

ACHIEVING NEW HEIGHTS

2015 ANNUAL REPORT



DRIVING **ACTION** & VISIBILITY

Unprecedented
MEMBERSHIP
GROWTH

Record
HOTELPAC

Widespread
NATIONAL MEDIA
COVERAGE

Boosting
REVENUE
STREAMS

Greater
MEMBER
ENGAGEMENT

177%
INCREASE
since 2013

23,500+
MEMBERS

260%
INCREASE
since 2013

1,000,000,000
MEDIA
IMPRESSIONS

RECRUITED
NEW INDUSTRY
PARTNERS AND
SUPPLIERS

CREATED
NEW,
TARGETED
MEMBER
EVENTS

UNPRECEDENTED
ENGAGEMENT TO
DRIVE INDUSTRY
PRIORITIES

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DEAR AH&LA MEMBERS,

It gives us great pleasure to report that 2015 marked another year of significant accomplishment for AH&LA. We continued to unite our members and drive action on issues that matter most to the industry, strengthening our association's impact and advancing the lodging sector's advocacy agenda.

While the industry continues to achieve great results, marking another year of nationwide record industry growth—there are critical challenges ahead that only together we can address through a strong and vital AH&LA.

With your support and active participation from AH&LA Officers, Executive Committee, Board of Directors, and leaders throughout the industry, we embarked on a three-year strategic plan that allows AH&LA to address current priorities while advancing longer-term goals in key areas. These include an expanded advocacy agenda, enhancements to our member value proposition, and further refinement of our governance model. Additionally, we have refined and improved our Educational Institute and launched a major capital campaign for our Foundation, while growing and diversifying the association's revenues. Combined, these goals will further strengthen our position and increase our growing influence and accomplish our central mission to advocate—educate—and communicate on the issues facing our industry, all while promoting the next generation of leaders.

AH&LA is proud to be at the forefront of driving the industry's narrative and providing a united voice on the issues crucial to the future of our industry.

BUILDING ON STRENGTH

There is no question that our industry and AH&LA have experienced a record-breaking year by all accounts.

We've had unprecedented membership growth and are now 23,500 members strong—up 177% since 2013.

We've seen greater member engagement from leaders throughout the industry—many of whom were never involved before, allowing us to be more effective in the halls of Congress and around the country.

We've continued to have strong support from our outstanding partner state members—working together side by side to take on headfirst the challenges and fights that have moved to the state and local level—as a vital part of our collective team and strategic efforts.

We've had more media attention than ever before, driving the story line on the issues that matter most to you while gaining traction on Capitol Hill.

And our PAC is larger than it's ever been, surpassing its goal and increasing by 260% since 2013. This is absolutely critical to giving the industry a seat at the table on the issues that affect your business in a very direct way.

Let's be clear: Together, we are shaping the narrative of our industry and it's a remarkable story, but one that continues to be challenged in today's divisive political environment and a highly competitive marketplace with new entries that attempt to play on an uneven field.

This past year saw our industry come together around big issues affecting our business, our communities and our customers. It is a story about AH&LA leadership punctuated by three things: a strong voice, industry unity and member engagement.



Katherine Lugar

President and CEO
American Hotel &
Lodging Association



Jim Abrahamson, CHA

2015-2016 AH&LA
Chair of the Board
CEO, Interstate Hotels
and Resorts

Together, we
are shaping
the narrative
of our industry
and it's a
remarkable
story...

DEFINING OUR INDUSTRY

Because of your active participation, and AH&LA's strong leadership team, we are making a difference on the issues that matter most. Our collective voices are being heard as we have generated more than one billion media impressions in national, regional and local outlets. And together we have secured important victories along the way:

On consolidation in the distribution marketplace that threatens a highly competitive marketplace.

On misleading and deceptive practices hurting consumers who book hotels on scam sites that harm our customers and erode our reputation.

On proposed labor rules that impact our franchisees and franchisors. This is an industry that not only provides good jobs—it advances outstanding careers that support job growth and the economic well-being in the communities we serve around the country.

Or in building a robust coalition of business leaders to fight overly burdensome labor regulation; securing a key provision in Congress to protect visa waiver programs; per diem rates; and H-2B employers so they have the resources and job creation opportunities to serve our customers and local economy.

And, most recently, in shaping the national narrative on the growth of, what are in many cases, illegal hotels operating short-term rental platforms. And even as our industry thrives on competition we are concerned by a troubling trend related to the increase of commercial activity in the short-term rental

marketplace. This threat transcends even our own industry and can harm local neighborhoods, as these platforms skirt the local safety and security laws and threaten affordable housing efforts so important in many cities. We are working with local and state officials to advance legislation that creates a level and legal playing field.

ACHIEVING NEW HEIGHTS IN 2016

Through comprehensive strategies, partnerships, grassroots efforts and tactical undertakings, and your engagement and the leadership of our team in Washington, D.C., AH&LA is more influential than ever before. On issues like this one and many others, we will continue to lead and define our own story in policy discussions on the national stage, building great momentum and financial resources that will drive us forward through 2016 and beyond.

And with our membership growing—we need your unwavering engagement.

And with our PAC stronger than ever, your contribution is still so crucial!

And with continued job creation, supporting our Foundation and providing training resources to the next generation is paramount to our industry's future.

EMBARKING ON A BOLD 3-YEAR STRATEGIC PLAN

**Enhance
Member Value
Proposition**

**Refine
Governance
Model**

**Focus on
Advocacy**

**Grow &
Diversify
Revenues**

As we look toward the many exciting opportunities that await us in the coming year, we are geared to ramp up efforts even more aggressively. It's never been more important to have your involvement to help us tell our story, advance policies that help your businesses grow and thrive, and speak with a unified, and powerful voice.

With your continued engagement, we are certain AH&LA will rise to new heights in 2016 and beyond. Thank you for your tremendous support.

Together, we can do it. Because together we are powerful.

Katherine Lugar

Katherine Lugar

James Abrahamson

Jim Abrahamson, CHA

MEMBERSHIP

New heights were achieved over the past year as AH&LA membership grew to the highest level in the organization's 100-plus year history.

The momentum began last year when AH&LA changed its membership model to better reflect what members wanted and needed. This reorganization combined with a relentless focus on advocacy and speaking with a unified voice for the entire industry has generated record membership—AH&LA membership has nearly tripled, from 8,500 lodging members in 2013 to 23,573 lodging members in 2015. Today, AH&LA represents more than half of all the hotel rooms in the United States.

Corporate membership grew by 32% in 2015 and represents 168 brands, owners, REITs and management companies, and now includes more major lodging companies, including Red Roof Inn, Extended Stay Hotels, and G6, to name just a few.

AH&LA also ended the year with 289 allied members; 80 international members; 2,086 Women in Lodging members; 122 academic members; 1,477 student members; and 784 Under 30 Gateway members. The increase in AH&LA membership revenue helped provide valuable resources and momentum to advocacy efforts on behalf of our members.

INDUSTRY PARTNER PROGRAM

In 2015, AH&LA also introduced a major industry partner program to provide a way for companies with economic stakes in our industry's future to participate with AH&LA at the strategic level. The benefits of this program are many: AH&LA has expanded its voice by engaging strategically with major corporate partners on issues of mutual interest, while increasing AH&LA's non-dues revenue in accordance with our reorganization plan. As part of this initiative, Smith Travel Research (STR) and PSAV have joined AMEX and HCareers as partners at AH&LA's top level, providing our industry with new valued partners and additional resources for a variety of important AH&LA activities.

AH&LA also reached new heights in sponsorship sales. This increased participation was evident at the AH&LA Industry Leadership Dinner, Board Meetings, AH&LEF Golf Classic and other events throughout the year. Revenue from sponsorships at events combined with industry partner sales to help AH&LA reach the highest revenue totals in recent years on non-lodging partner contributions.

