

All together
powerful.

We're all in this together.



We're all in this because ours is one of the most remarkable industries in the world. We make a difference that's far-reaching and profoundly positive. For the guests we serve. For the communities and economies we enrich. For the careers and livelihoods we support. Our success is sustained because we have the same goals, follow the same values and pursue the same dreams. This is why we belong to AHLA. This is why we're powerful. This is why we're together.

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Jeremy Welter
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 La Jolla Beach & Tennis Club

Terri Haack
 President, Terranea Resort

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Glenda McNeal
 President,
 Enterprise Strategic Partnerships,
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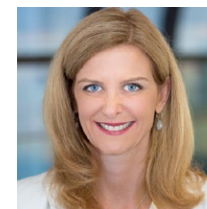
Jagruti Panwala
 President & CEO,
 Wealth Protection Strategies
 Treasurer, AAHOA

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Dear AHILA Member

A message from:



Katherine Lugar,
President & CEO



Mark Carrier
Chair of the Board

AHILA enjoyed an incredibly productive 2017, and we want to personally thank you for your membership and engagement with the association. Your support is what allows us to unify the hospitality industry and continue to drive it forward together.

As we reflect on the past year, we feel tremendous gratitude for all the great people in hospitality who inspire us to work on their behalf. We work together in a wonderful industry that faces challenges but also great opportunities. We are honored to represent you, and without your support we would not have made the great progress we did in 2017 on so many of the key issues highlighted in this year's annual report.

In addition to our aggressive advocacy efforts, we had several other major highlights this past year, including reaching a record high 25,000 members with 3 million rooms, a 300% increase in three years. We further strengthened our industry's political action committee by raising \$1 million for HotelPAC, putting us in the top 2% of the 700-plus industry trade association PACs. This demonstrates the deep commitment of industry professionals and a true investment in our advocacy. And with our Dreams Happen Here national awareness and engagement campaign, AHILA shined a spotlight on the amazing people and opportunities that make our industry so unique. This is incredibly rewarding.

Lastly, we are incredibly proud of our work, alongside our Foundation (AHLEF), with the Department of Labor to launch a new national apprenticeship program at hotels across the country and of AHILA's efforts to provide grants to local apprenticeship programs. We believe by engaging qualified youth to pursue a career in hospitality, we help bridge the employment gap for our country and provide great opportunities for young people while also laying the foundation for our industry's future. So many of the industry leaders began their careers at a young age and have demonstrated the growth trajectory that our industry provides.

With your help, 2017 was an incredible year and we'd like to thank you once again for your support as we move our industry forward together into the New Year. All together, we are powerful.

Warmly,

Katherine and Mark

All together doing more.



AHLA had a strong and successful 2017. Building on the momentum of the past several years, we achieved historic results in many ways. Whether it was fundraising, member recruitment, media exposure or impacting vital industry issues, our efforts this year can be summarized by a single word: more.

In 2017, AHLA pursued more initiatives and achieved more results.

MORE CONTRIBUTIONS

Fundraising for HotelPAC topped \$1,000,000 for 2017, a new record. This puts AHLA in the top 2% of all federal trade association PACs and ensures our political voice remains strong.



MORE GROWTH

AHLA added 200,000 rooms in 2017. For the first time we now have more than 3 million rooms and 25,000 members. Together, we're stronger than ever.



MORE VICTORIES

All across the country AHLA is the driving force behind many important advocacy wins that protect your properties and our consumers.

- Reining in illegal short-term rentals
- Passing the Joint Employer Bill
- Advancing room attendant safety
- Stopping online booking scams
- Expanding guest worker visas

MORE CARING

Following Hurricanes Irma, Harvey and Maria, we established *Hotels For Hurricane Relief* to raise funds for the Red Cross. After the mass shooting in Las Vegas, AHLA rallied the industry to review and share best practices for hotel safety and security.

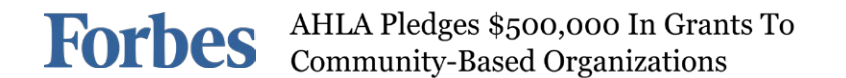
MORE INFLUENCE

AHLA CEO Katherine Lugar was appointed to the select Department of Labor Task Force on Apprenticeship Expansion to help guide the Administration's efforts to grow apprenticeship programs nationwide.



