



ANNUAL REPORT

**Driving
forward
together.**



AHLA

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Resorts



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Wisconsin Hotel & Lodging Association

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Bob Smith

Owner, Sebasco Harbor Resort

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Las Vegas Sands Corporation

Brian Quinn

Chief Franchise Officer,
Red Lion Hotels Corporation

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Amanda Hite

President & CEO,
STR

Mike McIlwain

President & CEO,
PSAV

Glenda McNeal

Executive Vice President & General Manager,
Global Client Group, Merchant Services
American Express Company

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Dear AHLA Members



A message from
Katherine Lugar, *President & CEO*
Jim Abrahamson, *CHA, Immediate Past Chair*



What an incredible year 2016 was for AHLA and for our industry with so many important issues being addressed in Washington, D.C., and across the country. With your active support, our association has never been stronger, our voice has never been louder, and working with our partner states we have never been more effective than in 2016. Together with your commitment, we have achieved our near-term goals of building our resources and engaging our industry leaders, ensuring we are well positioned to make AHLA continue to work more effectively for you.

We've advanced an ambitious strategic plan that calls for an aggressive focus on advocacy; growing and diversifying our revenue so we can execute our policy agenda; enhancing the value of membership through strategic programs, resources and proprietary research; and refining our governance to ensure that the right balance of industry voices guides our organization.

With one united voice, we accomplished a string of significant advocacy victories in 2016 that will protect our members' interests. Together with our partner state associations, we secured regulatory action to rein in commercial home-sharing operators who are running illegal hotels. We achieved Congressional action to stop online booking scams. We worked with the FTC around the issue of resort fees and mitigated unnecessary regulation. We underscored that the Department of Labor's aggressive push for a new overtime rule was too high and too fast and worked with a broad-based coalition to halt implementation through the courts. We rallied Congress to reverse the National Labor Relations Board changes to the joint employer standard.

We have also made great strides to ensure that your national association is stronger and more focused for the years ahead. In 2016, AHLA experienced tremendous growth in many key areas:

- Increasing membership to the largest in our history, at nearly 25,000 members strong
- Diversifying and leveraging our executive committee and board to represent your interests with the top executives in the industry across categories of owners, brands and management companies
- Growing revenue by 30% and adding a record number of new Executive Partners
- Securing a record \$8 million for the Foundation's new "Opening Doors to Opportunity" capital campaign, funding scholarships to build the talent pipeline and supporting current hotel team members to help them advance their careers
- Raising a record \$1,450,000 for HotelPAC during the election cycle, strengthening our industry's political voice and putting us in the top 5% of PACs in Washington
- Increasing AHLA's and the industry's visibility through a stronger presence in the media, earning more than 1.5 billion media impressions

More importantly, we enjoyed unprecedented industry engagement, with tens of thousands of you downloading our materials and research and participating in our committees and councils, working groups, webinars, events, fundraisers, grassroots alerts and more.

We are truly proud of how far we've come together and we're excited about our future potential. Thank you for your outstanding support and steadfast trust. Without you, we would not be where we are today. And we look to 2017 and beyond with great optimism for AHLA, for our industry and for you.

Warmly,

Katherine and Jim

AHLA has record-breaking year

In 2016 AHLA achieved significant success on many fronts, from growing and serving our membership to gaining traction inside the Beltway and around the country advocating for the association on important industry issues. Our laser focus on our most important advocacy areas produced significant advances on our priorities.



INCREASED VISIBILITY

By promoting our industry narrative in the national and local press, we achieved 1.5 billion media impressions in 2016.



BOOSTING REVENUE

We increased revenue by 30% in just one year.



REPRESENTING MORE MEMBERS

We grew membership and now represent more than 24,000 members totaling over half of all the hotel rooms in the United States.

AHLA added a record-breaking number of Executive Partners who support our industry and grow our non-dues revenue.

