issues, and the planned dates for the seminars, are:

<i>May 21</i>	Emerging Issues in Transportation Information Infrastructure Security
<i>June 18</i>	Current and Future Federal Applications of Tagging and Tracking Technology
<i>July 16</i>	Mesoscale Weather Forecasting: Technological and Institutional Challenges
<i>August 20</i>	Spectrum Availability and Digital Communication Links
<i>September 18</i>	Travel and Tourism The World's Largest Industry: Transportation Challenges and Opportunities
<i>October 16</i>	Transportation Health Effects: A Current Assessment

Each seminar assembles approximately 40 to 50 public and private sector experts and transportation officials to provide in-depth focus on these important issues and identify potential areas where policy changes or further research and analysis may be required. This report summarizes the presentations and discussions that occurred during the fifth of these seminars, "Travel and Tourism the World's Largest Industry: Transportation Challenges and Opportunities," which was held at the Volpe Center on September 18, 1996.

Proceedings for each of the six seminars are made available in electronic format at <http://www.volpe.dot.gov>.

II. Seminar Panelists and Speakers

Mr. Terry Clements
Director, Visitor Development
Nashville Travel and Tourism Council

Mr. Richard Cunnion
Director, Airline and Destination Marketing Department
MASSPORT

Mr. Rick Donnelly
Vice President of Marketing and Sales
AMTRAK

Mr. Ronald Erdmann
Senior Market Research Analyst
International Trade Administration
U.S. Department of Commerce

Ms. Megan Hughes
Field Sales and Promotions Manager, New England
Busch Entertainment Corporation

Dr. Richard R. John
Director
Volpe National Transportation Systems Center
U.S. Department of Transportation

Mr. Aubrey King
Senior Vice President
Travel Industry Association of America

Mr. Hale Norvell
Liaison, Business Community Relations
American Association of Retired Persons

Ms. Susan Pikrallidas
Managing Director, Government Relations
American Automobile Association

Dr. D.K. Sharma
Administrator
Research and Special Programs Administration
U.S. Department of Transportation

III. Overview of the Issue

Travel and tourism is one of the most dynamic sectors of the American economy, one that is uniquely dependent upon transportation for its vitality and competitiveness. The industry is composed of many interdependent services, products and facilities, spanning 14 different standard industry classification codes. Its various elements include hotels, resort properties, restaurants, tour operators, transportation providers, amusement and national parks, car rental firms and wide range of other public and private services. There is no one definition of the industry since many parts of it are inextricably linked to other economic sectors, such as airlines to transportation. Regardless of the definition used, the travel and tourism market is a major source of jobs, foreign capital and economic activity.

IV. Topic 1: The Size and Demand of the Travel and Tourism Industry

(a) Background

The size and impact of the travel and tourism industry vary widely. Some estimates indicate that the business may employ anywhere between 112 and 200 million people or more than 10 percent of global workforce. According to a study sponsored by the World Travel and Tourism Council, the industry generates over \$2.5 trillion in gross global output which is 5.5 percent of the world GNP (Waters, 1991). Regardless of the source consulted, travel and tourism rivals any industry for the top in terms of size and economic impact.

In the United States, travel and tourism is the nation's largest export industry and second largest employer accounting for over \$430 billion in expenditures. The travel business employed over 6.3 million Americans and contributed to an estimated \$58 billion in tax revenue in 1995 (TIAA, 1996). In 1990, the industry played a significant role in reducing the country's balance-of-payments deficit earning over \$50 billion from 38 million foreign tourists.

What is Contributing to Increased Business and Leisure Travel?

- Greater disposable income available for travel.
- Fewer working hours and large number of employees receiving paid holidays and vacations.
- Higher education levels and greater awareness of other areas of the world.
- Rapid and decentralized global economic development leading to increased business travel.
- Improved transportation and access to desired destinations (Inskeep, 1991).

The forecast for the travel business is for continued strong growth. As listed in the sidebar above, there are many reasons for its growth that go well beyond the public's fascination with distant images from the satellite dish. Aggressive forecasts predict a world output of over \$7 trillion by 2005. Perhaps the best indicator of the future is its

past performance. Except for 1991, U.S. employment in the sector has risen every year since 1958. Since 1972, travel-related employment increased more than 100 percent while total non-agricultural jobs grew less than 50 percent.