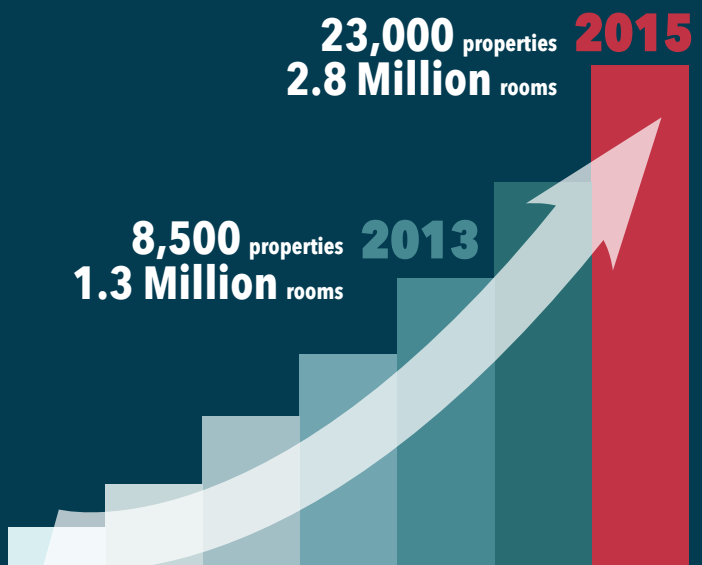
EXECUTIVE PARTNERS



Building Hospitality with AH&LA

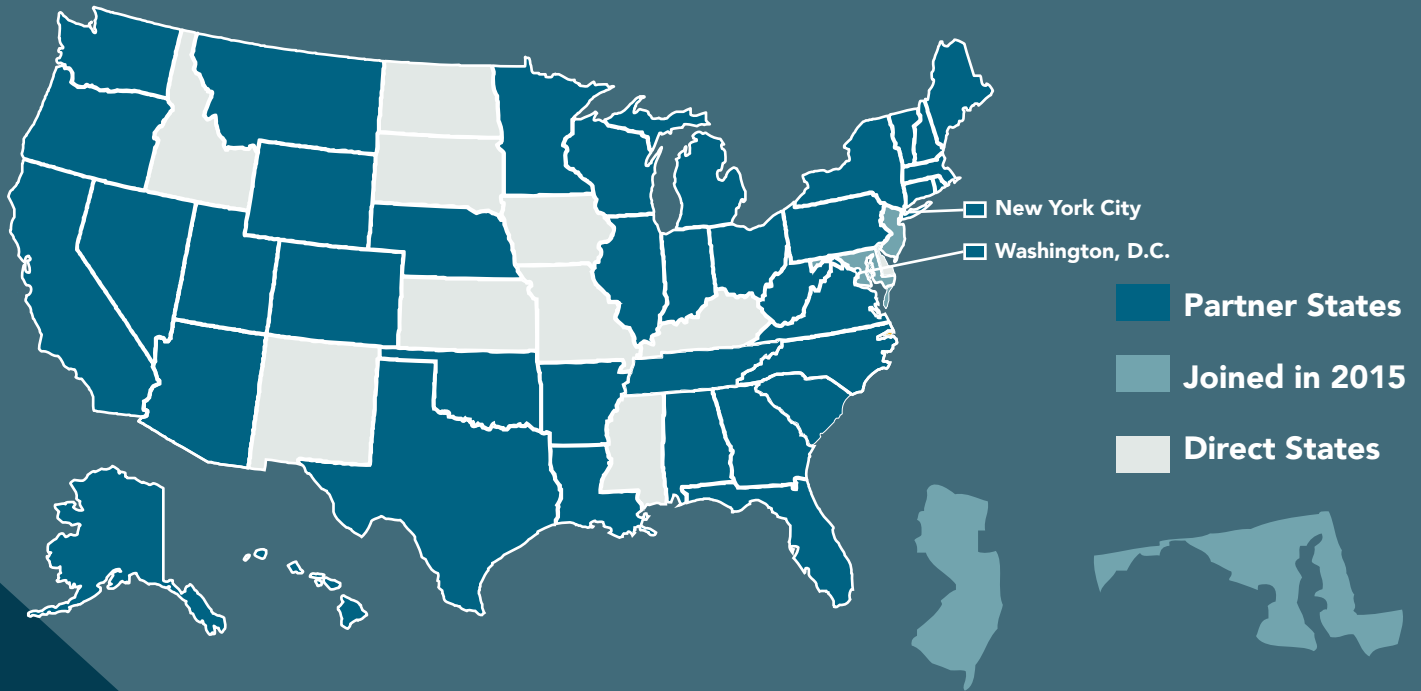
ONE UNIFIED VOICE, ONE UNIFIED VISION

177% growth



As part of the strategic plan that resulted from the AH&LA reorganization, we held meetings for every membership group and council during 2015. These included annual meetings for the owners and management councils, allied partners council and Women in Lodging committee, among others. These meetings gave members from all segments of the lodging industry the opportunity to voice their priorities and contribute to the strategy of AH&LA on major issues, as well as nominate their representatives to the AH&LA board.

GROWING PARTNER STATE ASSOCIATION MEMBERSHIP



New Jersey and Maryland joined AH&LA, bringing us to a total of 42 partner state associations.

AH&LA PRESIDENT & CEO KATHERINE LUGAR AND AH&LA OFFICERS GEOFF BALLOTTI, MARK CARRIER, AND JIM ABRAHAMSON SIT DOWN AT HX: THE HOTEL EXPERIENCE TO DISCUSS THE TRENDS AND ISSUES FACING THE HOSPITALITY INDUSTRY.

ADVOCACY

In 2015, AH&LA's advocacy campaigns made significant strides promoting the lodging industry to Congress, the Administration, and state and local elected officials. The industry's influence and voice has never been stronger due to the support of our members, partners and industry allies.

Through member feedback and the ever-changing political climate, this year brought AH&LA a new set of challenges and policy objectives that included:

- Launching an aggressive effort to alert consumers and policymakers to the growing deception by some online travel agencies (OTAs);
- Uniting the industry to fight against increased OTA consolidation;
- Advancing the debate regarding short-term rentals and the need for responsible regulation;
- Uniting the industry around legal action against the City of Los Angeles to stop hotel-only wage rules;
- Raising awareness about the negative consequences of changes to the joint employer standard and advancing legislation to block the National Labor Relations Board's (NLRB) decision; and
- Increasing AH&LA's political and grassroots engagement among our members.



AH&LA PRESIDENT AND CEO KATHERINE LUGAR WITH KEYNOTE SPEAKER, SENATOR JOE MANCHIN (D-WV), AT THE LEADERSHIP DINNER IN NEW YORK CITY.



HOTELPAC CHAIRMAN JON BORTZ AND FORMER U.S. HOUSE MAJORITY LEADER ERIC CANTOR AT A PAC RECEPTION DURING HX: THE HOTEL EXPERIENCE.



HotelPAC REACHES NEW HEIGHTS

HotelPAC, AH&LA's Political Action Committee, set fundraising records as a result of the increased political engagement and activism from our members. AH&LA exceeded last year's record-setting donation total, and the number of contributors grew as well, setting another all-time record.

Under the leadership of Chairman Jon Bortz, President and CEO of Pebblebrook Hotel Trust, HotelPAC raised nearly \$750,000 in 2015, almost \$300,000 more than last year's total. We are close to achieving our goal of a seven-figure PAC, which will be an essential part of our long-term effectiveness and success. As we continue to build a culture of political giving, our voice and influence will only get stronger.

MAJOR ACCOMPLISHMENTS

This year, AH&LA spearheaded a congressional and media outreach campaign highlighting the misleading and deceptive practices perpetrated by **rogue online booking websites**. Our aggressive advocacy and education efforts led the entire Florida Congressional Delegation and Senator Chuck Grassley, Chairman of the Senate Judiciary Committee, to write the Federal Trade Commission (FTC) asking the agency to look into these scams. AH&LA also recruited consumer-focused partners such as the Better Business Bureau and AAA, who issued their own alerts to their members. All of this activity resulted in the FTC releasing two consumer alerts to the general public, “**Did you book that night at the hotel’s site?**” and “**Business travelers: Check it out before your check in,**” to raise awareness of hotel booking scams. In addition, AH&LA’s public awareness campaign led to nearly 455 million media impressions, elevating this issue to the national stage and furthering our “book direct” message. Through these efforts, AH&LA was able to change the narrative and encourage government action to put an end to online booking scams.