MORE EXPOSURE

The industry has a powerful story to tell, and AHLA gets the word out through a variety of media channels. In 2017, we garnered nearly 3 billion media impressions, nearly doubled from the previous year.



All together united.



AHLA unites us all by bringing members together for events that allow us to focus our collective attention on industry issues, opportunities, challenges and best practices. We share ideas and experiences with one another, we learn from one another, we strengthen one another.

AHLA advocacy days. Helping us work with Congress.

LEGISLATIVE ACTION SUMMIT

May 17-18, 2017 • Capital Hilton, Washington, D.C.

AHLA partnered with the Asian American Hotel Owners Association (AAHOA) for the annual Legislative Action Summit (LAS) in Washington, D.C. This is our industry's official day on Capitol Hill, a unique forum for us to make our voice heard with lawmakers.

LAS assembled nearly 500 CEOs, owners, operators, GMs, developers, investors, hotel employees and government affairs experts for the opportunity to focus on how hotels create jobs and support communities.

This year's key legislative issues were:

- Online Booking Scams
- Drive-By Lawsuits Targeting Hotels
- Transparency for Commercial Short-Term Rentals



Senator Amy Klobuchar (D-MN)



Congressman Mike Coffman (R-CO)



Senator Mark Warner (D-VA)



Senator Dean Heller (R-NV)



AHLA members advocating for our industry.



Democratic Whip Steny Hoyer (D-MD)



Congressman Joe Crowley (D-NY)
Democratic Caucus Chair



Republican Whip Steve Scalise (R-LA)

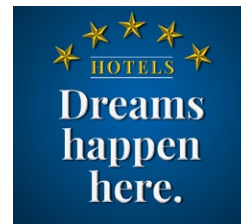


Congressman Rodney Frelinghuysen (R-NJ)

More face time. More advocacy. More progress.

DREAMS HAPPEN HERE CAMPAIGN LAUNCH

February 15-16, 2017 • Washington, D.C.



AHLA hosted a week of activities in Washington, D.C., to kick off and raise awareness among lawmakers for our new national campaign *Dreams Happen Here*. AHLA held dozens of meetings with key congressional leaders and Administration officials and served coffee and cookies from an AHLA-branded food truck to members of Congress and their staffs.

The campaign showcases the industry's commitment to job creation and career advancement and the 8 million jobs it supports nationally. It also draws attention to the remarkable economic contributions the industry makes to every community across the country, which add nearly \$600 billion annually to the U.S. GDP.

LEGAL GUEST WORKER PROGRAM SUPPORT

October 4, 2017 • Washington, D.C.



To address mounting concerns about the future of legal guest worker visa programs, a number of AHLA members flew to Washington to meet with officials at the White House, Department of Labor and key congressional offices. AHLA representatives explained how they always try to hire American workers first. But they also stressed how these visa programs are vitally important to their businesses because they provide a reliable supply of legal guest workers, especially during peak seasons when properties' staffing needs are most acute.

STOP ONLINE BOOKING SCAMS ACT ADVOCACY DAY

November 29, 2017 • Washington, D.C.



In conjunction with AHLA, e-commerce leaders from hotels across the country came to Capitol Hill to urge members of congress to support the *Stop Online Booking Scams Act*. This bill would help protect consumers from online hotel booking scams, a growing problem in which fraudulent hotel booking websites cost consumers \$3.9 billion annually in unexpected or hidden fees, lost or cancelled reservations and lost refunds. AHLA also used the opportunity to educate lawmakers about how the hotel industry continues to be an innovation leader in the evolving digital landscape.

2017 AHLA LEADERSHIP SUMMIT

June 2-3 • The Hay-Adams Hotel • Decatur House

It's critically important for us to keep our finger on the pulse of what's happening on Capitol Hill and how it affects our industry. AHLA's Leadership Summit is an exclusive gathering to help us stay on top of the latest thinking and innovations so our industry can stay ahead of the curve.

Our second annual summit brought together an all-star roster of top industry executives, preeminent thought leaders, members of Congress and D.C. insiders to explore a variety of issues vital to the industry's future.

The dynamic, insightful presentations and discussions probed national security considerations, technology advancements, hospitality trends, developments from the government and the new Administration, and more.