Betting on continued market growth, vehicle manufactures are building additional capacity and developing new products to meet changing customer demand. For example, Boeing and General Electric recently entered into a partnership to produce a new type of private jet for business travel. The joint-venture, Boeing Business Jets, will produce planes, costing \$35 million each, able to fly nonstop from New York to Tokyo. According to Jack Welch, General Electric's CEO, "we think this is a new era of global transportation for the business traveler" (*Business Week*, August 5, 1996 p. 33).

According to Boeing, the market for new commercial aircraft to replace part of the existing fleet and to respond to new demand through 2015 is 15,900 airplanes or an equivalent of \$1.1 trillion in 1995 U.S. dollars. The new fleet mix added over the next 20 years will be 68 percent single-aisle airplanes, 22 percent intermediate-size and 10 percent large aircraft. The fastest growing segment of the market will be intermediate-size airplanes (Boeing, 1996).

Once considered a depressed industry, new attention is being given to the cruise market. Cruise ship manufacturers are anticipating increased demand. The cruise ship industry has the largest construction backlog in recent history where each unit costs between \$200 and \$400 million. Growth and confidence in the leisure cruise market is highlighted by new entrants to the business, such as Disney Cruise Lines (*Maritime Reporter*, July 1996, p. 42).

(b) Discussion

Two major themes developed during the first discussion. The first theme addressed the difficulty of defining the industry and the related issue of reliable data. The second track described the current and future economic contribution of the travel industry to the United States' and world's economies.

Definitions and Data

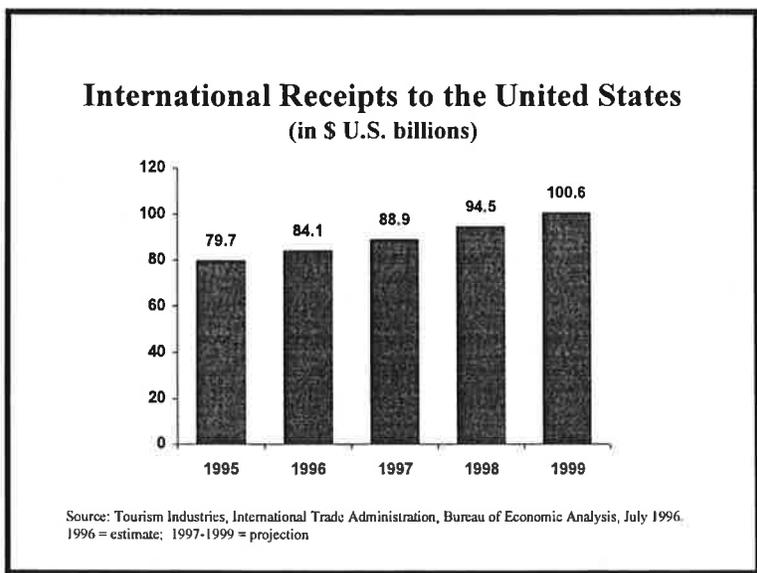
Due in part to its complexity and size, the travel and tourism industry confounds easy definition. Many analysts use varying ranges of travel time and distance to define "travel and tourism" as opposed to work-related or some other travel. For example, the National Tourism Policy Study Final Report used the "broadest possible conceptual definition of tourism or travel, specifying no time or distance limitations: that is people journeying outside of their home community for any purpose except daily commuting to and from

work” (US Senate Committee on Commerce, Science and Transportation, 1978). In contrast, the World Travel and Tourism Council defines any trip over 25 miles as part of the sector’s activity (WTTC, 1995), while the Travel Industry Association of America counts only those trips that are 100 miles or more as part of the business and leisure market. Any definition risks either overestimating or underestimating its economic impact. Consequently, any discussion of travel and tourism turns on a matter of definition. Its sheer breadth of activities defies analytical precision.