ENCORE
EVENT TECHNOLOGIES
A Freeman Company

Sabre

H Hospitality
Benefits



WINNING ADVOCACY ISSUES

We're protecting members' bottom line with significant advocacy wins on key issues:

- 1) Secured regulatory action against short-term rental companies
- 2) Achieved Congressional action in the House & Senate to stop online booking scams
- 3) Halted the Department of Labor's overtime rule through the courts
- 4) Held off efforts to regulate resort fees that would negatively impact guest choice and amenities

RAISING THE FUNDRAISING BAR

HotelPAC, AHLA's Political Action Committee, set fundraising records as a result of the increased political engagement and activism from members. Under the leadership of Chairman Jon Bortz, President and CEO of Pebblebrook Hotel Trust, HotelPAC raised nearly \$1.5 million dollars during the 2016 election cycle from a record number of contributors. Our 2016 HotelPAC fundraising exceeded the previous election cycle total by one million dollars. As we continue to build a culture of political giving, our voice and influence will only get stronger.

Now in the
**TOP 5%
OF ALL
PACS**

Raised a
record of nearly
**\$1.5
MILLION**
for the 2016
election cycle

Of the campaigns
we invested in,
**95%
WON**

HotelPAC
invested in a record
**225
FEDERAL
CAMPAIGNS**

HOTELPAC





AMERICAN HOTEL & LODGING
EDUCATIONAL FOUNDATION

\$8,278,883



LEAD \$500,000 DONOR

HYATT

Hilton



LOEWS
HOTELS



ASHFORD

BW Best Western
Hotels & Resorts



USA
TODAY



WYNDHAM
WORLDWIDE
CHARITABLE FOUNDATION



THE VENETIAN®
LAS VEGAS

Marriott
INTERNATIONAL

Robert A.
Alter Family

\$250,000 - \$499,000

HERSHA
HERSHA HOSPITALITY TRUST

Minaz Abji

DAVIDSON
HOTELS & RESORTS

ACCOR HOTELS
Feel Welcome

SAGE
HOSPITALITY



Aimbridge
Hospitality



FELCOR
LODGING TRUST

TRUMP
HOTEL
COLLECTION™

IHG
InterContinental Hotels Group

OMNI HOTELS
& RESORTS

HEI
HOTELS & RESORTS



John Belden

SUMMIT
HOTEL PROPERTIES



PSAV
PRESENTATION SERVICES

SUNSTONE
HOTEL INVESTORS

Kinsell Family

CAESARS
ENTERTAINMENT

\$100,000 - \$249,000

OPENING DOORS TO OPPORTUNITY

In 2016, AHLEF's foundation, the American Hotel and Lodging Foundation (AHLEF), had a historic year. It launched a new capital campaign, "Opening Doors to Opportunity," with a goal of raising \$8 million to fund critical research and scholarships for hospitality management students and industry professionals. The campaign exceeded expectations by raising a record \$8,278,883.

Advocating & winning for the industry

REINING IN ILLEGAL HOTELS, STANDING UP FOR OUR INDUSTRY

Home-sharing has been around for decades, and we have always supported the rights of property owners to occasionally rent their homes to earn extra income. However, new short-term rental platforms like Airbnb are not being used primarily by occasional renters. Rather, they're being used by unregulated commercial operators running multi-unit, full-time lodging businesses. In 2016, we supported new legislation in dozens of markets that dealt a blow to "illegal hotels" like Airbnb that flout basic health, safety, zoning and tax laws.

New York

New York state cracks down on illegal Airbnb rentals

In October 2016, New York Governor Andrew Cuomo took an important step to restrict commercial short-term rental operators by signing new legislation that specifically prohibits advertising illegal short-term rentals on web platforms like Airbnb and that provides substantial and escalating fines for violations.



Chicago

Chicago set to begin enforcing tougher short-term rental laws

In June 2016, the Chicago City Council, along with strong support from Mayor Rahm Emmanuel, voted 43-7 to pass one of the country's most comprehensive, short-term rental ordinances, aimed at closing the illegal hotel loophole.



San Francisco

San Francisco mayor vetoes bill that would have slashed short-term rentals

In June, 2016, the San Francisco Board of Supervisors passed important legislation to improve enforcement of laws governing short-term rental websites.



GROWING COALITION

The broad-based coalition Airbnbwatch.org grew substantially, uniting a diverse group of voices who care about this issue, including labor unions, affordable housing, and neighborhood groups.



STOPPING ONLINE BOOKING SCAMS

AHLA worked with Members of Congress to introduce the *Stop Online Booking Scams Act* in both the House and Senate. This was the first bicameral, bipartisan legislation to address the issue of online booking scams from websites that trick consumers into thinking they are booking directly with a hotel when they are in fact booking on a third-party affiliate site.