This year the Leadership Summit raised the bar with an especially impressive group of speakers, including:



General David Petraeus
Former CIA Director



Hon. Alexander Acosta
U.S. Secretary of Labor



Senator Chuck Schumer (D-NY)
Senate Minority Leader



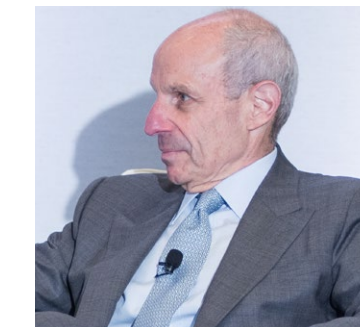
Congressman Kevin McCarthy (R-CA)
House Majority Leader



Senator Tim Kaine
(D-VA)



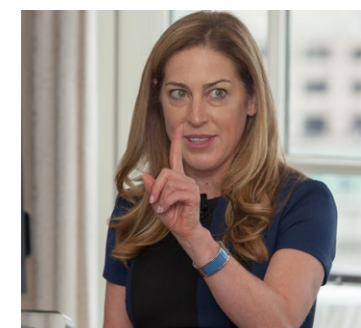
Sheila Johnson
Founder, Salamader Hotels and Resorts



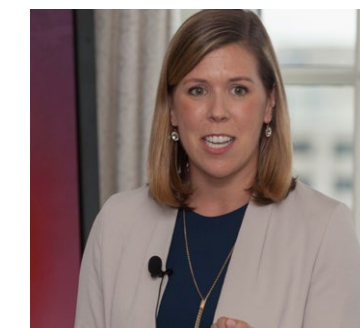
Jon Tisch
Loews Corporation



Tom Ridge
Former U.S. Secretary of Homeland Security



Jen Wesley
Google



Colleen Coulter
Facebook



Dr. Marc Teerlink
IBM Watson



David Gregory
CNN Political Analyst

All together stronger.



At AHLA, we work diligently to ensure our collective strength is sustainable. In 2017 we concluded a vital three-year strategic plan. We added two talented new members to our executive team. And we made key investments in future initiatives to help us grow. All of which will enhance our already strong foundation and position the association for continued success, year after year, decade after decade.

Many warm welcomes for many great additions.



KEVIN CAREY, EVP, CHIEF OPERATING OFFICER

AHLA strengthened its executive leadership significantly with the addition of Kevin Carey to fill the newly created chief operating officer role. Kevin will focus on growth initiatives to help ensure the association is well positioned to build new revenue streams and to continue providing the very most value to our 25,000 members.



MIKE WILLIAMS, CHIEF FINANCIAL OFFICER

Our C suite has added a strong new leader – Mike Williams. Mike joins AHLA as CFO, bringing with him 30 years of senior management experience in a wide variety of industries and associations. Mike will help assure that AHLA's financial planning is in alignment with and supports the association's organizational and business goals.



NEW EXECUTIVE PARTNERS

We're excited to add Avendra and Pearson to our group of dedicated executive partners, all of whom lend their experience and guidance to help us better serve our members and represent the industry.



NEW CORPORATE MEMBERS

American Hotel Income Properties REIT (AHIP), Chatham Lodging Trust, Columbia Sussex, Crescent Hotels & Resorts, RAR Hospitality, Schulte Hospitality Group, and SREE Hospitality Group joined AHLA in 2017, and we're all stronger for it.

AHLA divests ALIS.



After many great years co-producing the Americas Lodging Investment Summit (ALIS), AHLA sold its stake to Northstar Travel Group. Our divestiture brings a fresh partner to the Summit, and further strengthens AHLA's long-term financial future.

Introducing The Forum: An AHLA Experience.™



As part of our continuing commitment to inspire hospitality thought leadership, AHLA is proud to launch an important new annual summit called The Forum: An AHLA Experience.™ Global industry leaders and top executives will convene during this two-day strategic gathering to discuss the challenges and opportunities that will shape the future of the industry. The first-ever forum will be held May 9-10, 2018, in Middleburg, Virginia. Among the issues attendees will unpack are the consumer mindset, the changing workforce and the impact of globalization.

All together empowering.