Closely related to the issue of definition is the problem of consistent and reliable data to analyze the sector’s activity and the potential demand it may place on transportation. For example, one participant observed that visitor data for those traveling to the United States is provided by I-94 immigration forms. These forms are not used for traffic between Canada and the United States nor Mexico and the United States. Likewise, with regard to domestic travel, the divergent definition applied to travel and tourism make development of reliable measures difficult (e.g., what portion of the restaurant and food service sector is part of the travel industry?). Consequently, market forecasting and policy making may be made with insufficient data.

Travel and Tourism: Industry Dynamics and Projections

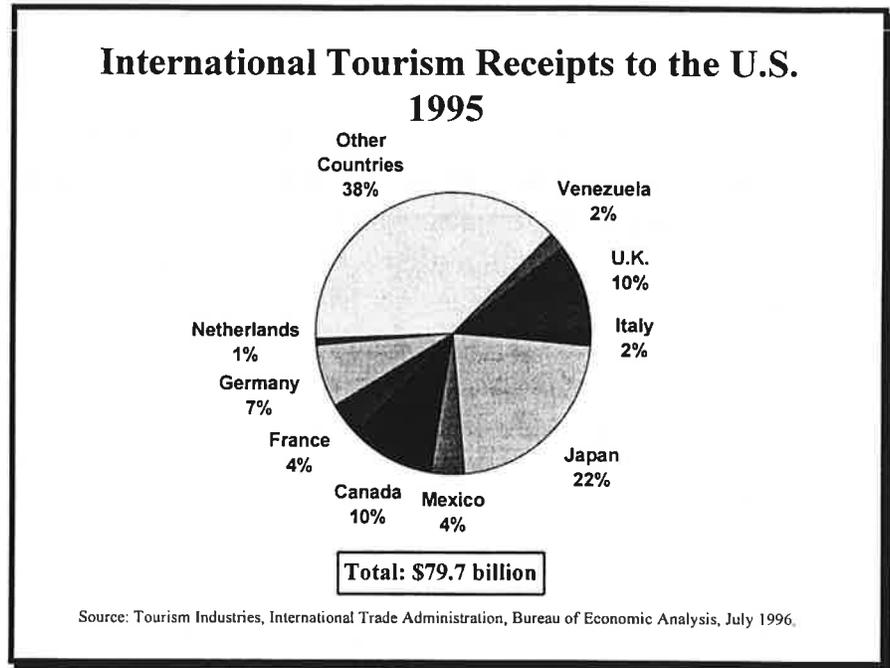
The seminar participants projected continued growth for the travel and tourism industry. According to the International Trade Administration’s Tourism Industries, international tourism provides a significant source of American jobs and tax revenue. In 1995 alone, over 43 million international visitors accounted for 970,000 American jobs and over \$8 billion in tax receipts.



The average overseas traveler spends approximately \$3,300 contributing to nearly 40 percent of the nation’s services surplus. As shown in the bar graph to the left, a moderate increase in the number of international travelers to the United States is projected through the end of the century. The projected increase in the number of visitors will contribute to an increase of more than \$20 billion in international receipts over the next five years.

The countries of origin and purpose of trips to the United States are changing. For example, although there will be a three to four percent increase in foreign visitors there is a shift from the traditional countries of origin, such as Canada or selected European nations, to new countries in Asia and the Middle East.

As depicted in the chart to the right, Japan is the single largest source of international tourism receipts to the United States accounting for 22 percent of the nation's \$80 billion in tourism. In addition, where 30 percent of the trips are for business and 60 percent tend to be for leisure, the norm is becoming more multiple purpose trips combining both business and pleasure.



One illustration of this trend are visitors from Korea. Once predominantly a source of business travelers, today that country is becoming a significant source of multiple purpose visitors to the United States.

In addition to international visitors, domestic travel remains an important part of the nation's economy. Over \$350 billion in expenditures are attributable to the domestic travel industry. According to the Travel Industry Association of America, domestic travel has increased 45 percent over the last 10 years alone. The vast majority of the trips are made by automobile and occur on weekends. Similarly, growth is occurring in the group tour industry. In 1995, the direct impact of the group tour industry in North America was estimated to be \$10 billion, an 11.4 percent increase over the prior year. The top states of origin are California, Texas and Illinois, while the nation's most popular regional destination is the south Atlantic, followed by the cities of New York, Los Angeles and Chicago. The number one activity for those touring is shopping, followed by outdoor recreation and visiting historical sites.