At a House Energy & Commerce Committee hearing, Jamie Pena, Vice President of Revenue Strategy & Global Distribution for Omni Hotels & Resorts, testified in support of the Stop Online Booking Scams Act.

PROTECTING THE FRANCHISE MODEL



COALITION TO SAVE LOCAL BUSINESSES

Working with the Coalition To Save Local Businesses, which AHLA co-chairs, we secured introduction of House and Senate legislation to reverse the National Labor Relations Board's new joint employer standard.

RESORT FEES, AND CONSUMER CHOICE



AHLA held off an effort by the Federal Trade Commission (FTC) that would have negatively impacted the industry's ability to provide our guests with choice and a variety of amenities through resort fees.

We also educated the FTC about the lack of fee transparency by online travel agencies who often lump together service fees with the taxes they charge consumers.

STOPPING ONEROUS OVERTIME RULE

AHLA co-led efforts to combat the Department of Labor's (DOL) "too high too fast" push for a new overtime rule. We secured House and Senate introduction of legislation to address this issue and we joined more than 50 national and state associations in a lawsuit against DOL that was successful and resulted in the new overtime rule not going into effect.



DEFENDING FEDERAL PER DIEMS

Prevented initiatives decreasing federal per diems that would have negatively affected federal employee travel options including military personal.



SHOWING CONGRESS THE HEART OF THE HOUSE

The highly successful program gives Members of Congress behind-the-scenes tours of AHLA member hotels. Each tour is an opportunity to educate these elected officials about the important role hotels play in their local communities and the national economy. It also allows Senators and Representatives to meet the incredible front- and back-of-the-house staff who make our industry thrive. In 2016, AHLA completed two dozen tours in 15 states, engaging Members of Congress from both sides of the aisle.



A DAILY PRESENCE ON CAPITOL HILL

In 2016, through hundreds of meetings and other touch points, AHLA engaged every day with Congress, the Administration and their staffs, to relay our members' experiences and to advocate for our industry.



Telling the hotel story

To promote the tremendous value of the hotel industry, we built the foundation for a new, national campaign that communicates the impact – and individual stories – of the industry. The campaign highlighted the great contribution hotels make to communities in every Congressional district around the country and showcased the lifelong careers individuals have made in our industry.

DREAMS HAPPEN HERE

Supported by the most comprehensive data to date, AHLA launched *Dreams Happen Here*, a brand new national awareness campaign featuring the incredible people, career opportunities and economic impact of our vibrant industry. Targeting key decision makers across the country, the campaign tells the story of upward mobility unique to our industry, where the dream of climbing the ladder from entry level to upper management is an inspiring reality.

Dreams Happen Here was introduced to key influencers at the Republican National Convention and the Democratic National Convention, where 45,000 branded hotel keycards were distributed at host hotels in both Cleveland and Philadelphia.

The Washington Post

POLITICO

Keycards received media coverage in Washington Post and Politico Influence.



THE OXFORD REPORT

In 2016, AHLA commissioned the most thorough economic impact analysis of our industry to date. The report provided a comprehensive analysis underscoring our industry's contributions to local communities and the U.S. economy. Conducted by Oxford Economics and funded through a grant from the Educational Foundation (AHLEF), the data were shared widely with AHLA members and key influencers and were featured in national media.


Economic Impact of the US
Hotel Industry

June 30, 2016



THE NUMBERS SPEAK FOR THEMSELVES

**HOTELS GENERATE
\$1.1 TRILLION
IN U.S.
SALES**



**HOTELS GENERATE
\$483 BILLION
IN GUEST
SPENDING**



**8 MILLION
AMERICAN
JOBS**

**1 BILLION+
GUESTS
EACH YEAR**



**\$590
BILLION
TO U.S. GDP**



**60%
OF HOTELS RUN BY
SMALL
BUSINESS
OWNERS**

Welcome New Partners & New Members

AHLA membership is stronger than ever, with property membership growing by a quarter of a million rooms in 2016. With 2.8 million total rooms, AHLA members now represent more than half of all property rooms in the U.S.! With full confidence in AHLA's direction, our industry unity is stronger than ever.

NEW CORPORATE MEMBERS

AHLA was proud to welcome these new Corporate Members in 2016:



NEW PARTNERS, RECORD REVENUE

AHLA added several new executive partners in 2016 including Encore Event Technologies, Hospitality Benefits and Sabre. These non-lodging companies are deeply involved in our industry and are valued members who have made the financial and intellectual commitment to strengthen AHLA.