Following the announcement of the proposed **Expedia acquisition of Orbitz**, AH&LA announced its strong public opposition on the grounds that it would hurt consumers, restrict choice and competition, and harm small and independent hotel owners who make up a significant segment of our industry. AH&LA was one of many voices who expressed concerns, including key members of Congress, such as the Chair and Ranking Member of the Senate antitrust subcommittee, along with leading consumer advocates like Consumer Watchdog. While the Department of Justice ultimately approved the deal, our unified voice allowed us to raise public awareness and educate key government leaders on the negative impact of online travel consolidation. In addition, we were able to illustrate that as an industry, we will take action on decisions we believe pose harm to hoteliers and our guests.

AH&LA also led a multi-tiered advocacy strategy to **level the playing field against illegal short-term rentals** at the federal, state and local levels.

The association created and distributed a toolkit for our members and partners that provided talking points, grassroots engagement, and legislative options to employ on the state and local level. These 2015 activities, in conjunction with efforts of the Partner State Associations, led to more than 20 bills being introduced in state legislatures to address short-term rentals. Additionally, AH&LA joined the Democratic Attorneys General Association and the Republican Attorneys General Association to educate state Attorneys General on this issue and their role in enforcing existing laws.

At the federal level, AH&LA worked to educate key Congressional offices and committees, as well as the FTC, on the need for a level playing field and the emergence of illegal short-term rentals. These activities included participation on a panel at an FTC workshop—the first significant federal examination of the “sharing economy.”



KEYNOTE SPEAKER, U.S. SENATE MAJORITY LEADER MITCH MCCONNELL, ADDRESSES THE CROWD AT AH&LA'S LEGISLATIVE ACTION SUMMIT.



We also built and educated a broad-based coalition that includes bed and breakfast organizations, labor, affordable housing, neighborhood groups, and the broader business community. Lastly, AH&LA focused on influencing the media by calling attention to the emergence of illegal hotels and the need to protect consumer safety and security.

Fighting discriminatory wage ordinances that unfairly target the lodging industry continued to be a top priority in 2015. Front and center to these efforts was our action related to the hotel-only wage ordinance in Los Angeles. There, AH&LA and AAHOA filed a lawsuit in December 2014. Our chief concern with the ordinance was not about wages, but about giving labor a powerful new club that upends decades of established labor law designed to maintain a carefully balanced relationship between labor and management.

Unfortunately, in May 2015, Federal Judge Andre Birotte denied AH&LA's motion for preliminary injunction. Recognizing the importance of the litigation in stopping or delaying the replication of a similar hotel-only ordinance in other major cities, AH&LA made the decision to appeal. Court documents filed by UNITE HERE's attorneys reaffirms that decision, whereby they state: "A pending lawsuit challenging the constitutionality of a high-profile law like the [L.A.] Ordinance makes it more difficult to convince local legislators to adopt similar measures... ." We anticipate a decision in spring 2016. Throughout the litigation process, AH&LA utilized targeted opportunities to provide the hotel industry's perspective on this discriminatory ordinance.

In August 2015, the National Labor Relations Board made a decision on the **Browning-Ferris Industries (BFI)** case that resulted in a new, ambiguous "joint employer" standard that makes employers potentially liable for actions and activities of employees that they do not employ. As a result, it jeopardizes business-to-business contractual relationships. AH&LA worked with Sen. Lamar Alexander, Chairman of the Senate Health, Education, Labor and Pensions Committee and Rep. John Kline, Chairman of the House Education and Workforce Committee, on their introduction of the "Protecting Local Business Opportunity Act" (S. 2015/H.R. 3459), which would reverse this unfortunate BFI decision. This legislation would restore the longstanding and unambiguous joint employer standard that has been a cornerstone in labor law for more than three decades.

Additionally, the **Coalition to Save Local Businesses**, which AH&LA co-chairs, worked with members of Congress to include language in the year-end federal spending bill to prohibit the NLRB's BFI decision for one year. Unfortunately, that language was stripped out at the last minute. However, much progress was made in educating key senators and representatives on the need for change, which has laid the groundwork for further action next year.

Central to our goal of educating policymakers about our industry, AH&LA continued the highly successful **"Heart of the House"** hotel tour campaign that we launched in 2014. We more than tripled the tours we hosted in 2015 as part of our national grassroots-building efforts. With a focus on new members of Congress, we ensured that future leaders in the Senate and House of Representatives understand the importance of the hotel industry to their local communities and the national economy.

AH&LA completed 18 Heart of the House Hotel Tours in 2015. This program will expand in 2016. A list of the 2015 tours are as follows:

- Rep. Peter Welch (D-VT);** DoubleTree by Hilton Burlington
- Rep. Daniel Webster (R-FL);** Waldorf Astoria Orlando
- Rep. Ryan Costello (R-PA);** Hilton Garden Inn Exton
- Rep. Glenn Grothman (R-WI);** Best Western Premier Bridgewood Resort Hotel
- Rep. Buddy Carter (R-GA);** The Cloister at Sea Island
- Rep. Pete Aguilar (D-CA);** Courtyard Marriott Ontario/Rancho Cucamonga
- Rep. John Ratcliffe (R-TX);** The Hilton Dallas/Rockwall Lakefront
- Rep. Eric Paulsen (R-MN);** Radisson Blu Mall of America
- Sen. Mike Enzi (R-WY);** Fairfield Inn and Suites Cheyenne
- Rep. Jody Hice (R-GA);** The Ritz Carlton at Reynolds Plantation
- Rep. Brian Babin (R-TX);** The Hilton Nassau Bay/Clearlake
- Rep. John Katko (R-NY);** The Syracuse Sheraton University Hotel and Conference Center
- Rep. Tom MacArthur (R-NJ);** Super 8 Mount Laurel
- Rep. Don Beyer (D-VA);** The Hilton Crystal City
- Rep. Ted Lieu (D-CA);** Terranea Resort
- Rep. Mimi Walters (R-CA);** The Courtyard Marriott Irvine Spectrum
- Rep. David Young (R-IA);** The Renaissance Des Moines Savery Hotel
- Rep. Lynn Jenkins (R-KS);** Holiday Inn Express Hoge Hall



Senator Mike Enzi visits the Wyoming hotel industry at The Fairfield Inn & Suites Cheyenne in Cheyenne, Wyoming.

“As a former small business

owner and senior member of the Senate Small Business and Entrepreneurship Committee, I understand the importance of supporting our small businesses.” -Senator Mike Enzi (R-WY)



Congressman Pete Aguilar learns more about the industry and the hard work of its employees at the Courtyard Marriott Ontario/Rancho Cucamonga in Ontario, CA.

“The hard work and dedication seen from every level in this industry is inspiring.” -Rep. Peter Aguilar (D-CA)



Congressman Ryan Costello meets with a group of hotel crew members at the Hilton Garden Inn Exton, in Exton, PA.

“I am here...to make sure that

legislatively I am out there every day evaluating legislation through the lens of what it's like to own and operate a hotel.” -Rep. Ryan Costello (R-PA)

ADVANCING KEY PRIORITIES IN FEDERAL SPENDING BILL

Per Diem Rates Protected: AH&LA succeeded in removing a provision that would have very likely led to decreased hotel per diem rates for federal workers traveling to the Washington, D.C. region, and could have negatively impacted the per diem system more broadly.

Guidance to the FTC on Rogue Affiliates, OTC Consolidation, and Impact on Consumers: Working with AH&LA, Congress included report language directing the FTC to look into deceptive hotel bookings by rogue online travel company affiliates, as well as the impact of consolidation in the online travel company market.

Removal of Unfair Online Travel Company & Online Search Websites Provision: AH&LA, along with other travel suppliers, successfully removed language that would have exempted online travel companies and search websites from new consumer disclosure rules on ancillary fees that had been proposed by the U.S. Department of Transportation. The language would have been a poor precedent for the travel industry, creating lax rules for online travel agencies and search websites.

H-2B Visa Reforms Included: The omnibus provided important relief for H-2B employers, including exempting returning workers from the 66,000 annual cap as well as allowing the use of private wage surveys. AH&LA co-chairs the H-2B Workforce Coalition and actively engaged to ensure this important language was included.

Visa Waiver Reforms Included: Along with U.S. Travel and other stakeholders, AH&LA worked to include reasonable reforms, such as limiting access to the program for people from visa waiver countries who have recently traveled to Iraq and Syria. In reaction to recent terrorist attacks, counterproductive legislation reforming the program had been proposed, but was not included.