V. Topic 2: Transportation and Travel and Tourism

(a) Background

Worldwide billions of dollars are spent by private firms and governments to attract travelers who contribute to sales and tax revenues. These investments take the form of capital construction projects, product development and marketing. Worldwide the industry invests more than \$350 billion a year in new facilities and capital equipment. In 1996, state governments will spend more than \$400 million attracting people to their regions. More than 25 percent of that sum will be spent on advertising alone.

Critical to ensuring their return-on-investment is a transportation system that provides efficient access to their attractions and regions. Transportation services provide the cost and quality differentiation needed for a resort or a state to compete with rival destinations. A transportation infrastructure that provides superior value to the traveler in terms of accessibility, affordability, efficiency, and service influences a consumer's decision to visit and certainly their decision to return.

(b) Discussion

The second panel presented the views of a major urban airport, a metropolitan region, and a major theme park. Each of the panelists discussed the importance of transportation in attracting and retaining visitors to their region or property.

Transportation and Regional Competitiveness

Regions routinely solicit airlines, bus and rail services to improve their connectivity to the other parts of the country and the world. Many destinations have invested millions of dollars to increase the capacity of their airports and surface terminals. Critical to ensuring their return-on-investment public agencies must demonstrate the uniqueness of their facilities and how that uniqueness can provide benefits to the carriers they are attempting to attract.

According to the presenters, the competitiveness of any one facility, particularly an airport, may be significantly impacted by a variety of factors. Among these factors are the perception of the port's security, and its ability to facilitate international travel and provide efficient and smooth connectivity to other modes and destinations.

Although the group acknowledged security as an important "perception issue," it was viewed as critical to the viability of any transportation center. The attendees encourage the U.S. Department of Transportation (DOT) to work with international organizations

and other Federal agencies to ensure the safety and security of transportation facilities. Although ensuring safety and security is paramount, the capacity of a transportation facility to ease the burden and increase the efficiency of the various government inspection processes was seen as a major factor in increasing the attractiveness of a regional market. There was consensus among the participants that the Federal Government should continue to pursue international agreements, develop technologies, and formulate organizational strategies that streamline government security, inspection and entry requirements.

*Transportation's Support to the Travel Industry:
Providing Access and Information*

Physical access to a destination is a necessary, but not a sufficient condition for the continued success of the travel and tourism industry. By definition, most travelers are unfamiliar with the area they are visiting. In many areas, private firms and public agencies are providing information to those in-transit to improve visitor access to accommodations and attractions as well as emergency services, such as police and hospitals.

New and renovated transportation terminals are integrating traveler service and information needs into their facilities. Incorporating bank, car rental, hotel information and ticketing into one facility is one attempt to make a visitor's trip as easy and seamless as possible. In Washington state, interactive kiosks are being used around the Seattle area to provide travelers with local transportation information in multiple languages. Regions catering to domestic travel and tourism are making ample use of signage along interstates and state highways to inform the traveling public of local attractions, rest accommodations and shopping. More innovative methods are being explored in selected regions. For example, the use of low wattage radio stations to direct drivers to popular destinations or to inform them of upcoming regional events are becoming more prevalent.

The participants articulated the concern that the guidelines and regulations promulgated by selected Federal agencies did not reflect the travel information demands for the next century. For example, the guidelines outlined in the Uniform Manual on Traffic restricts the number signs a region may place on its interstates. For regions that have several major attractions such a limitation does not adequately service the driving public nor the region's overall travel competitiveness. Likewise, current limitations on the power, frequency allocation and number of low wattage radio stations to provide traveler information hinders the ability of a region to provide real-time information using a universal medium such as the car or truck radio.