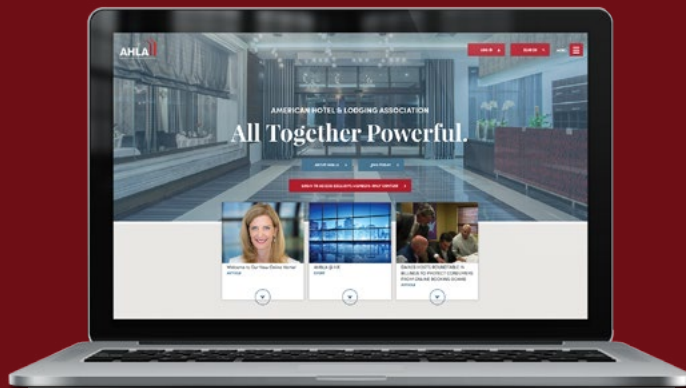
Our hats off to our top 10

In 2016, our brand companies, who together with all of our membership segments, supported the industry by encouraging participation in AHLA. We salute all of you and thank you for your steadfast support.

	MEMBER ROOMS	MEMBER PROPERTIES
HILTON	510,746	3,439
MARRIOTT	509,119	3,240
INTERCONTINENTAL HOTELS GROUP (IHG)	348,175	2,948
WYNDHAM	343,746	4,406
STARWOOD	158,966	533
BEST WESTERN	148,953	2,050
G6 HOSPITALITY	110,557	1,235
HYATT HOTELS	105,937	430
LA QUINTA MANAGEMENT	86,709	886
CARLSON REZIDOR	37,568	333

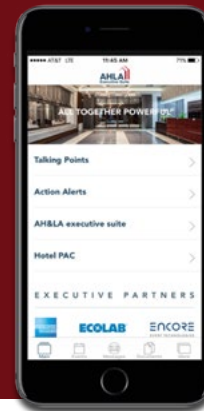
Enhancing our tools to provide better value

To better serve our growing membership, AHLA has devoted significant energy to enhance our communications tools. We've redesigned the AHLA website and all our marketing pieces, updated our social media platforms, and provided apps for events and our executives.



A NEW ONLINE HOME

AHLA launched a dynamic new website in 2016. The new AHLA.com is a major upgrade with a modern, sleek look, responsive mobile design, and streamlined organization and navigation. Using a new state-of-the-art online platform, AHLA can now support members and tell our industry's story more effectively than ever.



THE AHLA EXECUTIVE SUITE

AHLA went mobile in 2016. We developed a customized mobile app to help busy hotel executives stay engaged and keep up with the latest advocacy issues. With talking points, action alerts, executive updates and real-time text alerts in the palm of their hands, our app users are more connected than ever.



REFRESHING OUR BRAND

We redesigned AHLA's collateral and email communications with a fresh and bold new look that enhances our brand, better reflects the great people in our industry and projects a clean, personable and professional image for our world-class association.

High-impact events

uniting our industry.



THE AMERICAS LODGING INVESTMENT SUMMIT (ALIS)

JANUARY 25-27 LOS ANGELES, CA
JW MARRIOTT & MICROSOFT THEATER AT LA LIVE

With nearly 3,000 delegates, ALIS continued to be the industry's largest and leading investment conference, featuring exclusive networking opportunities and an extensive array of seminars and panel discussions. The second annual ALIS Law was also held January 25-26 at the Residence Inn Courtyard Los Angeles L.A. Live. ALIS Law featured programming geared specifically for the legal issues faced by hotel owners and operators.