COMMUNICATIONS

DEFINING THE HOTEL INDUSTRY NARRATIVE

In the last year, we have attained new heights of media attention by clearly defining our story to news and t.v. outlets, consumers, stakeholders and key influencers in Washington and beyond. Effectively communicating our story has been critical to our success in advancing AH&LA's advocacy agenda and expanding the hotel industry's participation in issues of importance. We have achieved this success through a multi-pronged approach:

- Forcefully and proactively engaging with media to provide the hotel industry perspective;
- Increasing our media engagement on hot topics;
- Creating new, more effective tools to break through the clutter.

The result is record achievement. Our targeted media strategies have resulted in wide-scale national attention, reaching consumers, political influencers and key allies in Washington and around the country. Efforts focused around core advocacy issues, including:

- Deceptive practices, short-term rentals, the hotel-only wage ordinance in Los Angeles, and other labor issues, such as the NLRB, 40-hour work week, and overtime regulations; and
- Increasing visibility for AH&LA, Katherine Lugar and the staff.

These proactive efforts resulted in **the most media impressions in AH&LA's recent history. Close to one billion media impressions** were achieved with campaigns that included:

- More than **455 million media impressions** on the Deceptive Practices campaign;
 - Reaching an ad equivalency of some **\$14 million in revenue "savings"** attained through earned media;
 - Targeting **more than 250,500 consumers** about online booking scams through a paid Facebook campaign;
- Generating **470 million media impressions in just two days** after announcing the industry's opposition to the Expedia deal;
- Reached **more than 275,000 consumers in Los Angeles** through social media on the hotel-only wage ordinance;
- Multiplied our presence in Washington, D.C. publications and increased AH&LA's participation in crucial panels, events and discussions around the country.
- Enhanced our member engagement by providing tools and resources to ensure our industry speaks with a unified voice.

TELLING OUR STORY IN NEW WAYS

We have implemented new mechanisms to achieve our goals of increasing visibility for advocacy issues and AH&LA to more effectively tell our story. Our approach was guided by:

- Identifying new spokespeople, from small business property owners to industry partners;
- Enlisting third-party supporters;
- Creating eye-catching and dynamic infographics;
- Developing video, Twitter and Facebook campaigns to amplify our story; and
- Generating news by doing the research and developing new data on vital issues.



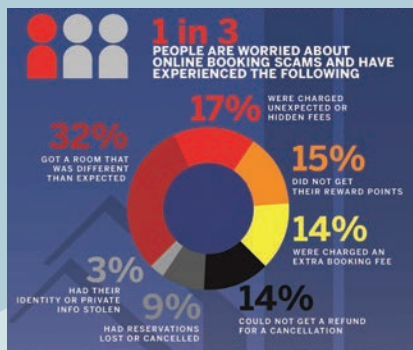
KATHERINE LUGAR FEATURED IN A 2015 WASHINGTON POST ARTICLE AS A LEADING ASSOCIATION CEO.



Initiating Social Media Campaigns to Magnify our Message

Targeting key groups and individuals around the City of Los Angeles, we encouraged the people of L.A. to sign a petition that urged the City Council and Mayor to impose one fair, minimum wage for the entire city rather than only for hotels. We exceeded 55,400 impressions on Twitter, reached more than 222,000 people on Facebook, and acquired more than 500 petition signatures.

Using Infographics to Tell a Strong, Visual Story



From calling out deceptive practices and exposing illegal short-term rentals to cautioning regulatory agencies that consumer choice and competition will be stifled as a result of Expedia's acquisition of Orbitz, these infographics help frame our messaging on issues that matter most to our industry.



Creating News with New Data and Research

As an industry, AH&LA members have a fantastic story to tell. In 2015, we increased the number of commissioned reports and surveys to help us raise our industry's profile in the media. As the lodging industry continues to grow and prosper, this new data also will ensure ongoing media coverage that makes headlines and gets attention.

Amplifying Our Message through Targeted Event Participation

Ensuring our industry has a seat at the table to engage in an open dialogue about important public policy issues allows us to elevate visibility for our industry and the association. Whether it's short-term rentals and OTA consolidation or consumer deception and travel and tourism, we represent the industry with a united voice and drive the narrative around the issues that matter most to the lodging sector before influential government and industry leaders.



AH&LA PRESIDENT & CEO KATHERINE LUGAR MODERATES PANEL WITH LODGING LEADERS AT THE NYU HOSPITALITY INVESTMENT CONFERENCE.

Giving Our Members the Resources They Need

We've also developed a number of toolkits and talking points to help ensure we speak as one voice when addressing pressing issues that impact the industry's bottom line.

CONVENTIONS & EVENTS



2015 was an extremely productive year for AH&LA conventions and events. Attendance was robust as thousands of members took part in a variety of events covering the many facets of the Lodging Industry—from real estate development to government affairs. Among the highlights was the relaunch of the annual International Hotel, Motel + Restaurant Show® as HX: The Hotel Experience, Rooms to Restaurants. AH&LA also continued to host ALIS, the world's largest hotel investment conference, and to provide AH&LA members a unique opportunity to meet with policymakers on Capitol Hill through the Legislative Action Summit.

Americas Lodging Investment Summit (ALIS)

January 26-28

JW Marriott and Nokia Theater at LA Live Los Angeles, CA

Co-owned by AH&LA and Burba Hotel Network (BHN), the Americas Lodging Investment Summit is the leading and largest hotel investment conference in the world. In 2015, nearly 2,800 top industry leaders attended an extensive array of seminars and panels by industry experts, who discussed important trends and identified new opportunities. A portion of the proceeds benefited the American Hotel & Lodging Educational Foundation.

ALIS Law

January 26-27

Residence Inn and Courtyard Los Angeles LA Live Los Angeles, CA

The newest conference to be launched by BHN and AH&LA under the ALIS umbrella, ALIS Law focuses on current legal matters of interest to hotel owners and operators. While the annual ALIS conference discusses the issues and opportunities related to buying, selling and building hotels, ALIS Law focuses on the “day after” the deal closes and the many legal issues owners and operators face. The inaugural ALIS Law conference held in 2015 included attendees from the general counsel teams of hotel ownership companies, management companies and brands, as well as law firms that advise hoteliers.

Legislative Action Summit (LAS)

April 14-15

Ronald Reagan Building & International Trade Center Washington, D.C.

Over 400 hoteliers traveled to the nation's capital to participate in this annual legislative conference, held in partnership with the American Asian Hotel Owners Association (AAHOA), and co-located with the National Restaurant Association (NRA). Over two days, members participated in briefings on the current legislative issues impacting hoteliers and shared the industry's compelling narrative with policymakers on Capitol Hill. LAS attendees heard directly from prominent voices in Washington policy debates, including Senate Majority Leader Mitch McConnell (R-KY) and representatives John Kline (R-MN), Patrick Murphy (D-FL), and Ami Bera (D-CA). Guest speakers also included industry leader Jonathan Tisch, chairman, Loews Hotels & Resorts.

2015 Key Legislative Issues:

- Change in the definition of full-time work under the Affordable Care Act (ACA)
- Protecting consumers from online deception
- Protecting the franchise model
- Protecting the H-2B visa program
- Protection from patent trolls

Founding sponsor: American Express

Supporting sponsors: Hcareers, HD Supply



AH&LEF Golf Classic

September 13-16

The Broadmoor
Colorado Springs, CO

The 28th Annual AH&LEF Golf Classic was enjoyed by over 120 attendees. Nearly 30 companies showed their support by participating with golf teams including hotel chains and vendors. The event also featured 11 event sponsors, five tee sponsors, and one prize sponsor. The Golf Classic plays a vital role in the American Hotel & Lodging Educational Foundation's mission to support the future of the lodging industry. Since its inception in 1988, the Classic has raised more than \$2.5 million for industry research, grants and scholarships.

AH&LA @ HX: The Hotel Experience

November 8-10

Jacob K. Javits Convention Center
New York, NY

HX: The Hotel Experience, Rooms to Restaurants brought attendees a new brand and reinvented experience as the redesign of the annual International Hotel, Motel + Restaurant Show® (IHMRS). Co-located with the Boutique Design New York (BDNY) trade fair, the two shows had over 1,000 exhibitors and strong attendance over three days. HX featured 70 education programs across five tracks. AH&LA held a variety of special association events, including the Government Affairs Forum and Joint Council Meeting, a WIL Connect luncheon, and Under 30 Gateway, Not Your Boss's Party.