Regional Mobility

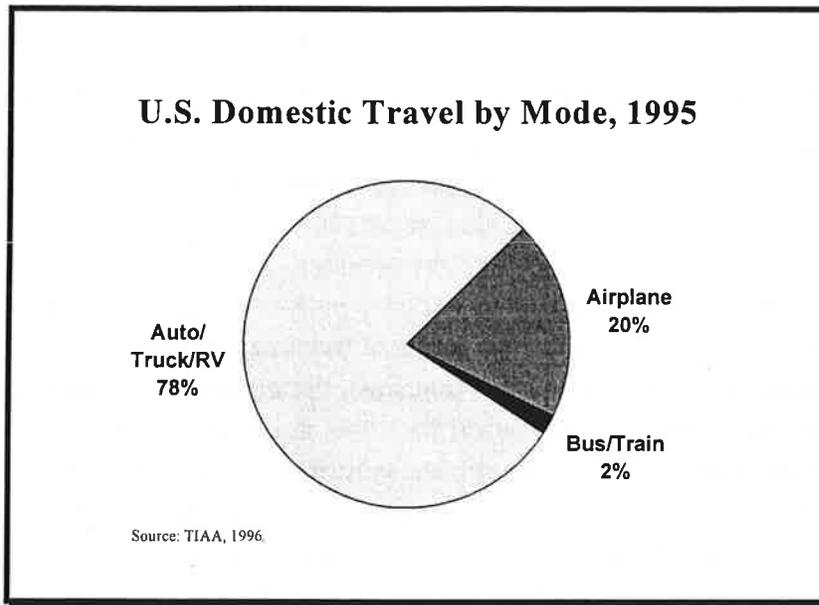
The competitiveness of individual transportation facilities and the availability of traveler information is crucial to the attractiveness of a particular region; however, the ease of movement within a region is equally as critical. Private developers of resort properties and theme parks often cluster in a particular area, due in part to weather, access or the existing attractiveness of the area to their particular tour product. For example, Orlando, Florida and southern California host numerous major theme parks and resorts. The panel noted that the traveling public, particularly families, choose to travel to these destinations because they provide an opportunity "to do it all." Therefore, the connectivity between resort properties, major attractions and transportation facilities is important to the competitiveness of the private operator and to the attractiveness of the region. For example, does the airport provide easy and efficient connections to public transportation or do the rental firms have an adequate number of cars to support traveler demand? Transportation planners must attempt to facilitate easy public access and egress to major attractions.

VI. Topic 3: Meeting the Transportation Needs of the Travel Industry

(a) Background

The capacity of the transportation system to meet the future needs of the American travel and tourism industry will be critical to its continued growth. Increased travel demand presents a significant challenge for private firms and governments alike. Many major airports and key highway corridors are already congested. Many transportation facilities are in need of maintenance. In addition to the requirements of maintaining the transportation infrastructure there will be the challenge of meeting the demands of a more diverse and mature traveling public.

Improvements in transportation technology and infrastructure has made travel more affordable and accessible. According to the Travel Industry Association of America, 1.17 billion person trips - one person traveling 100 miles (one way) or more from home - were made in the United States during 1995. Over 75 percent the nation's trips are leisure-related; the remaining 25 are for business.



As shown in the chart to the left, the majority of person trips are by automobile. Reduced air, bus and rail service to many rural regions has made those destinations inaccessible by any mode other than car. Ironically, market research indicates many tourists venture out in search of the very uniqueness that can only be found in often remote areas of the country.

In 1995, air travel accounted for nearly 20 percent of the trips. The number of domestic enplanements has increased dramatically over the last 15 years. In 1980, there were approximately 275 million enplanements; by 1994 the number increased to over 488 million. Internationally, the world's airlines transport nearly 1.2 billion passengers annually.

Bus and rail transportation provide about 2 percent of all person trips. According to the National Tour Association, 23 million people took tours in North America - an increase of 8.2 percent from one year ago. The Bureau of Transportation Statistics reports that AMTRAK accounted for 4.5 million passenger miles in 1980 and nearly 6 million in 1994 (BTS, 1996).

(b) Discussion

The third panel outlined future trends and current conditions that are important to the continued vitality of the travel and tourism industry. These issues included continued national investment in the improvement and maintenance of the transportation infrastructure as well as the importance of understanding how the transportation system must be responsive to the changing demands of the traveling public.