At its core, the hotel industry is all about people. Not only the guests we serve, but also the millions of employees who enjoy rewarding, lifelong careers in the industry. One of the most important and meaningful things AHLA does year after year is to showcase how our industry provides vast opportunities for employees, from entry level to executives, to achieve the American Dream.

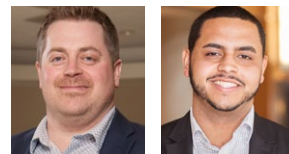
AHLA kicks off *Dreams Happen Here*, the story of our lives.



In February 2017, AHLA launched *Dreams Happen Here*, a national campaign that promotes the tremendous economic value the industry creates for communities nationwide.



The campaign also shines a big, bright light on the remarkable employment opportunities the industry offers: on-the-job training, fast-track advancement, and unrivaled upward mobility that can take employees from entry level all the way to management level. These are just some of the reasons the hotel industry is such a compelling story for millions of career seekers. It's the story our *Dreams Happen Here* campaign tells so powerfully.



A DREAM TRIP TO WASHINGTON

February 15, 2017 • Washington, D.C.



In February, AHLA took the *Dreams Happen Here* campaign to Capitol Hill, where we ran paid media and distributed promotional materials. And from our AHLA-branded food truck, we served members of congress and congressional staffers coffee, cookies and highlights of our industry success story.

THE DREAM HAPPENS IN CHICAGO IN A BIG WAY

March 22, 2017 • Washington, D.C.



A report released in March as part of the *Dreams Happen Here* campaign proves the tremendous economic power of the 173 hotels operating in Chicago: \$8 billion spent by guests; \$2 billion paid in taxes; more than 90,000 jobs supported, generating more than \$4 billion in labor income; \$12 billion flowing to local Chicago businesses. Numbers don't lie. Hotels do rock.

SHARING OUR DREAM WITH MAYORS

June 23-26, 2017 • Miami Beach, FL



AHLA showcased the *Dreams Happen Here* campaign at the U.S. Conference of Mayors summer meeting in Miami. The Florida Restaurant & Lodging Association was our cosponsor of the evening hospitality event. There we promoted the industry, distributed branded giveaways, and made sure hundreds of mayors truly understand how vital hotels are to the economies and workforces of their cities.

Leading the way with apprenticeships.



As part of our ongoing commitment to creating employment opportunities and pathways to long-term careers in the hotel industry, AHLA and AHLEF are taking a national leadership role in the development of apprenticeship programs.



AHLA CEO APPOINTED TO FEDERAL APPRENTICESHIP

AHLA was honored when Katherine Lugar was asked to join 19 other corporate executives on the Department of Labor Apprenticeship Task Force, which was formed in response to President Trump's executive order to expand apprenticeships.



AHLA RECEIVES \$1.8 MILLION APPRENTICESHIP CONTRACT

The Department of Labor tapped AHLA and the National Restaurant Association Educational Foundation to develop the industry's first-ever Hospitality Sector Registered Apprenticeship program (HSRA).



INDUSTRY GOES ALL-IN WITH APPRENTICESHIPS

Following the lead of AHLA and the National Restaurant Association Educational Foundation, leading hotel and restaurant companies have already committed to bringing on 475 apprentices, exceeding the Department of Labor's goal.



CREATING CAREER PATHWAYS FOR OPPORTUNITY YOUTH

In America today, there are six million Opportunity Youth, 16- to 24-year-olds who are out of school and unemployed but who have the drive and resilience to succeed in the workplace. AHLA and AHLEF are joining with community-based organizations to attract these young people for careers in the hospitality industry. Our outreach will help put these youth on the road to success while helping the hotel and lodging industry fill its critical labor shortage.

Grads of Life receives \$500,000 grant

To kick off the new Empowering Youth Project, AHLA is partnering with AHLEF to make a significant investment in Grads Of Life, a nationally recognized career development nonprofit and leader in connecting employers with Opportunity Youth. Our grants will recruit and train 1,000 Opportunity Youth over two years for hotel careers in high-demand markets, such as Washington, D.C., Los Angeles, Chicago and Baltimore.

Baltimore youth receive \$50,000 grant

To celebrate National Apprentice Week, AHLA and AHLEF funded community-based organizations in Baltimore to open hotel career pathways.

Honoring our best of the best.