American Hotel & Lodging Association's Industry Leadership Dinner

November 8

The Waldorf Astoria
New York, NY

The Industry Leadership Dinner brought together nearly 350 attendees to celebrate AH&LA's achievements in 2015. The event demonstrated a high level of industry involvement with eight event sponsors and more than 10 table sponsors, including hotel chains and industry partners. The evening recognized AH&LA's increased visibility and influence on Capitol Hill, elevated communications and strategic media coverage, and stronger presence as a leader for the hospitality industry.

Presenting sponsor: American Express

Supporting sponsors: Brand USA, Ecolab, Hcareers, PSAV, STR, Tempur Sealy International, Inc., USA TODAY



AH&LA
AMERICAN HOTEL & LODGING ASSOCIATION

HX: Connect
American Hotel
& Lodging Association

AMERICAN HOTEL & LODGING EDUCATIONAL INSTITUTE

In 2015, the American Hotel & Lodging Educational Institute (AHLEI) introduced a variety of new print and online learning programs as part of its commitment to maintaining a position as a leading resource in the hospitality education market. This included updated textbooks to incorporate the latest trends in the field and a new app to access AHLEI's textbooks in a digital format.

From launching a new app to developing new training opportunities, AHLEI introduced these new products in 2015:

EIREADER APP

The eiReader app was introduced in the fall to provide digital access to AHLEI's most-requested hospitality management textbooks. A dozen titles were part of the product launch, with plans to add more titles in 2016. In addition, AHLEI revised six print textbooks covering such topics as accounting, F&B management, technology and facilities management.

GUEST SERVICE GOLD®

AHLEI added a new Guest Service Gold® product—Golden Opportunities—to its lineup. The training, offered in print and online, showcased seven additional guest service attributes to help employees deliver exceptional service.

CERTIFIED HOTEL CONCIERGE (CHCSM),

In partnership with The International School of Hospitality (TISOH) and Les Clefs d'Or USA, AHLEI introduced the Certified Hotel Concierge (CHCSM) program, the result of joint efforts to establish a global professional standard for hotel concierges.

VIRTUAL ONLINE TRAINING TOOL

AHLEI debuted a new online learning experience with SLATE (Strategic Learning and Training Experience) Hotel, an interactive, 3-D, high-fidelity virtual environment that takes players through the many responsibilities of a hotel general manager. Learners navigate the game by interacting with staff and guests and making strategic decisions in the areas of front office operations, sales and marketing, food and beverage, accounting, human resources and risk management. The development of SLATE was funded with a grant from AH&LEF.

CERTIFIED KITCHEN COOK

AHLEI added Certified Kitchen Cook to its START for Individual Positions training and certification modules.

In addition to developing new products in 2015, AHLEI's Guest Service Gold® and the Certified Guest Service Professional (CGSP®) designation continued to be one of AHLEI's strongest training and certification packages. More than 5,400 people earned the CGSP® certification in 2015 and 55 properties earned the Certified Guest Service Property designation. These properties included the first Army, Navy and Air Force lodging properties to complete the certification process, and 38 properties from the Canadian-based Canalta Hotels management company.

In July, AHLEI ended its three-year distribution agreement with Pearson Higher Education and once again began servicing all U.S. academic accounts in-house. To promote this return, AHLEI's sales and executive teams traveled around the country, visiting postsecondary hospitality programs in 13 states.

AHLEI's international sales team visited 22 countries in 2015—traveling to Asia, Europe, the Caribbean, South America, Africa and the Middle East. The team welcomed 28 new international partners and customers, more than half of which were entirely new markets where AHLEI had no presence before 2015. AHLEI also became an affiliate member of the United Nations World Tourism Organization (UNWTO).

AMERICAN HOTEL & LODGING EDUCATIONAL FOUNDATION

For more than 60 years, the **American Hotel & Lodging Educational Foundation (AH&LEF)** has served as the charitable arm for the hotel and lodging industry. In that time, more than \$20 million has been charitably disbursed. With a mission to identify, cultivate and support the human talent, research and initiatives most vital to the progress of the lodging industry, the Foundation's programs are at work to advance our industry's future.

In 2015, the Foundation distributed more than \$1.25 million toward scholarships, educational programming, workforce development, cutting-edge research projects and grants.

INVESTING IN STUDENTS AND INDUSTRY PROFESSIONALS

A record \$730,000 was awarded in **academic scholarships** to 380 promising hospitality management students attending 98 colleges and universities across the country. In addition, 16 hotel employees received professional development scholarships for certification or distance learning through the American Hotel & Lodging Educational Institute (AHLEI).

Ten scholarship recipients were selected to attend the **2015 Lodging Conference** to network with industry leaders and learn about important industry issues. Harry Javier generously donated the students' registrations and AH&LEF provided funds for travel stipends and hotel stays.

Each year during AH&LA's Fall Conference, AH&LEF hosts a **Scholars Breakfast** featuring notable industry leaders, which in 2015 drew 14 industry executives and 48 current and past scholarship recipients.

The Foundation also provided educational support for partner state associations (PSA) through sponsorship of the International Society of Association Executives' Winter Conference. Additionally, six scholarships were awarded to PSA staff members to attend the Institute for Organization Management, which was funded through the Lawson Odde Scholarship Fund.



Since 2003, more than \$3.1 million has been expended through the Foundation's **workforce development and high school program initiatives** designed to encourage interest in the lodging field.

AHLEI's high school curriculum, **Hospitality and Tourism Management Program (HTMP)**, is the official industry-recognized curriculum to prepare high school students for roles in the hospitality industry and is offered in 518 high schools. Each year, top performing high schools meet in Orlando for two days of intense competition that puts students' real world knowledge of the industry to the test. The winning 2015 team was Anatol Rodgers High School in Bahamas.

Skills, Task, and Results Training (START) is a one-year AHLEI program preparing both high school and workforce development-based students to enter the industry. START trains entry-level workers, welfare-to-work participants and displaced workers. It is used in 383 schools and workforce facilities. More than 7,400 credentials were awarded to students enrolled in school-to-career and workforce development programs in 2015.

ENHANCING ESSENTIAL INDUSTRY RESEARCH

Since 1995, the Foundation has granted more than \$3.25 million to provide vital funding to help us tell our industry's story. Increasingly, these grants have been instrumental in providing critical data to help address the most pertinent issues facing our industry. This year, six proposals were funded in areas such as:

- Evaluating the economic impact of short-term rentals in the 10 largest cities in the U.S.;
- Compiling the current lodging tax rates around the country and documenting the effects of dramatic increases in several cities;
- Determining the number of hotels that are actually small businesses;
- Surveying mayors nationwide regarding the impact the hotel industry has on their cities and communities;
- Documenting and analyzing the extent to which short-term rental companies and property owners are willing and/or able to accommodate disabled guests; and
- Conducting one of the most comprehensive surveys in the industry, which collects information on hotel services, facilities and amenities.

Each study provides essential data to better represent the lodging industry and shape our compelling narrative to policymakers, regulatory agencies and members of the media.

In 2015, the Foundation distributed more than \$1.25 million, providing vital funds to educate our future leaders and tell our industry's story.

2015 AH&LEF programs at a glance

AMOUNT	PROGRAM/INITIATIVE
\$740,500	Academic and professional development scholarships, and alumni program
\$273,000	Research grants
\$200,500	Workforce development and school-to-career initiatives
\$26,000	AH&LA's Green Initiative Program
\$11,000	Support of partner state associations (PSAs)

2015 INDUSTRY HONORS & RECOGNITION

AH&LEF and AH&LA recognize the individuals and organizations that support our efforts to foster the next generation of leaders, advocate on behalf of the industry and celebrate excellence in hospitality.