*National Investment in Travel and Tourism:
Maintaining a Safe and Efficient Transportation Infrastructure*

The conditions and performance of the nation's transportation infrastructure continues to be a problem for all users. Estimates indicate that road congestion alone may cost

individual urban areas billions of dollars in lost productivity and revenue - a large portion of this includes lost travel and tourism business. The physical condition of many highway and bridge facilities, particularly in rural areas where many national monuments and natural attractions are located, are in need of repair.

Likewise, growing congestion at the nation's major airports is resulting in costly delay. Each day over 1.5 million passengers board 22,000 flights in the United States. According to a recent American Automobile Association survey, nearly 70 percent of the flying public said they were concerned with an increase in flight delays and a decrease in air safety due to problems with the air traffic control system. Rail and intermodal terminals must be upgraded to meet demand and to adjust to operator changes, such as the need for increased bus operation in some locales, and the need to accommodate taxi, private automobile and commercial shuttle services. The panelists agreed that to ensure an optimal level of safety and efficiency the Federal Government must allocate more money to transportation infrastructure improvement and maintenance regardless of mode.

It was recommended that DOT, in an era of devolution, maintain a strong role in transportation so as to provide a policy framework that would facilitate the continuation of a "national" transportation system. Likewise, the Federal Government should promote policies that would make travel and tourism a more prominent factor in transportation planning. Although travel and tourism is named as a consideration in the Intermodal Surface Transportation Efficiency Act (ISTEA), all agreed that its contribution to the economy warranted additional attention in national policy and investment. For example, it was suggested that certain travel and tourism facilities, such as traveler information centers and kiosks, be considered transportation improvements so to qualify for funds under the ISTEA Reauthorization.

Promoting Customer Friendly Transportation

In addition to investments in the physical infrastructure, the attendees agreed that the user friendliness of transportation facilities and an emphasis on customer service was key to supporting the business and leisure travel industry. Customer friendly facilities includes smooth connections between modes and a focus on the changing needs of the traveling population.

The participants agreed that the Federal Government should continue its efforts to facilitate intermodalism and seamless transportation for business and leisure travelers. Continued support of intermodal planning, investments, and operations were considered crucial to providing a competitive transportation system that not only provides access but encourages future travel.

The attendees observed that changes in the characteristics of the traveling public itself should be considered in the design, construction, upgrade and operation of transportation facilities. The traveling population now includes families with children, older travelers, foreign visitors and the physically disadvantaged.

Mature America, in particular, is a growing market force. Between 1990 and 2020, the 50 and older population will grow by 82 percent. To remain competitive, public and private operators should consider the adoption of universal design standards that are responsive to an older population. These requirements include improved physical access, better lighting, larger and clearer signage and in many instances improved audio services. These improvements will benefit both an older traveling public as well as families with small children.

Increasing numbers of foreign guests will require changes in the transportation infrastructure and related facility services. Foreign visitors often require special assistance in the form of uniform international signage, special assistance in terminals, visitor stations, and in some instances foreign language emergency services from the growing number state-operated traveler assistance offices. These services, coupled with an efficient transportation system, provide the basis of a visitor-friendly region.

References

- American Express. 1994. *The American Express Survey of Business Travel Management: Executive Summary*. New York: American Express Travel Related Services Company, Inc.
- Boeing. 1996. *Current Market Outlook: World air travel demand and airplane supply requirements*. Seattle: Boeing Commercial Airplane Group.
- Dittmar, Hank. 1996. "Sustainable Travel and Tourism." *Surface Transportation Policy Project Progress* 4 (6): 1-2+.
- Connecticut Department of Transportation. 1995. *Signage Task Force Report*. PA 95-318.
- Murphy, Bridget A. 1996. "Meeting New Berth Demands: Cruise Leaders Reignite Search for First-Time Business." *Maritime Reporter/Engineering News* July.
- Naisbitt, John. 1994. *Global Paradox*. New York: W. Morrow.
- Rodrigues, Christopher. "Travel & Tourism Forecasts: 2000 and Beyond." *Viewpoint* 1 (2): 34-40.
- Smart, Tim, and Seanna Browder. 1996. "An Updraft for Corporate Jets." *Business Week* August 5.