The AHLA *Stars of the Industry Awards* recognizes the hotel industry's leading lights. Individuals and properties are honored for outstanding accomplishments, service and leadership. This year's ceremony was hosted by Jenna Bush Hager, contributing correspondent on NBC's *Today Show*. Eight winners and finalists were selected from more than 500 nominees from across the country. Two members of Congress were awarded the inaugural *Spirit of Hospitality Award* for their role in advancing the travel and tourism industry: Sen. Amy Klobuchar (D-MN) and Sen. Steve Daines (R-MT).

AHLA STARS OF THE INDUSTRY AWARDS

May 17, 2017 • Capitol Hilton, Washington, D.C.

NORTH STAR EMPLOYEE OF THE YEAR

Maria Ortiz Restaurant Supervisor
Wyndham Houston Medical Center Hotel & Suites, Houston, TX

NORTH STAR EMPLOYEE OF THE YEAR FINALIST

Lisalani Baybayan Regency Club Concierge
Hyatt Regency Maui Resort & Spa, Lahaina, HI

NORTH STAR EMPLOYEE OF THE YEAR FINALIST

Derrick Behlin Houseperson
Courtyard Marriott Convention Center, Washington, D.C.

INNOVATION AWARD

The Inn at Longwood Medical
Boston, MA

GENERAL MANAGER OF THE YEAR, LARGE PROPERTY

John Evans General Manager
Silverado Resort & Spa, Napa, CA

GENERAL MANAGER OF THE YEAR, SMALL PROPERTY

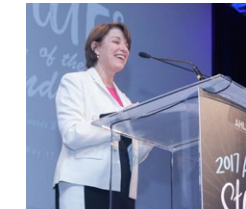
Craig Poole General Manager
DoubleTree by Hilton, Reading, PA

PAVING THE WAY AWARD

Marina MacDonald Chief Marketing Officer
Red Roof Inn, Columbus, OH

STEVAN PORTER EMERGING HOSPITALITY LEADER OF THE YEAR

Jessica Gaskin Director of Housekeeping
Omni San Francisco, San Francisco, CA



All together advocating.



The abuse of short-term rentals is fast becoming the hot button issue of the hotel and lodging industry. It all started innocently enough as a way for homeowners to supplement their income through web-enabled home sharing. But increasingly, unscrupulous commercial operators are taking advantage, running illegal, unregulated, untaxed hotels. AHLA is not standing for it. We're aggressively pushing back all across the country. And we're winning.

Reining in illegal hotels state by state, bill by bill.



In 2017, AHLA worked diligently to stop proposed preemption legislation in at least a dozen states. In 2018, we will continue to press our case with an aggressive anti-preemption campaign in local communities nationwide.



VIRGINIA PASSES IMPORTANT SHORT-TERM RENTAL LEGISLATION

With strong support from AHLA and the Virginia Restaurant, Lodging and Travel Association, Governor Terry McAuliffe signed into law a vital bill enabling the local regulation of short-term rentals. The bill, passed with wide bipartisan margins in the Virginia General Assembly, allows local governments to retain the authority to create and enforce local laws pertaining to short-term rentals and ensures that appropriate taxes are collected from operators.



MONTGOMERY COUNTY PASSES ROBUST SHORT-TERM RENTAL REGULATIONS

Montgomery County, Maryland, passed one of the country's strongest pieces of short-term rental legislation. Each host must now get an annual short-term rental license from the county, and must comply with health and safety standards, HOA/condo restrictions, and have a state sales and use tax account number.



SEATTLE ADVANCES SHORT-TERM RENTAL TAX ORDINANCE

In a key advance to crack down on illegal hotels and bring fairness to the lodging marketplace, the Seattle city council voted to impose a tax on short-term rental operators.



MIAMI-DADE COUNTY PASSES SHORT-TERM RENTAL ORDINANCE

Miami-Dade County passed regulations targeting short-term rentals in unincorporated parts of the county.



STATE PREEMPTION BILLS COME UP SHORT

The efforts of AHLA's state association partners, combined with intense grassroots lobbying, defeated preemption attempts in Florida, Texas, Indiana and several other states.