AHLA @ HX: THE HOTEL EXPERIENCE ROOMS TO RESTAURANTS AND BDNY

NOVEMBER 13-15 NEW YORK, NY
JACOB K. JAVITS CONVENTION CENTER

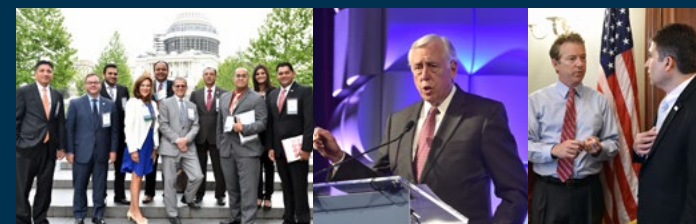
HX: The Hotel Experience is North America's largest hospitality trade show. Co-owned by AHLA, it featured hundreds of exhibitors, 10,000 attendees and more than 50 educational programs covering all things hospitality. Each year, AHLA holds a variety of special events during HX, including the WIL Connect Luncheon, Joint Council Meeting, Under 30 Gateway's Not Your Boss's Party and AHLA's Industry Leadership Dinner. This year's Leadership Dinner was held at the Waldorf Astoria and was attended by more than 300 industry leaders for a celebratory evening recognizing the association's accomplishments throughout the year and honoring AHLA 2017-2018 Chair, Mark Carrier, CHA, President, B.F. Saul Company Hospitality Group.



AHLA LEADERSHIP SUMMIT

MARCH 9 WASHINGTON, DC THE HAY-ADAMS

The first-ever AHLA Leadership Summit brought together nearly 100 of our industry's most senior executives for a one-day program of stimulating presentations and panel discussions with key thought leaders.



AHLA LEGISLATIVE ACTION SUMMIT

MAY 17-18 WASHINGTON, DC MARRIOTT MARQUIS

AHLA partnered with the Asian American Hotel Owners Association (AAHOA) for a second year to unite hoteliers and show lawmakers the industry's strength at the annual Legislative Action Summit. This two-day program assembled nearly 500 hoteliers to represent the industry and educate Congress about key issues impacting the lodging business.

Enhancing the conversation with cutting-edge research

Conducting the industry's leading research and providing members with valuable insights is a major AHLA priority. With the instrumental support of the American Hotel and Lodging Educational Foundation, we took our efforts to the next level in 2016. We produced a variety of exclusive new reports which offered members dynamic data to help them make informed business decisions. These reports also illustrated the story of our industry and supported AHLA's stance on key issues.



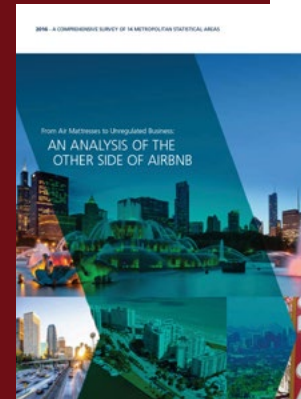
Economic Impact of the U.S. Hotel Industry (Oxford Economics) represents the most thorough economic impact analysis of the hotel and lodging industry to date, with new, comprehensive analysis of the industry.



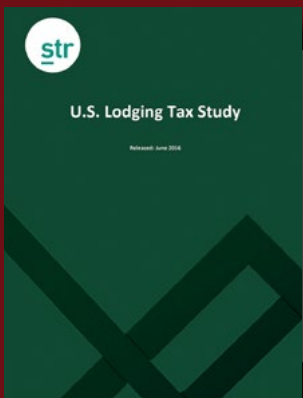
Demystifying the Digital Marketplace: Spotlight on the Hospitality Industry (Kalibri Labs) is the most extensive research ever published on the lodging industry's distribution channel landscape and helps our members better understand digital trends in order to identify opportunities.



The Hotel Success Story: From Front Desk to C-Suite, a New Report on Hotel Jobs (WageWatch, Inc.) offers a national survey examining the upward mobility for employees pursuing professional careers in hotels.



From Air Mattresses to Unregulated Business: An Analysis of the Other Side of Airbnb is an analysis that offers the first, comprehensive national look at the rise of commercial activity on Airbnb. It was written by John O'Neill, Professor of Hospitality Management and Director of the Center for Hospitality Real Estate Strategy in the School of Hospitality Management at Penn State University.



U.S. Lodging Tax Study (STR) provides current information by state on lodging tax structure, total lodging tax collections and lodging tax in the largest cities.



U.S. Hotel Small Business Ownership Study (STR) analyzed ownership of U.S. hotels and found that 61% are considered small businesses by the United States Small Business Administration small business hotel classification.

To access these and other AHLA reports, visit www.ahla.com/ahla-research-reports.

Advancing careers & ensuring a skilled workforce

HISTORIC NEW PARTNERSHIP



Building on a 60-year tradition as the leading provider of hospitality training and professional development, the American Hotel & Lodging Educational Institute (AHLEI) launched a historic partnership in 2016 with the National Restaurant Association (NRA) to ensure the success of our industry's employees.