SEMINAR PARTICIPANTS

Mr. James Barron

Chairman
Atlantic Rim Network
World Trade Center Boston
Suite 402
Boston, MA 02110

Phone: 617-423-7770

Fax: 617-969-6640

Mr. Bernard E. Blood

Chief
Transportation Strategic Planning and Analysis
Office, DTS-24
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-3454

Fax: 617-494-3688

Ms. Patricia Carroll

Special Assistant to the Administrator
Research and Special Programs Administration
U.S. Department of Transportation
400 7th St., SW
DRP-1, Room 8410
Washington, DC 20590

Phone: 202-366-8563

Fax: 202-366-3666

Mr. Terry Clements

Director
Visitor Development
Nashville Convention and Visitors Bureau
161 4th Avenue North
Nashville, TN 37219

Phone: 615-259-4702

Fax: 615-244-6278

Ms. Ellen Bell

Management and Program Analyst
Transportation Strategic Planning and Analysis
Office, DTS-24
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-3465

Fax: 617-494-4688

Ms. Bridget M. Canniff

Junior Analyst
Transportation Strategic Planning and Analysis Office
EG&G Dynatrend, DTS-927
Volpe National Transportation Systems Center
55 Broadway
Cambridge, MA 02142

Phone: 617-494-3534

Fax: 617-494-3688

Mr. Robert Casey

Service Assessment Division, DTS-49
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2213

Fax: 617-494-3260

Ms. Sue Ann Connaughton

Technical Information Center, DTS-930
Volpe National Transportation Systems Center
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2637

Fax:

Dr. Joseph F. Coughlin
Director
Transportation and Logistics Research
EG&G Dynatrend, DTS-927
Volpe National Transportation Systems Center
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2193
Fax: 617-494-3688

Mr. Richard P. Donnelly
Vice President of Marketing and Sales
AMTRAK
60 Massachusetts Ave., NE
Washington, DC 20003

Phone: 202-906-2050
Fax: 202-906-2493

Mr. Vincent Fang
Economist
Bureau of Transportation Statistics, BE-51
U.S. Department of Transportation
1441 L Street, NW
Washington, DC 20230

Phone: 202-606-9977
Fax: 202-606-5316

Mr. Kevin Green
Management and Program Analyst
Transportation Strategic Planning and Analysis
Office, DTS-24
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2106
Fax: 617-494-3688

Mr. Richard Cunnion
Director
Airline and Destination Marketing Department
MASSPORT
World Trade Center 323
Boston, MA 02110

Phone: 617-478-4152
Fax: 617-478-4160

Mr. Ronald Erdmann
Senior Market Research Analyst
International Trade Administration
Tourism Industries
14th and Constitution Ave., NW
Washington, DC 20230

Phone: 202-482-4554
Fax: 202-482-2887

Mr. Ronald Lee Fleming
President
The Townscape Institute
Two Hubbard Park
Cambridge, MA 02138

Phone: 617-491-8952
Fax:

Ms. Marilyn Gross
Technical Information Center, DTS-930
Volpe National Transportation Systems Center
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2088
Fax:

Dr. Xiaoli (Charlie) Han
Research Project Manager
Bureau of Transportation Statistics, BE-51
U.S. Department of Transportation
400 7th St., SW
Washington, DC 20590

Phone: 202-366-8927
Fax: 202-366-3640

Mr. Todd Homan
Economist
Office of Aviation and International Economics
U.S. Department of Transportation
400 7th St., SW
Washington, DC 20590

Phone: 202-366-9605
Fax: 202-366-7638

Ms. Megan Hughes
Field Sales and Promotions Manager, New England
Busch Entertainment Corporation
43 Forest St.
Worcester, MA 01609

Phone: 508-753-0024
Fax: 508-753-0821

Ms. Kathleen Kearney
Katlin Travel Group
15 Depot Square
Lexington, MA 02173

Phone: 617-862-6229 x11
Fax: 617-674-2080

Ms. Vivian J. Hobbs
Director
Office of Operations Engineering and
Assessment, DTS-50
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2354
Fax: 617-494-3063

Dr. John B. Hopkins
Senior Analyst
Transportation Strategic Planning and Analysis
Office, DTS-24
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-3455
Fax: 617-494-3688