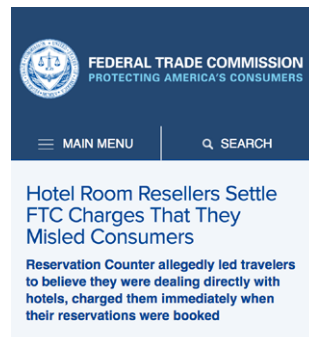
All together protecting.



AHLA has tremendous collective strength. We use our strength to protect the interests and future of the industry at large. We use it to protect the health and prospects of our member properties. And, of course, we use it to protect the consumers who are our guests and our lifeblood.

Safeguarding consumers from online booking scams.

Fraudulent third-party booking websites are a scourge on the industry and a growing, and expensive, threat to consumers. That's why AHLA is actively working to generate awareness and advance legislation on the issue. Last year, 22 percent of American travelers reported having made reservations online through what they believed was a legitimate hotel website only to find they'd been scammed. Today, these scams cost consumers \$3.9 billion a year!



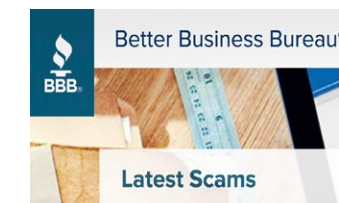
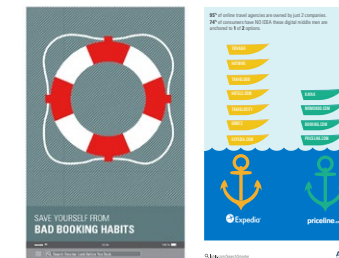
FTC vs. RESERVATION COUNTER, LLC

In December 2017, the FTC announced a settlement with online travel agency Reservation Counter, concluding that the site generated hundreds of millions of dollars by deceiving consumers about its affiliation with hotel brands. This major victory for the industry sets a precedent for future decisions and discourages other third-party booking sites from unscrupulous activity.

H.R.2495

TO PROTECT CONSUMERS FROM DECEPTIVE PRACTICES WITH RESPECT TO ONLINE BOOKING OF HOTEL RESERVATIONS, AND FOR OTHER PURPOSES.

ADVOCACY DAY



THE STOP ONLINE BOOKING SCAMS ACT

AHLA led efforts to secure the introduction of the first bipartisan, bicameral bill to stop online booking scams. On May 17th a group of eight Senate and House leaders from both parties introduced much-needed legislation to crack down on this growing problem.

The bill provides vital consumer protection and allows corrective action to stop these cons that affect more than 55 million hotel bookings annually. It makes it unlawful for third-party booking sites to accept payment for a reservation unless they have divulged that they are not affiliated with a hotel. Failure to do so can now be cause for civil action.

AHLA ADVOCACY DAY SUPPORTS THE BILL

It's crucial that the *Stop Online Booking Scams Act* becomes law. So on November 29, 2017, AHLA members flew to D.C. and lobbied members of Congress to vote for this legislation.

AHLA'S SEARCH SMARTER CAMPAIGN RAISES AWARENESS OF BOOKING SCAMS

While lawmakers did their part with tough new legislation, AHLA shined a bright light on the problem by launching a national campaign to raise consumer awareness of fraudulent third-party reservation websites. Our *Search Smarter* outreach is aimed at helping travelers avoid lost reservations, unwarranted fees and potentially ruined vacations, and gained over 2 million media impressions.

THE BBB JOINS OUR SEARCH SMARTER EFFORT

In November, AHLA announced a partnership with the Better Business Bureau to help get the Search Smarter word out. The BBB will have a dedicated tips page on its website along with a podcast, social media posts and infographics that will help protect even more consumers from online hotel booking rip-offs.

All together victorious.



One of the most important ways AHLA ensures the strength and health of our industry is by defending us all against a wide variety of threats to our business. Through vigorous advocacy on Capitol Hill and in statehouses and city halls all across the country, AHLA garnered many significant wins in 2017 that will help us continue to thrive now and into the future.

We united. We advocated. We won.

ADVANCED SAFETY AND SECURITY OF GUESTS AND EMPLOYEES

AHLA worked with our state association partner to advance a local ordinance in Chicago that focused on providing panic buttons to room attendants in hotels to ensure the safety of its workforce.