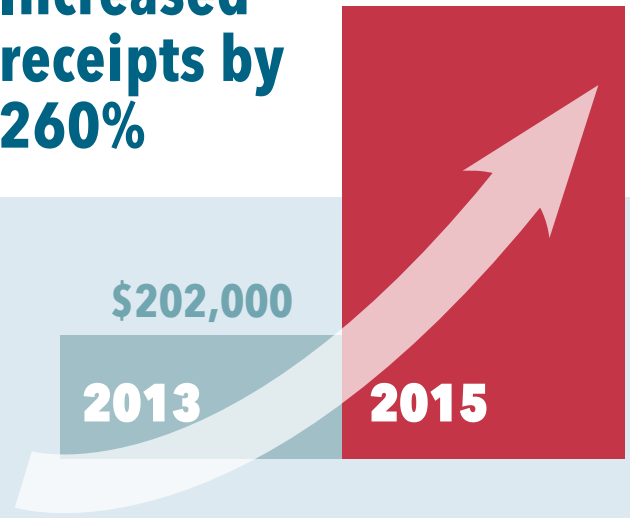
With the exceptional support of donors, sponsors, and members, our philanthropic and advocacy efforts thrived in 2015. From supporting scholarships in hospitality and contributing to HotelPAC, to recognizing our industry's top performers, AH&LEF and AH&LA thank all of you for your support, engagement and contributions.

HOTELPAC CO-CHAIRS*

AH&LA	Katherine Lugar
Aimbridge Hospitality	Dave Johnson and Les Bentley
Ashford	Monty Bennett and Archie Bennett
Best Western International	David Kong, Lawrence Cuculic and Ron Pohl
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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
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DiamondRock Hospitality Company	Mark Brugger
Fabric Innovations	Deborah Herman and Tom Marchisotto
FelCor Lodging Trust	Tom Corcoran and Richard Smith
HEI Hotels and Resorts	Gary Mendell, Steve Mendell, Anthony Rutledge and Ted Darnall
Hilton Worldwide	Chris Nassetta, Kevin Jacobs and Jim Holthouser
Host Hotels and Resorts	Ed Walter and Minaz Abji
Hyatt Hotels Corporation	Mark Hoplamazian and Rena Hozore Reiss
Interstate Hotels and Resorts	Jim Abrahamson
InterContinental Hotels Group	Elie Maalouf and Joel Eisemann

Increased receipts by 260%

\$730,000



Illinois Hotel & Lodging Association	Marc Gordon and Bob Habeeb
JHM Hotels	D.J. Rama and H.P. Rama
LaSalle Hotel Properties	Mike Barnello and Al Young
Madden's on Gull Lake	Brian Thuringer
Omni Hotels and Resorts	Michael Deitemeyer, James Caldwell and Robert Rowling
Pebblebrook Hotel Trust	Jon Bortz (HotelPAC Chairman)
Pyramid Hotel Group	Rick Kelleher, Jim Dina and Warren Fields
RLJ Lodging Trust	Tom Baltimore, Ross Bierkan and Robert Johnson
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Thayer Lodging	Leland Pillsbury
The Hotel Group	Doug Dreher
TradeWinds Island Resorts	Keith Overton
Vesta Hospitality	Rick Takach
Xenia Hotels & Resorts, Inc.	Marcel Verbaas
White Lodging	Bruce White
Wyndham Hotel Group	Geoff Ballotti and Stephen Holmes

*Committed to raise \$15,000+ for HOTELPAC in 2015 as of 12/1/15

HOTELPAC CONTRIBUTORS

Chairman's Club

\$10,000 Joint Contribution

Robert and Joanne Alter
Geoff and Leslie Ballotti
Archie and June Bennett
Monty and Marissa Bennett
Jon and Ellen Bortz
Deborah Herman and
Tom Marchisotto
Leland and Mary Pillsbury
Rick Takach and
Kari Jonasson
Bruce and Beth White

Presidential Suite

\$5,000

James Abrahamson
James Amorosa
John Arabia
Thomas Baltimore
Michael Barnello
Brooke Barrett
John Belden
Leslie Bentley
Ross Bierkan
John Boykin
Robert Boykin
Mark Brugger
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JIM ABRAHAMSON, CEO OF INTERSTATE HOTELS & RESORTS, U.S. HOUSE MAJORITY LEADER KEVIN MCCARTHY (R-CA), AND KATHERINE LUGAR, PRESIDENT AND CEO OF AH&LA AT THE LEGISLATIVE ACTION SUMMIT HOTELPAC RECEPTION.

AH&LEF SUPPORT

AH&LEF relies solely on contributions from generous individuals and companies who want to give back to the hotel industry to ensure a successful future. The Foundation holds events and fundraisers throughout the year to garner interest and support for its programs. Thanks to the generosity of these donors from the hospitality community, along with support from the proceeds of the Americas Lodging Investment Summit, AH&LEF is able to provide the resources on which the industry relies every day.

The Americas Lodging Investment Summit (ALIS), which is co-owned by AH&LA and the Burba Hotel Network, allocates a generous portion of its revenues to benefit the educational, research and training missions of AH&LEF and AHLEI. Since its inception, ALIS contributions have:

- Provided scholarships for 1,207 students in 120 colleges and universities across the country;
- Generated more than \$2.3 million for cutting-edge research projects;
- Provided funding for the START program in more than 358 high schools and workforce development centers;
- Provided funding for the Lodging Management Program and the new Hospitality & Tourism Management Program in 518 high schools; and
- Generated \$5.3 million to support the development of hotel industry educational projects.

In 2015, the following donors made contributions earmarked specifically for named scholarships:

- **The Handlery Foundation \$10,000**
- **Richard Kelley \$3,000**

Additionally, AH&LEF received interest and capital gains from the following board-designated funds, previous capital campaign proceeds and endowed scholarship funds:

AH&LEF Hospitality 2000 Scholarship

Established: 2002

Awards to date: \$238,499 to 170 students

AH&LEF New Century Scholarship

Established: 2008

Awards to date: \$156,000 to 83 students through the Incoming Freshman Scholarship Program

American Express Scholarship

Established: 1994

Awards to date: \$356,618 to 310 students and professionals

Americas Lodging Investment Summit (ALIS) Scholarship

Established: 2002

Awards to date: \$1,910,500 to 1,207 students through the Incoming Freshman, Graduate and Annual Scholarship Grant scholarship programs

Melinda Bush Scholarship

Established: 2006

Awards to date: \$29,000 to 12 students

John Clifford Memorial Scholarship

Established: Early 1980s

Awards to date: \$47,000 to 59 students

2015 Foundation support at a glance

AMOUNT	SOURCE
\$871,000	Americas Lodging Investment Summit
\$125,000	AH&LEF Golf Classic
\$172,000	2015 AH&LEF Annual Giving Campaign
\$91,000	Big Apple Auction

“As a full-time student, employee, and dad, AH&LEF’s scholarship has allowed me to continue my education. I have 24 years of hospitality experience, however the lack of a degree is holding me back from applying for executive leadership positions.”

Jeremy Brown
2015 Ecolab Scholar
Oklahoma State University



Cecil B. Day Memorial Scholarship

Established: 1981
Awards to date: More than \$878,500 to 754 students

Ecolab Scholarship

Established: 1996
Awards to date: More than \$401,650 to 269 students and professionals

Handlery Hotels Scholarships

Established: 1982
Awards to date: \$433,000 to 300 students (since 1989)

Hilton Worldwide Scholarship

Established: 2011
Awards to date: \$100,000 to 72 students

Conrad N. Hilton Memorial Scholarship

Established: 1995
Awards to date: \$626,000 to 545 students

Creighton Holden Memorial Scholarship

Established: 2005
Awards to date: \$10,750 to 11 students

Hyatt Hotels Fund for Minority Lodging Management Students

Established: 1988
Awards to date: \$702,000 to 351 minority students

Hospitality Asset Managers Association Scholarship

Established: 2014
Awards to date: \$3,500 to 3 students

Steve Hymans Extended Stay Scholarship

Established: 2006
Awards to date: \$64,750 to 40 students

Richard Kelley Scholarship

Established: 2010
Awards to date: \$18,000 to 6 students

Richard Kessler Scholarship

Established: 1985
Awards to date: \$47,325 to 42 students

J. Willard Marriott Memorial Scholarship

Established: 1989
Awards to date: \$393,000 to 291 students

Joseph McNerney Scholarship

Established: 2013
Awards to date: \$8,000 to 7 students

Karl Mehlmann Scholarship

Established: 1978
Awards to date: \$201,000 to 169 students

Curtis C. Nelson Scholarship

Established: 2002
Awards to date: \$64,000 to 29 students

Arthur J. Packard Memorial Scholarship

Established: 1974
Awards to date: More than \$300,000 to 95 students (since 1987)

PepsiCo Foundation

Established: 2002
Awards to date: \$123,000 to 54 students

Rama Scholarship for the American Dream

Established: 1998
Awards to date: \$726,800 to 446 students

AH&LEF ANNUAL GIVING

The Annual Giving Campaign, AH&LEF's key annual fundraising initiative, supports the Foundation's core objectives. The 2015 campaign was chaired by Harry Javer, president of The Conference Bureau/ CoFounder, The Lodging Conference, and raised \$172,000. Since its initiation in 1997, Annual Giving has raised more than \$1.9 million. The Foundation would like to thank the following 125 donors for making 2015 another success:

Since its initiation in 1997, Annual Giving has raised more than \$1.9 million.