Dr. Richard R. John
Director, DTS-1
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2222
Fax: 617-494-3731

Mr. Aubrey King
Senior Vice President
Travel Industry Association of America
1100 New York Ave., NW
Suite 450W
Washington, DC 20005

Phone: 202-408-2137
Fax: 202-408-1255

Mr. Lawrence Labell
Service Assessment Division, DTS-49
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2947
Fax: 617-494-3260

Mr. Santo J. LaTores
Chief
Center for Transportation Information, DTS-44
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2429
Fax: 617-494-3064

Ms. Cynthia Mackey
Deputy Director
Operations Airline and Destination Marketing
MASSPORT
World Trade Center Boston
Suite 323
Boston, MA 02210

Phone: 617-478-4154
Fax: 617-478-4160

Mr. Thorn Mead
Environmental/Transportation Consultant
Mead Consultants
20 High St.
Marblehead, MA 01945-3408

Phone: 617-639-8737
Fax: 617-639-0713

Ms. Annalynn Lacombe
Management and Program Analyst
Transportation Strategic Planning and Analysis
Office, DTS-24
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2161
Fax: 617-494-3688

Mr. David E. Lev
Acting Director
Office of Plans and Programs, DTS-20
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2445
Fax: 617-494-2370

Ms. Cynthia Maloney
Management and Program Analyst
Transportation Strategic Planning and Analysis
Office, DTS-24
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2283
Fax: 617-494-3688

Ms. Cynthia M. Mitchell
Center for Transportation Information, DTS-44
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2271
Fax: 617-494-3064

Mr. Oliver Nivaud
Special Projects Assistant
Greater Boston Convention and Visitors Bureau
Prudential Tower, Suite 400
P.O. Box 990468
Boston, MA 02199-0468

Phone: 617-536-4100 x208
Fax: 617-424-7664

Mr. Hale Norvell
Liaison
Business Community Relations
American Association of Retired Persons
601 E Street, NW
Washington, DC 20049

Phone: 202-434-3668
Fax: 202-434-3443

Mr. Don Pickrell
Chief Economist
Office of Research and Analysis, DTS-40
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2858
Fax: 617-494-3064

Mr. Craig Poteet
Manager
Route Development
MASSPORT
World Trade Center Boston
Suite 323
Boston, MA 02210

Phone: 617-478-4146
Fax: 617-478-4160

Mr. David Noonan
Atlantic Rim Network
World Trade Center Boston
Suite 402
Boston, MA 02110

Phone: 617-439-5393
Fax: 617-439-5166

Ms. Althea Phillips
Technical Information Center, DTS-930
Volpe National Transportation Systems Center
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2117
Fax:

Ms. Susan Pikrallidas
Managing Director
Government Relations
American Automobile Association
1440 New York Ave., NW
Washington, DC 20005

Phone: 202-942-2050
Fax: 202-783-4798

Mr. Simon Prenskey
Motor Vehicle Projects Office, DTS-401
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2451
Fax: 617-494-3064

Mr. Robert C. Ricci
Deputy Director
Office of Research and Analysis, DTS-41
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2343
Fax: 617-494-3064

Mr. Mark Safford
Management and Program Analyst
Transportation Strategic Planning and Analysis
Office, DTS-24
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-3411
Fax: 617-494-3688

Ms. Maura Smith
Executive Director
Cambridge Tourism
18 Brattle St. #352
Cambridge, MA 02138

Phone: 617-441-2884
Fax: 617-441-7736

Mr. George H. Webber
Chief
Plans Office, DTS-21
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2491
Fax: 617-494-3062

Mr. Michael A. Rossetti
Motor Vehicle Projects Office, DTS-401
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2020
Fax: 617-494-3064

Dr. Dharmendra K. Sharma
Administrator
Research and Special Programs Administration
U.S. Department of Transportation
400 7th St., SW
DRP-1, Room 8410
Washington, DC 20590

Phone: 202-366-4433
Fax: 202-366-3666

Dr. Frank F. Tung
Deputy Director, DTS-2
Volpe National Transportation Systems Center
U.S. Department of Transportation
55 Broadway
Cambridge, MA 02142

Phone: 617-494-2333
Fax: 617-494-3731