EXPANDED H-2B WORK VISAS

AHLA led efforts on Capitol Hill and within the Administration to expand the number of H-2B seasonal guest worker visas available this fiscal year. This provides immediate relief to many lodging businesses and resorts that rely on legal, highly vetted guest workers to meet their workforce demands, which increase greatly in peak travel seasons.

MADE SIGNIFICANT PROGRESS IN RESTORING JOINT EMPLOYER STANDARD

AHLA worked tirelessly to get the Save Local Business Act passed in the House. This is an important victory for small businesses and especially our franchise properties, which represent nearly 75% of all lodging properties in the U.S.

The National Labor Relations Board's ruling in the Hy-Brand Industrial Contractors case overturned its 2015 Browning-Ferris Industries (BFI) ruling that significantly expanded joint employer liability under federal law. This is another critical step in undoing the harmful and expanded joint employer liability standard set forth in the BFI case.

HELPING CRAFT A NEW OVERTIME RULE

Joining more than 50 national and state associations, AHLA filed a lawsuit challenging that the Department of Labor exceeded its statutory authority in issuing new overtime regulations. The proposed increases were too high and would be



implemented too fast, thereby harming small business and those employees the overtime rules were designed to help.

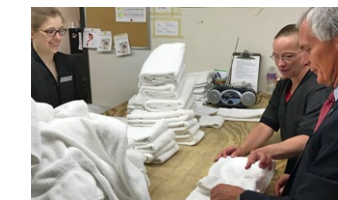
LAUNCHED HOTELSACT

As part of AHLA's commitment to strong grassroots advocacy, we introduced HotelsACT in 2017. This organization will help all segments of the hotel industry engage in the political and policymaking process. HotelsACT is free to join.

HOTELSACT Members receive timely updates about important legislative issues impacting the industry. They also have access to tools that make it easy for them to email elected officials urging their support for lodging-friendly initiatives and legislation.

SHOWED CONGRESS THE HEART OF THE HOUSE

Every year we give members of Congress behind-the-scenes tours of AHLA member hotels. When Senators and Representatives see in person how hotels operate, when they meet the front and back-of-the-house employees who make our industry go, they gain a new appreciation for how important hotels are to local communities and the entire country. In 2017, we completed 16 tours for members of congress in 11 states. Needless to say, lawmakers from both sides of the aisle came away very impressed.

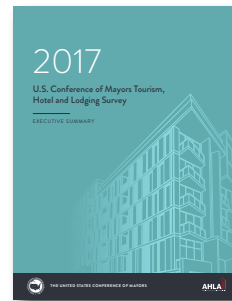


All together informed.



In our ever-changing industry, staying on top of the issues that confront us is a never-ending challenge. It's essential that we have up-to-date information. That's why conducting the industry's leading research is a hugely important AHLA responsibility. Together with the American Hotel and Lodging Educational Foundation (AHLEF), we generated many new studies and reports in 2017 that give members invaluable insights they need to make informed business decisions.

AHLA studies keep members in the know.



MAYOR'S REPORT

We partnered with the U.S. Conference of Mayors to survey mayors nationwide about the lodging industry. In a strong validation of hotels, nine of 10 of the 100 mayors surveyed said they want more hotels in their city, and 70% believe that in their city's tourism industry, hotels provide the jobs that have the best opportunity, wages and benefits.



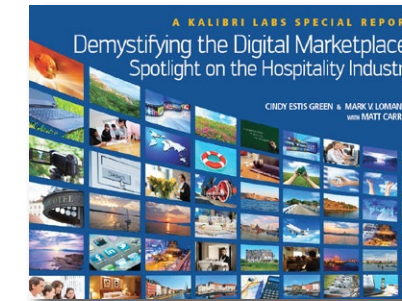
MILLENNIALS IN THE HOTEL INDUSTRY

Millennials already represent 44% of the hotel and lodging workforce, the largest single demographic in our industry. We conducted two national surveys to identify the best ways to recruit and retain millennials, who in the very near future will have an even more dominant presence in the industry.



AHLA INDEPENDENT MARKETING GUIDE

The association created a thorough guide that offers a real-world perspective about hotel marketing strategy and provides new tools to help independent hotels improve the effectiveness of their marketing outreach.



DEMYSTIFYING THE DIGITAL MARKETPLACE REPORT

This study conducted by AHLA research group Kalibri Labs explores how the evolving digital marketplace presents new opportunities for consumer engagement and revenue growth, direct booking, optimizing legislative and policy actions, and more.