Leadership Gifts \$10,000+



Minaz Abji

The Robert Alter Family



\$5,000 to \$9,999



Hermansen Remainder Charitable Unitrust

Hotel Business



Nancy Johnson
Kirk Kinsell
Paul & Jill Kirwin



RLJ | Lodging Trust

Neil Shah & Juhi Saigal-Shah
Randy & Carolyn Smith



\$2,500 to \$4,999 ◆◆◆◆◆



\$1,000 to \$2,499 ◆◆◆◆◆

Aimbridge Hospitality
Geoff & Leslie Ballotti
Boykin Management Company
CHM Warnick
Amanda Hite
LodgeWorks Partners, L.P.
Oceana Resorts by Wyndham
Vacation Rentals
Remington
Bill Simpson
Robert Slater
Stonebridge Companies
Johnny Walker
Al Young (matching gift: La Salle
Hotel Properties)

\$500 to \$999 ◆◆◆◆◆

The Broadmoor Hotel
Canyon Equity, LLC
Commune Hotels & Resorts
Lynne Dougherty
The Fairmont Chateau Whistler
Terri Haack
Jill Heymer
Hotel Association of New York City
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Kenyon Inn

Kimpton Hotels
La Jolla Beach & Tennis Club
Madden's on Gull Lake
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Norma & Roger A. Saunders and
the Saunders Family Charitable
Fund
Schahet Hotels, Inc.
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Sam Winterbottom
Susan Wolfla

\$100 to \$499 ◆◆◆◆◆

Brad Aldrich
Pennie Beach
Steve Belmonte in memory of Morris
Lasky
Best Western PLUS Rockwall Inn
& Suites
Beverly Coat Hanger Co., Inc
Ernest Boger
Gary & Joanne Budge
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Comfort Inn Ottawa
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Allen M. Connors
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Tennessee Hospitality & Tourism
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Dale Venturini
Waterford Group Charitable
Foundation
Michael Watkins
Harris White
Kenneth and Donna Widmaier
Fatena Williams

AH&LEF GOLF CLASSIC

For the 28th consecutive year, the AH&LEF Golf Classic brought together industry golfers in the name of charity. More than 120 attendees gathered at the Broadmoor in Colorado for four days of golf, networking and fundraising. Thanks to attendees and generous sponsors, the Foundation raised \$125,000.

Thanks to attendees and generous sponsors, the Foundation raised \$125,000.

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TEAM SPONSORS

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Hyatt Regency McCormick Place
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Montage Laguna Beach
Ocean Reef Club
Omni Mount Washington Resort
Omni Parker House
Ruttger's Bay Lake Lodge
Sebasco Harbor Resort
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Skamania Lodge
Spring Creek Ranch
Stockton Seaview Hotel & Golf Club

Stoweflake Resort
Sunriver Resort
Terranea Resort
The Breakers
The Broadmoor
The Fairmont Chateau Whistler
The Gasparilla Inn & Club
The Grand Hotel Minneapolis
The Greenbrier
The Hotel Hershey
The Inn at Palmetto Bluff
The Inverness Hotel & Conference Center
The Naples Beach Hotel & Golf Club
The Otesaga Resort Hotel
The Ritz-Carlton, Amelia Island
The Ritz-Carlton, Naples
The Wentworth
Tradewinds Island Resorts
Tullymore Golf Resort
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Woodstock Inn & Resort
Xanterra Parks & Resorts

AH&LEF'S BIG APPLE AUCTION

A perennial favorite since 1993, this auction is held during AH&LA's Fall Conference, and in conjunction with the HX: The Hotel Experience (formerly known as the International Hotel, Motel + Restaurant Show). The 2015 auction featured more than 230 items, including the coveted full-page *USA TODAY* ad, retailing at \$125,600. More than 335 bidders participated in the online auction, which generated \$91,000 for the Foundation's programs.

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1886 Crescent Hotel & Spa
A-1 Textiles & Hospitality Products
Alan Benjamin
The Algonquin Resort
American Hotel & Lodging Association (2)
Aqua Waikiki Wave
Aramark Parks and Destinations
Argonaut Hotel
Atlanta Evergreen Marriott Conference Resort
Basin Harbor Club
Beaver Run Resort and Conference Center
Benbow Historic Inn
Benchmark Hospitality International
Best Western Palm Beach Lakes
Best Western Plus Hawthorne Terrace
Bienville House
Biltmore Estate
Boca Raton Resort & Club, a Waldorf Astoria Resort
The Broadmoor
The Brown Hotel
Bungalow Beach Resort
Carlson Rezidor Hotel Group
The Carriage House
Casa Marina Hotel
Cheyenne Mountain Resort
Chicago Marriott Suites O'Hare
Cornell University
Courtyard by Marriott Chicago Downtown/River North

Courtyard by Marriott Syracuse Downtown at Armory Square
Crestline Hotels & Resorts (2)
Crowne Plaza Cleveland South Independence
Crowne Plaza Hollywood Beach
Crowne Plaza Miami International Airport
Crowne Plaza Seattle Downtown
Curtain Bluff Resort
The Curtis - a Doubletree Hotel
Days Inn Chicago
Denver Marriott City Center
DoubleTree Arctic Club Hotel
DoubleTree by Hilton Ontario Airport
Doubletree by Hilton Seattle Airport
Doubletree Resort by Hilton Paradise Valley - Scottsdale
The Driskill
Eastern Tabletop Manufacturing Company, Inc.
Embassy Suites Portland - Downtown
Erwyn Products
Fabric Innovations
Fairfield Inn by Marriott Anaheim
Fairmont Copley Plaza
Fairmont Scottsdale Princess
Fifteen Beacon Hotel Boston
First Hospitality Group
John Fitzpatrick - Fitzpatrick Hotel Group
Four Points by Sheraton Bangor Maine
Four Seasons Resort Scottsdale at Troon North

Furnace Creek Resort
 Gaslamp Plaza Suites San Diego
 Georgia Tech Hotel & Conference Center
 Gettysburg Hotel
 Gilchrist & Soames, Inc.
 Gold Miners Inn
 Grand Hyatt Tampa Bay
 Grand Wailea - a Waldorf Astoria Resort
 Green Suites Hotel Solutions
 The Greenbrier
 Gurney's Montauk
 Halekulani
 Hampton Inn by Hilton Shelton

Hilton Lexington Downtown
 Hilton Milwaukee City Center
 Hilton Omaha
 Hilton San Francisco Union Square
 Hilton Scottsdale Resort & Villas
 Holiday Inn Capitol
 Holiday Inn Denver East - Stapleton
 Holiday Inn Downtown Memphis
 Holiday Inn Fisherman's Wharf
 Holiday Inn Oceanfront
 Horseshoe Bay Resort
 Host Hotels & Resorts, Inc.
 Hotel Allegro Chicago – a Kimpton Hotel
 Hotel Monteleone