Under the partnership, the NRA acquired the training business, assets, and products of the AHLEI and provided the unique opportunity to combine NRA's and AHLEI's resources to produce an even more robust training program.

As AHLEI begins a new chapter, AHLA remains dedicated to the development of a skilled workforce through professional certification.



High school students participated in Cornell University School of Hotel Administration's summer college where they earned the Certification in Hotel Industry Analytics (CHIA)

**AHLA achieved record levels of
certification enrollments in 2016**

**17,000+
AHLA
CERTIFICATIONS
ISSUED**

**80,000+
STUDENTS SIT FOR A
CREDENTIAL
EXAM
OFFERED BY THE
EDUCATIONAL INSTITUTE
EVERY YEAR**

LAUNCHING A HOSPITALITY APPRENTICESHIP PROGRAM

In 2016 AHLA, in partnership with the National Restaurant Association Educational Foundation, secured a \$1.8 million contract from the U.S. Department of Labor to develop a management level apprenticeship program for the hospitality industry. This program is the first of its kind for the hospitality industry, providing the next generation of hospitality leaders with opportunities to increase their skills, earn higher wages, acquire recognized credentials and boost their prospects for career advancement.



Joori Jeon, Shelly Weir, and the project team from NRAEF pose with Jose Velazquez and Cierra Mitchell from the Department of Labor during the contract-signing ceremony.



AHLA STARS OF THE INDUSTRY

MAY 18 WASHINGTON, DC

The AHLA Stars of the Industry awards recognizes outstanding accomplishments and individuals in the lodging sector who stand out and whose stories inspire us all. The 2016 ceremony was held on Capitol Hill and was hosted by Anthony Melchiorri, creator and star of the popular cable TV series, *Hotel Impossible*.

2016 AHLA STARS OF THE INDUSTRY WINNERS

Outstanding General Manager of the Year, Small Property
Anna Marie Presutti, General Manager
Hotel Nikko San Francisco, San Francisco, CA

Outstanding General Manager of the Year, Large Property
Jack Miller, General Manager
Fairmont Scottsdale Princess, Scottsdale, AZ

Women In Lodging Leader of the Year
Deborah Croce, Director of Human Resources
The Ritz-Carlton New York Central Park, New York, NY

Stevan Porter Emerging Hospitality Leader
Jennifer Yang, Director of Reservations
Terranea Resort, Rancho Palos Verdes, CA

AHLEI Lamp of Knowledge - Outstanding Workforce Partner
Thomas Penny, General Manager
Courtyard by Marriott Convention Center, Washington, DC

AHLA Student Chapter of the Year
Cornell University, Ithaca, NY

AHLA Property of the Year, Small Property
Radisson Hotel Seattle Airport, Seattle, WA

AHLA Property of the Year, Large Property
W San Francisco, San Francisco, CA

Outstanding Lodging Employee of the Year
Chris Woodrow, Sales Manager
Riverwind Hotel, Norman, OK

The
Stars
Awards

Thank you HotelPAC Leaders

HOTELPAC CO-CHAIRS

AHLA

Katherine Lugar

Aimbridge Hospitality

Dave Johnson and Les Bentley

Ashford

Monty Bennett and Doug Kessler

Best Western Hotels & Resorts

David Kong and Ron Pohl

B.F. Saul Company Hospitality Group

Mark Carrier

Boykin Management Company

John Boykin and Robert Boykin

Davidson Hotels and Resorts

John Belden and Steven Margol

Denihan Hospitality Group

Brooke Barrett and Patrick Denihan

Diamond Rock Hospitality

Mark Brugger

Fabric Innovation

Deborah Herman

FelCor Lodging Trust

Tom Corcoran, Richard Smith and Troy Pentecost

HEI Hotels and Resorts

Gary Mendell, Steve Mendell and Anthony Rutledge

Hersha Hospitality Trust

Jay Shah and Neil H. Shah

Hilton Worldwide

Chris Nassetta, Kevin Jacobs and Jim Holthouser

Host Hotels and Resorts

Ed Walfer, Minaz Abji and Jim Risoleo

Hyatt Hotels Corporation

Mark Hoplamazian and Rena Hozore Reiss

Interstate Hotels and Resorts

Jim Abrahamson

InterContinental Hotels Group

Elie Maalouf and Joel Eisemann

Illinois Hotel & Lodging Association

Marc Gordon and Bob Habeeb

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Chris Burgoyne
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