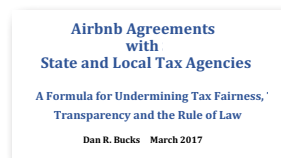
AIRBNB ANALYSIS: CBRE REPORT

This study reviewed Airbnb operations in 13 major U.S. cities. It confirms the disturbing evidence that Airbnb's business is rapidly moving away from true home sharing and is now overwhelmingly facilitating illegal, full-time commercial lodging businesses that are unregulated and largely untaxed. The study will fortify AHLA's advocacy efforts to close the illegal hotel loophole that Airbnb is exploiting so unfairly.



TAX POLICY AND U.S. HOTEL INDUSTRY ECONOMIC IMPACTS

To quantify the potential impacts of tax policy changes on the hotel industry, we engaged Oxford Economics to conduct a scenario analysis of a five-year period beginning in 2018.



AIRBNB AGREEMENTS WITH STATE AND LOCAL TAX AGENCIES

This report evaluates 12 publicly released agreements that Airbnb has entered into with state or local tax agencies. The report assumes these are representative of the nearly 200 secret agreements Airbnb has signed.



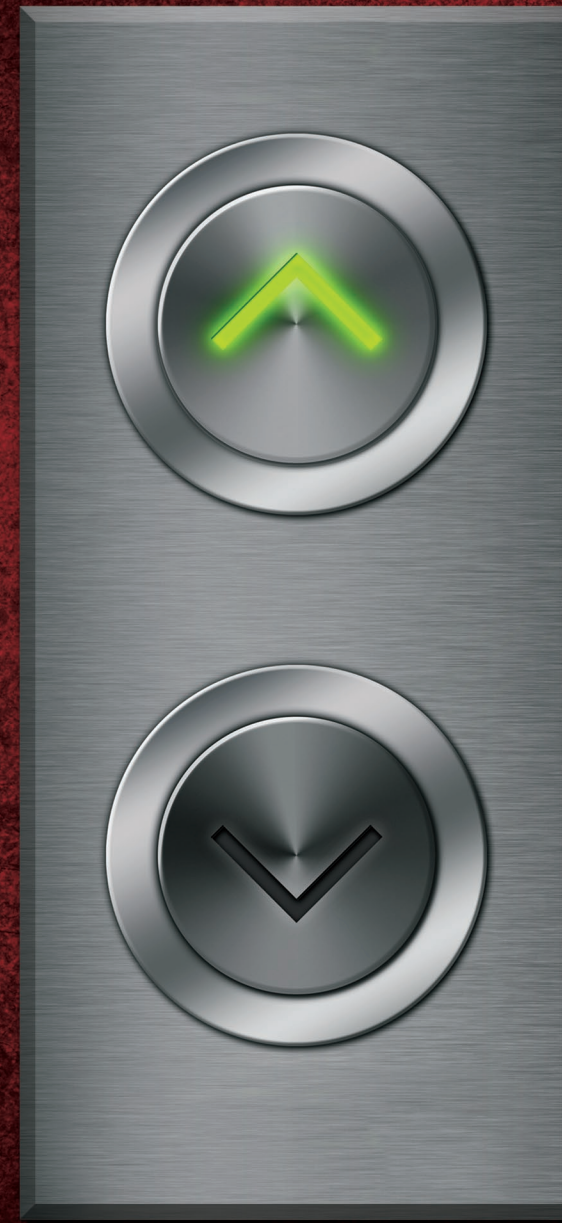
2017 U.S. HOTEL PROPERTY TAX STUDY

This study was fielded to estimate the total amount of property taxes paid by U.S. hoteliers in 2016. It also breaks out a total property tax estimate for each state.



2017 LODGING TAX BURDEN ASSESSMENT

To provide a better understanding of the current tax burden on U.S. hotels, AHLA commissioned research with Oxford Economics to study historical trends in lodging tax rates in 26 major American cities.



Thank you, partners, for taking us in the right direction.

AHLA's Executive Partners are vital to our industry's success. We're grateful for their involvement, their financial support and their unwavering commitment to help lead us where we all want to go: Up.

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All together powerful.

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CO-CHAIR RAISED OVER \$25,000

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