The Imperial Hawaii Vacation Club
 Indianapolis Marriott Downtown
 The Inn at Palmetto Bluff, a Montage Resort
 Inn by the Lake
 InterContinental Hotel Cleveland
 Interval International
 The Inverness Hotel & Conference Center
 Island House Hotel
 JLA Design & Contract
 JW Marriott at Grande Lakes
 JW Marriott Camelback Inn, Scottsdale
 JW Marriott Starr Pass Resort and Spa
 Kellogg Conference Hotel
 Kimpton Hotels and Restaurants
 La Jolla Beach & Tennis Club (2)
 LaSalle Hotel Properties
 Lawai Beach Resort
 Lodging Host Hotel Corporation
 Loews Coronado Bay Resort
 Loews Madison
 Loews Regency New York Hotel
 Loews Regency San Francisco Hotel
 Loews Vanderbilt Hotel Nashville
 London Bridge Resort
 The Lowell
 Mandarin Oriental Miami
 Mandoki Hospitality, Inc.
 Marriott Crystal Gateway
 Marriott Dallas/Plano at Legacy Town Center
 Marriott Houston South at Hobby Lobby
 Marriott Marquis Washington, DC
 Marriott New York LaGuardia Airport
 Miracle Springs Resort & Spa
 Mirror Lake Inn Resort & Spa
 Mohonk Mountain House
 Nationwide Hotel and Conference Center
 New York Hilton Midtown
 New York Marriott Marquis
 Nickelodeon Suites Resort
 Northcott Hospitality
 Ocean Reef Club



Hcareers
 Heidel House Resort & Spa
 Hersha Hospitality Trust
 Hilton Atlanta
 Hilton Austin
 Hilton Chicago/Northbrook
 Hilton Chicago O'Hare Airport
 Hilton Chicago/Oak Lawn
 Hilton Garden Inn Atlanta Airport / Millennium Center
 Hilton Garden Inn Denver/Cherry Creek
 Hilton Garden Inn Freeport Downtown
 Hilton Garden Inn Portland Airport
 Hilton Houston Post Oak

Hotel Palomar Chicago – a Kimpton Hotel
 Hotel Palomar Los Angeles / Beverly Hills
 Hotel Santa Barbara
 Hutton Hotel
 Hyatt Boston Harbor
 Hyatt Chicago Magnificent Mile
 Hyatt Regency Bellevue
 Hyatt Regency Chicago
 Hyatt Regency Dallas
 Hyatt Regency McCormick Place Chicago
 Hyatt Regency Orlando
 Hyatt Regency Resort Indian Wells
 Hyatt Union Square

THE BIG APPLE AUCTION

Omni Austin Hotel at Southpark
Omni Austin Hotel Downtown
Omni Corpus Christi Hotel
Omni Parker House Boston
The Otesaga Hotel
Pacifica Hotel Company
Paramount Hospitality Management (2)
The Peabody Hotel Memphis
Pebblebrook Hotel Trust
Pellerin Milnor Corporation
The Pfister Hotel
Pointe Hilton Squaw Peak Resort
Pointe Hilton Tapatio Cliffs Resort
Portola Hotel & Spa
Protect-A-Bed
Quail Lodge & Golf Club
Radisson Blu Mall of America
Remington Hotel Corporation
Renaissance Chicago Downtown Hotel
Renaissance Columbus Downtown Hotel
Renaissance Pittsburgh Hotel
Renaissance Vinoy Resort & Golf Club
Renaissance Washington, D.C. Downtown Hotel
Residence Inn by Marriott - Moncton
Residence Inn Melbourne
Ritz-Carlton Amelia Island
Riverside Hotel
The Roosevelt New Orleans, a Waldorf Astoria Hotel

Royal Sonesta Harbor Court Baltimore
S&D Coffee, Inc.
The San Luis Resort, Spa & Convention Center
Sands Cares
Sheraton Atlanta Hotel
Sheraton Crescent Hotel
Sheraton Denver Downtown Hotel
Sheraton New Orleans Hotel
Sheraton New York Times Square Hotel
Sheraton San Diego Hotel & Marina
Sheraton Syracuse University Hotel & Conference Center
The Sherry-Netherland Hotel
Southern Belle Chattanooga Riverboat Company
Spire Hospitality (3)
Springhill Suites by Marriott, St. Petersburg/ Clearwater
St. Regis Houston
Star Linen & Supply
Stowe Mountain Lodge
Stoweflake Mountain Resort & Spa
Terranea Resort
The Lodging Conference
Tradewinds Island Resorts
Treasure Island Resorts
Trump International Hotel & Tower, New York
Tubac Golf Resort & Spa
Tween Waters Inn
USA TODAY

Village Hotel on Biltmore Estate
Virginia Beach Hotel & Conference Center
W Scottsdale
Waikiki Parc Hotel
Walco Foodservice, Tabletop, & Buffet Accessories
Waldorf Astoria New York (2)
The Washington Hilton
Washington Marriott Wardman Park Hotel
Waterford Group Charitable Foundation
Weber's Inn of Ann Arbor
Wellington Hotel New York City
Welspun USA
Westin Atlanta Airport
The Westin Georgetown
Westin Kierland Resort & Spa
Westin Nova Scotian Hotel
Westin Portland Harborview
The Westin Verasa Napa
Westin Waltham-Boston
Westin Wilmington
Windsor Court Hotel
Wisconsin Hotel & Lodging Association
Wyndham Garden Hotel – Austin
Wyndham Grand Chicago Riverfront
Wyndham Hotel Group
Xanterra Parks & Resorts (2)

AH&LA STARS OF THE INDUSTRY AWARDS

LODGING PROPERTY ACHIEVEMENT AWARDS

Outstanding Community Service, Small Property

Montage Laguna Beach
Laguna Beach, CA

Outstanding Community Service, Large Property

InterContinental Miami Hotel
Miami, FL

Special Events, Ongoing, Small Property

Boston Harbor Hotel
Boston, MA

Special Events, Ongoing, Large Property

Gaylord Opryland Resort
Nashville, TN

Special Events, One-time Only, Small Property

W Scottsdale
Scottsdale, AZ

Special Events, One-time Only, Large Property

The Omni Nashville Hotel
Nashville, TN

Guest Relations, Small Property

Magic Castle Hotel
Los Angeles, CA

Guest Relations, Large Property

Loews Atlanta Hotel
Atlanta, GA

Good Earthkeeping, Small Property

Golden Arrow Lakeside Resort
Lake Placid, NY

Good Earthkeeping, Large Property

Lake Lawn Resort & Spa
Delavan, WI

The AH&LA Stars of the Industry awards program was created more than 40 years ago to recognize outstanding accomplishments in the lodging industry. While the categories have evolved over the years, the concept is still the same—to honor lodging employees and properties that best symbolize the quality service of the industry.

EMPLOYEE AWARDS

Outstanding Lodging Employee of the Year, Small Property

Camilo Casiano, Steward,
Enchantment Resort
Sedona, AZ

Outstanding Lodging Employee of the Year, Large Property

Willie Parker, Groundskeeper,
The Peabody Memphis
Memphis, TN

Outstanding Manager of the Year, Small Property

Ali Sesay, Executive Steward,
Four Seasons Hotel Atlanta
Atlanta, GA

Outstanding Manager of the Year, Large Property

Steve Blum, Uniformed Services
Manager, Willard InterContinental
Washington
Washington, D.C.

Outstanding General Manager of the Year, Small Property

Daniel Donahue, General
Manager, The Lenox Hotel
Boston, MA

Outstanding General Manager of the Year, Large Property

Daniel Nadeau, General Manager,
Marriott Marquis Washington
Washington, D.C.



WIL Connect Leader of the Year

Cynthia Hollowood, CHA,
General Manager, Holiday Inn
Saratoga Springs
Saratoga Springs, NY

Stevan Porter Emerging Hospitality Leader

Whitney Okuda, Catering
Manager, Hotel Nikko
San Francisco
San Francisco, CA

AH&LA Student Member of the Year

Katie Zezula, Johnson & Wales
University – Denver
Denver, CO

AH&LA Student Chapter of the Year

Purdue University
West Lafayette, IN

ACHIEVING NEW HEIGHTS

IN 2016

Building on our momentum, growing membership, HotelPAC and executing on our 3-Year Strategic Plan

Increasing our visibility through thought-leadership and greater media attention by proactively telling our industry story

Leading the charge to reinstate the long-standing joint employer standard

Securing government action and alerting consumers on the deceptive practices by some rogue online travel agencies

Aggressively advocating with federal, state and local governments, consumers and other key stakeholders

Enhancing member engagement, nationally and through our Partner State Associations, to ensure we speak with one voice and one vision

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BUILDING ON STRENGTH
DEFINING OUR INDUSTRY
ACHIEVING NEW HEIGHTS



ALL TOGETHER POWERFUL

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